



YMCA National Early Childhood STRATEGIC PLAN

February 2008 – January 2010



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The Vision & Mission

Vision

YMCA is a recognised leader (preferred provider) of quality early childhood education in New Zealand

Statement of Purpose

To grow values based community early childhood education in New Zealand

Values

RESPONSIBILITY

RESPECT

CARING

HONESTY

New Zealand Early Childhood Climate (2007)

- 2001: New Zealand Government released *Pathways to the Future; Nga Huarahi Arataki* (a ten year strategic plan for early childhood education)
- Working for Families: New Zealand Government introduced *Working for Families* benefits to compliment the increase in working families and higher percentage of women in the work force
- 2007: New Zealand Government introduced Free Early Childhood Education funding
- Increased demand for early childhood services. The demand for free early childhood services can not be met by the supply. New Zealand Government increased discretionary grant funding for the building of early childhood centres.
- Increased commercial competition within the early childhood sector
- Failure and decline in the number of small volunteer parent led community early childhood education services throughout New Zealand
- Decrease in the demand for Kindergartens and increase in the demand for early childhood full day childcare services to meet the needs of working families

Five essential ingredients for quality childcare:



Positive and healthy relationships. The heart and soul of quality positive relationships among the children, the childcare teachers, the childcare administrators and the parents in a quality childcare programme are critical for the children's healthy development and education. Positive relationships among the staff provide powerful lessons and serve as a strong element of a quality programme. Children look to their teachers as role models, watching and learning as they cooperate, communicate and solve problems with each other. Teachers and caregivers in a quality programme will also spend time developing positive relationships with the families, making it possible for busy, over-extended parents to become engaged in their child's programme experience.



Environment: The environment of the childcare programme is the physical space where programme activities happen. The environment of the quality programme is spacious enough for the children to work and play without crowding, and it is well organised, with plenty of inviting areas to stimulate children's exploration and involvement. Outside play and exploration are important components of a quality programme. A quality childcare programme will have spacious indoor and outdoor areas, designed and organised not only to meet the needs, but also to spark the interests of the children and youth.



Activities: Quality in action. The activities in a quality childcare programme are all about development, learning and fun. The quality childcare programme needs to offer a balance of activities that support the development and education of the children.



Safety and health: The safety and health of the children are top concerns of any quality programme and can serve as an indicator for the general quality of the overall programme.



Effective administration: The backbone of quality. As mundane as it may sound, solid administration establishes and maintains both the long and short term stability of a quality childcare programme, directly affecting the comfort, security and development of the children and youth. Effective administration makes it possible to:

- Hire and retain qualified caring teachers
- Maintain an appropriate number of children per staff members
- Build relationships and meaningful collaborations with schools and other community groups
- Address staff training and other issues in a positive manner
- Conduct regular evaluations of the effectiveness, responsiveness and overall quality of the programme.

