



Early Childhood Education and Care Provider Strategic Plan 2020 - 2024

Alfred Nuttall Memorial Kindergarten

Alfred Nuttall Memorial Kindergarten is located in Fairfield, in the City of Darebin. We are a community-based, not for profit kindergarten managed by a volunteer parent committee. The kindergarten offers a sessional three and four year old kindergarten program with bush kinder embedded as part of our teaching approach.

This Strategic Plan covers the period from 2020 to 2024.¹

Vision

Alfred Nuttall Memorial Kindergarten aims to continue its provision of high quality, sustainable, parent-run early childhood education in line with the needs of the community in Fairfield and surrounding suburbs.

Mission

Alfred Nuttall Memorial Kindergarten provides a stimulating and caring environment that promotes a love of learning and encourages each child to realise their full potential. The kindergarten aims to be a natural extension of a child's family and community life

¹ The Committee has set objectives and strategies beyond our year of office in 2020, but expect subsequent committees will edit and update this plan in June each year to reflect the needs and priorities of our kindergarten.

<p style="text-align: center;">STRENGTHS</p> <p>Quality program</p> <ul style="list-style-type: none"> ● Exceeding ACECQA rating ● High quality education program ● Excellent resources - supporting the defined curriculum, replenished frequently ● Natural setting – focus on indoor/outdoor play ● Session times and long day sessions meet community need ● Strong reputation and the only sessional kinder in Fairfield ● Embedded bush kinder program for four year olds ● Commitment to staffing above minimum ratios where feasible <p>Staffing and Management</p> <ul style="list-style-type: none"> ● Received exceeding for QA1 due to ongoing focus to maintain Exceeding rating by review of self-assessments, QIP and policies. ● Experienced, high quality staff - all education staff are qualified, minimum qualification is a certificate III ● Commitment to professional development, reflective practice and structured planning ● High retention/minimal staff turnover, appraisals confirm passion for their job. ● Administrative support to support the Director and Committee’s administrative responsibilities ● Quality staff amenities (recently completed office extension). <p>Community participation and parent engagement</p> <ul style="list-style-type: none"> ● Active parent participation including volunteering in and out of session ● Kindergarten community is enthusiastic and has a broad range of skills that results in a professional, active and committed Committee of Management. ● Strong reputation - evidenced by ‘World Class’ Net Promoter score 83 (May 2022) ● Strong relationship with Darebin Parklands Association via the bush kinder program <p>Governance</p> <ul style="list-style-type: none"> ● Well-documented, current, accessible policies and procedures ● Strong budget position including retained earnings and cash reserves ● Strong and collaborative relationship between Committee of Management and staff including staff invited to attend COM meetings 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> ● Single teaching space limits capacity of enrolments ● Extended care not available ● Reliance on parent volunteering for Committee of Management roles can mean insufficient committee support or specific committee members overburdened leading to unsustainable governance ● Frequency of committee turnover leads to loss of organisational knowledge and experience and risk of inconsistent management. ● DET funding structure means lag in funding change when year to year enrolment numbers change despite staffing costs changing in time with start of year enrolment numbers ● Some computer systems and processes are not integrated - leading to inefficiencies with administrative processes ● Home kinder is located on a busy road, insufficient traffic controls or safe school crossings, often difficult to find a close car park ● Reduced connection to network of broader stakeholders as a result of the pandemic (including relationships with schools, health services, other early learning centres).
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> ● Increase the profile of our service within the community ● Formalise and strengthen relationship with Darebin Council, local MP and Department of Education and Training, Darebin Parklands Association and other key stakeholders ● Create strong networks with other local early childhood learning centres to facilitate peer support, inter-professional learning, networking etc. ● Offering of the bush kinder program to some of the 3 year old cohort 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> ● Enrolment demand uncertain from year to year and financial viability will be affected if enrolment numbers drop in the medium term ● Many new private childcare centres in the local area and high uptake in kindergarten that is integrated into childcare due to many parents working. ● Lack of clarity from State and Local Government about medium -long term strategy for implementing new reforms: compromising organisational strategic planning.

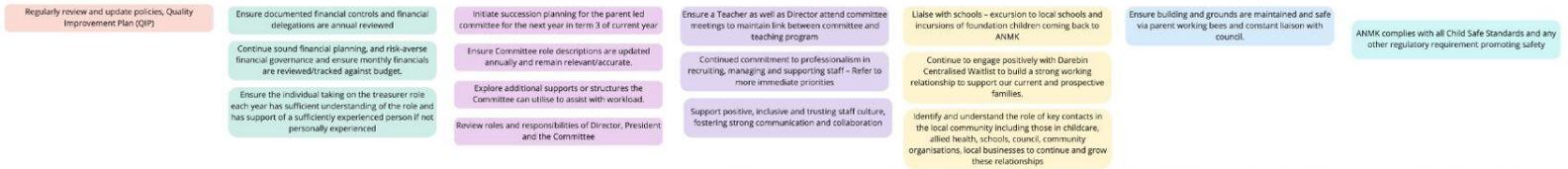
<ul style="list-style-type: none"> ● Reflect ANMK's ongoing commitment to reconciliation ● Reflect ANMK's ongoing commitment to sustainability ● Availability of additional funded hours allows opportunity to offer more program hours 	<ul style="list-style-type: none"> ● Limited guidance and direction (from Victorian Government and Darebin Council) regarding strategy to implement Government's commitment to increased funded hours for three and four year old kindergarten in the coming years (<2030). ● High reliance on President and Director for administrative tasks and compliance requirements – albeit improved position now that a specific administrative support staff member is employed ● Workforce shortages impacting ability to deliver program and staff wellbeing ● Ongoing COVID-19 impacts on circulating illnesses
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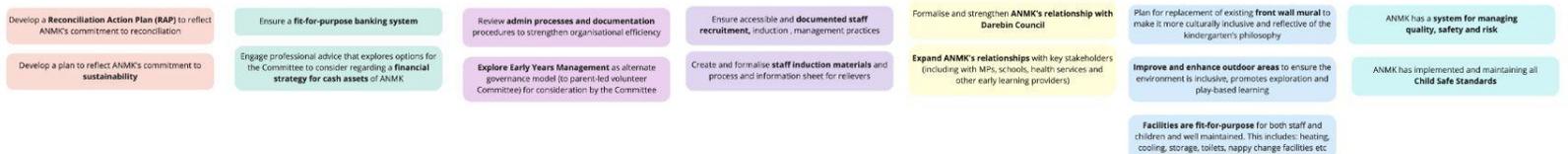
KEY OBJECTIVES 2020-2024



LONG TERM OR ONGOING STRATEGIES



2022-23 STRATEGIES



LEGEND

- ★ Achieved
- ☆ Partially achieved



Above document can be accessed here: https://miro.com/app/board/uXjVPZYaQew=?share_link_id=167589877997

Action plan: 2022-23 Strategies

Priority 1: Overall Excellence

Objective: *To maintain 'exceeding' rating in regards to the National Quality Framework (NQF)*

Quality Area ALL	Who	Priority	Status
Develop a Reconciliation Action Plan (RAP) to reflect ANMK's commitment to reconciliation	President to form a specific sub committee	High	Not started
Develop a plan that reflects ANMK's commitment to sustainability	President to form a specific sub committee	High	Not started

Priority 2: Strong Financial Position

Objective: *To ensure long term financial viability and sound financial practice*

Quality Area 7	Who	Priority	Status
Ensure ANMK has a fit-for-purpose banking system	Treasurer & President	High	In progress
Engage professional advice that explores options for the Committee to consider regarding a financial strategy for cash assets of ANMK	Treasurer & President	Medium	Not started

Priority 3: Strong Governance

Objective: *Continue to maintain strong, sustainable governance arrangements, which relies on securing skilled, committed parents to run the committee year on year*

Quality Area 7	Who	Priority	Status
Review admin processes and documentation procedures	President, Director, Administrative assistant	High	In progress
Explore Early Years Management as alternate governance model (to parent-led volunteer Committee) for consideration by the Committee	President and Secretary	Medium	Not started

Priority 4: Quality Staff and Program

Objective: *To retain quality and experienced staff who align with the kindergarten's philosophy and run a quality program*

Quality Area 1, 4, 5	Who	Priority	Status
Ensure accessible and documented staff recruitment, induction, management practices	President, Director, Administrative assistant	High	In progress
Create and formalise staff induction materials and process and information sheet for relievers	Director, Administrative assistant	High	In progress

Priority 5: Community Involvement

Objective: *Continue our strong community involvement with ongoing connections to local schools, family services, community organisations, Darebin Parklands, Darebin Council networks, past students and families*

Quality Area 6	Who	Priority	Status
Formalise and strengthen ANMK's relationship with Darebin Council	President, Vice President and Director	High	In progress *noting an MOU exists, review and amend by agreement
Expand ANMK's relationships with key stakeholders (including with MPs, schools, health services and other early learning providers)	President and Director	Medium	Not started

Priority 6: Building and Grounds

Objective: *Maintain and enhance the kindergarten's building and grounds to ensure a highly functional and play-based learning environment*

Quality Area 3	Who	Priority	Status
Plan for replacement of existing front wall mural to make it more culturally inclusive and reflective of the kindergarten's philosophy	Grants, Director	Medium	In progress
Improve and enhance outdoor areas to ensure the environment is inclusive, promotes exploration and play-based learning	Grants, Director	Medium	In progress
Facilities are fit-for-purpose for both staff and children and well maintained. This includes: heating, cooling, storage, toilets, nappy change facilities etc	President, Director, Grants	High	In progress

Priority 7: Children's Health and Safety

Objective: *ANMK provides an environment where health and physical activity is supported and promoted and child safety is paramount*

Quality Area 2	Who	Priority	Status
ANMK has a system for managing quality, safety and risk	Vice President, Director & Policy volunteer	High	In progress
ANMK has implemented and maintaining all Child Safe Standards	Vice President, Director & Policy volunteer	High	In progress