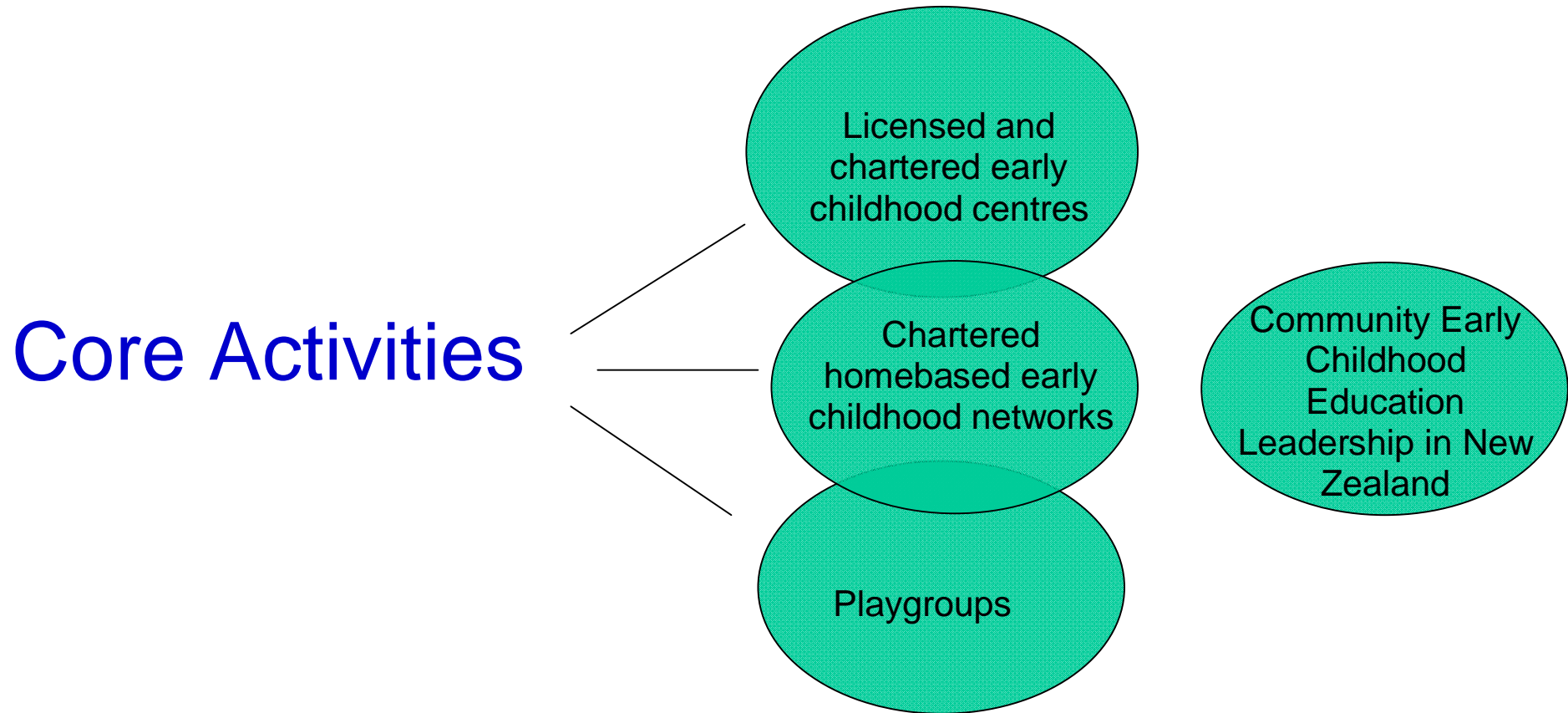


A lot of what rubs off on kids at the YMCA doesn't wash off.

YMCA CHILDCARE BUILDS STRONG KIDS, STRONG FAMILIES AND STRONG COMMUNITIES

Core Key Outcomes

- Increase participation in quality community based early childhood education
- Improve quality of early childhood services
- Promote collaborative relationships locally and nationally
- Grow the number of YMCA values based early childhood centres
- Increased profile and community awareness
- Financial sustainability
- Seek opportunities



Core Activities & Client Groups

The following represents the core activities and their strategic direction:

Core activities	2008	2010	Activity	Outcomes	Strategy
Licensed and chartered early childhood centres	8 (Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne x2, Christchurch)	14 Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne(2), Christchurch (2), Auckland (2), Wanganui, Palmerston North, Nelson	Current and Licensed early childhood centres		To explore opportunities to appoint National advisor to assist YMCA early childhood centres Grow recognition of YMCA as leaders in early childhood education nationally and locally Maintain not less than 80% capacity of funded open hours and 50-79% registered teacher ratio Investigate development of a YMCA National Early Childhood Centre toolkit of policies and procedures/forms Develop a national branding for all YMCA Early Childhood Centres to enable recognition and profiling as leaders nationally Maintain six monthly meetings for Managers to support and assist the development of quality early childhood services and best practices Increase training opportunities for early childhood employees eg annual Build conference
Licensed and Chartered early childhood centres	8 Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne, Christchurch	14 Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne(2), Christchurch (2), Auckland (2), Wanganui, Palmerston	Increase the number of community YMCA early childhood centres		Identify opportunities to apply for Ministry of Education discretionary grant funding to develop sustainable community early childhood centres in areas that have been identified by the Ministry of Education and communities as high needs areas. Explore opportunity to appoint National advisor to assist YMCAs with discretionary grant funding applications and nationally to:

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		North, Nelson			<p>access MOE catchment ratings; analyse information; and identify areas of highest need (MOE)</p> <p>Liaise and work with YMCA's to progress DGS application</p> <p>To advise and partner with other community early childhood education centres that are struggling with day to day operational management . YMCA providing professional quality governance and management while retaining community input</p>
Licensed and Chartered early childhood centres	8 Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne, Christchurch	17 Massey, Ellerslie, Hamilton, New Plymouth, Hawkes Bay, Gisborne(2), Christchurch (2), Auckland (2), Wanganui, Palmerston North, Nelson	National Early Childhood Development Proposal		Explore and prepare a comprehensive YMCA National Early Childhood Development proposal to be presented Ministry of Education outlining intended growth of YMCA early childhood centres nationally and funding requirements
Chartered Homebased early childhood services	2 Gisborne	4 Gisborne x2 others	Increase number of chartered homebased services nationally		Assist YMCA's to investigate opportunities for the development of an early childhood homebased service
Playgroups	3 Gisborne (2) Palmerston North	6	Increase number of playgroups nationally		Investigate with individual YMCA's the opportunity to deliver playgroups in communities nationally Explore all early childhood education avenues

The following represents the client groups and how their needs will be met:

Core group	2008	2010	Description	Strategy
0-5 year olds Nationally	65,000 annual participation . 18,000 unlicensed activities, 47,000 licensed centres	90,000	Licensed Early Childhood Centres Sessional early childhood centres Playgroups Y-Kids@home service	<ul style="list-style-type: none"> • Maintain existing YMCA early childhood centres • Grow number of childcare centres and services offered throughout New Zealand • Grow numbers of YMCAs delivering Homebased services throughout New Zealand based on need • Investigate playgroup resources and funding to develop playgroups nationally • Increasing participation in early childhood education

Strategic Intent for 2008 - 2010

The following diagram represents the National YMCA's intentions for strategy and decision making for 2008 and 2009:



2008 Key Outcomes

The following outlines the key outcomes to achieve the National YMCA vision and mission for early childhood education:

Strategy	Milestones	Responsibilities	
Strategy	Milestones	National YMCA	Member Association YMCAs
<i>Increase profile & awareness</i>	Increase profile nationally Consider sponsorship options Develop a marketing plan Consider use of specialist expertise	Sponsorship policy Provide a brief for marketing planning/policy & execution	Provide options & costings to meet policy and brief for marketing
<i>Financial Sustainability</i>	Build relationships Identify go / no go points in considering a proposal for new activities / projects / services <ul style="list-style-type: none"> • Participation • Costs • Deficit / surplus • Impact <ul style="list-style-type: none"> ○ financial ○ mission 	Policy on new project / service / activities guidelines Policy on activities re impact (financial & mission)	Budget expectations for 2008 (avg. value / cost per participant) Set targets Track results and reporting New centres . discretionary grant funding applications, set budgets for development of early childhood centre and costings to set up
<i>Improve capacity, capability & quality</i>	Program consolidation Define programs / activities that need to be self sustaining Increase child care capacity based on demographics to identify high priority regions Identify efficiencies in existing programs and sharing of best practice with current ECE managers Networking and collaboration with other YMCAs, Ministry of Education and other	Sustainability policy and guidelines	Provide data to National YMCA to enable the development of policy on sustainability Report on impact of programs Recommendations on programs that meet guidelines

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	<p>community organisations Define new program opportunities Identify future trends National advisory support and mentoring for YMCAs</p>		
Seek Opportunities	<p>Profile & promote YMCA nationally as Early Childhood largest provider in community early childhood education organisations Identify future opportunities Increase participation in existing programs Consolidate Early Childhood programs Investigate Early Childhood/OSCAR (joint) centres</p>	<p>2008 growth targets and policy developed Review data for the above Identify opportunities for YMCAs to examine and consider</p>	<p>Attend and host meetings in the industry and local community Identify the capacity of current programs vs. the current usage needs analysis Strategy recommendations on how to close the gaps in the above</p>
Increase participation	<p>Ensure YMCA meeting community needs if they are there Increased awareness of YMCA Early Childhood Education Develop template to identify trends in communities Smart marketing campaign to encourage participation Increase capacity across all early childhood education areas</p>	<p>Provide advice and support Macro level Develop and deliver national campaign</p>	<p>Needs analysis and discretionary grant funding application completion / submission to Ministry of Education Local community demographics and collaboration/networking Local marketing</p>
Promote collaborative relationships locally and nationally			
Grow numbers YMCA values based early childhood centres			

Leadership Strategy

Promote YMCA early childhood education strategy internally and externally

All YMCA staff promote YMCA activities

Development of YMCA key messages

Opportunities & Risks to 2010

The National YMCA Early Childhood committee/advisor will periodically identify risks and opportunities that will enable YMCA to fulfil its vision and mission:

Opportunities:

- National and local support mechanisms
- Recognition as national community early childhood education provider
- Enables YMCA to reach more people
- Helps fulfil mission and vision
- Increased \$
- Adds to delivery of national YMCA strategic plan . Y for Life
- Increase positive profile of YMCA
- Collaboration and influence with agencies
- Lead trainer of early childhood education staff in New Zealand
- Multi agency contracts
- Community connectedness

Risks:

- Early childhood education needs to consolidate over next few years
- Oversupply of early childhood education facilities . supply > demand
- Change of government policy
- Experience of not the highest quality
- Increase in dependency on government funding
- Compliance requirements burden
- Rule changing
- Qualified staff supply . retention of staff
- Lost opportunity if no action taken or action too late
- Risk by association

Risk Management

The following table summarises the risks and contingencies for each program:

Program	Revenue & Source	Exit Barriers	Risk rating	Contingencies
Early childhood centre	Fees MOE BGF	MOE Land Staff	Low	MOE . building not in ownership of YMCA for ten years of operation Lease of land/management contract to councils with exit clauses Termination of employees employment
Homebased	Fees MOE BGF	Contractors	Low	Termination . notice to contractors