



**2019 - 2021**

**STRATEGIC**

**PLAN**





# OUR VISION



CCSA's vision is for best practice in management within early childhood education and care.

## Acknowledgment

Together we acknowledge the contributions of the traditional custodians of this land, the Gundungurra and Darug people.

We acknowledge the contribution of Aboriginal Australians, Torres Strait Islander peoples, and non-Aboriginal Australians to the education and care of all children and people in this country in which we live in and share.

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## OUR PURPOSE

CCSA will partner with and advocate for early childhood education and care services to ensure positive outcomes for children and communities.

CCSA will achieve this through providing leadership and using our expertise in meeting the governance, management, human resource, business and industrial needs of early childhood education and care settings.

CCSA is recognised by members, the early childhood education and care sector and at all levels of government as a peak body and provider of quality services and resources.

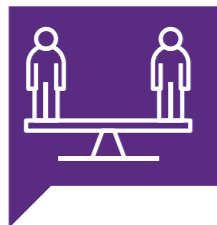


# OUR VALUES



## EXCELLENCE

Best practice in governance and service delivery.



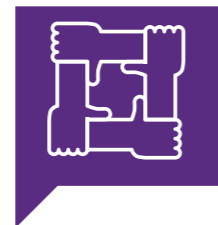
## RESPECT

Consideration and regard for all people and organisations with whom we work.



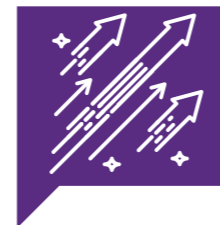
## SUSTAINABILITY

Demonstrating and promoting sustainable practice.



## DIVERSITY

Drawing strength from the diversity of our membership and those we work with.



## LEADERSHIP

Being progressive and innovative.



## COLLABORATIVE

Positive internal and external engagement and working relationships.



## ETHICAL

Behave ethically in all relationships. We are socially responsible and aim to be environmentally sustainable.



## RECOGNITION

Together we acknowledge the contributions of the traditional custodians of this land. We acknowledge the contribution of indigenous Australians including Aboriginal Australians, Torres Strait Islander peoples, and all other Australians to the education and care of all children and people in this country we live in and share.



## OUR VISION

To ensure the ongoing sustainability and future growth of CCSA membership.

## OVERALL FOCUS

Well supported & resourced early childhood services.

# 1.0

# Membership

### 1.1 FOCUS

**CCSA membership is inclusive of all early childhood services and settings**



### APPROACH

- Review and determine new categories and criteria for membership
- Investigate and develop products, services and business opportunities to sustainably grow diverse membership and business opportunities
- Investigate the value proposition in co-membership with other organisations

### OUTCOMES

- Membership is expanded and increased
- Membership offers more flexible and responsive benefits
- Membership benefits are inclusive of both associate members and service providers and are aligned with all categories

### 1.2 FOCUS

#### Community support



### APPROACH

- Continue to promote and support community based management & social enterprise
- Establish working partnerships with other organisations and associations to complement memberships
- Promote, respond and engage with a range of business management structures in the early childhood sector

### OUTCOMES

- Community based management models are supported and promoted
- CCSA membership is promoted and valued across all service types
- A wide range of business models in early childhood are well supported and valued

### 1.3 FOCUS

#### Invest in our brand



### APPROACH

- Market and promote the CCSA brand Australia wide
- Develop the successful annual Rural and Remote Forum 'Bringing the voices together'
- Provide direct engagement opportunities and networking with services in metropolitan areas

### OUTCOMES

- Partnerships established with relevant peak organisations and agencies
- CCSA is recognised as the peak organisation representing rural and remote services
- Membership of CCSA is recognised across all areas of the sector regardless of location

# 2.0

# Advocacy

## OUR VISION

A sustainable legislative, regulatory and funding framework that ensures high quality and well managed early childhood services.

### 2.1 FOCUS

#### National Quality Framework

#### Governance and Management



#### APPROACH

- Regularly engage and consult members on key advocacy points
- Engage with government departments and agencies to influence sustainable and well-resourced management and governance structures in our sector
- Support the sector to engage in good governance, compliance, management and processes
- Represent and promote sound policy, good governance, and appropriate management systems in early childhood services

#### OUTCOMES

- CCSA continues to be consulted and engaged in relevant sector forums, meetings and advisory platforms
- CCSA influences the development of sound policy and practice for our members and the sector
- Member services improve management practices and maintain compliance
- CCSA is recognised as the "go to" organisation for good governance and management of early childhood services

### 2.2 FOCUS

#### Workforce



#### APPROACH

- Promote the importance of qualified staff across all early childhood settings
- Develop strategic position statements on standards and quality in the management of the early childhood workforce

#### OUTCOMES

- Workforce is well managed, resourced and supported

### 2.3 FOCUS

#### Inclusiveness and diversity



#### APPROACH

- CCSA supports key campaigns and partners with relevant organisations that share our vision of fostering quality outcomes for all children
- CCSA engages in projects and campaigns that promote good outcomes for Aboriginal and Torres Strait Islander peoples
- CCSA engages in reconciliation practices, activities and training with all CCSA staff and management

#### OUTCOMES

- Partnerships are developed and maintained through shared advocacy
- CCSA influences good outcomes for Aboriginal and Torres Strait Islander peoples by improving access to affordable quality education programs
- CCSA continues the journey of reconciliation

### 2.4 FOCUS

#### Policy and funding



#### APPROACH

- Join with government departments and agencies to promote, influence and support early childhood funding programs and strategies that are sustainable and well-resourced
- Represent and advocate for individual members or member groups as needed

#### OUTCOMES

- The early childhood sector is well resourced and supported by funding and policy
- Members are supported and their needs are represented

### 2.5 FOCUS

#### Value of learning in early childhood



#### APPROACH

- Develop strategic position statements on quality, standards and value of early learning
- Engage with members to research and strengthen advocacy for early childhood learning
- Promote strong and sustainable relationships with relevant organisations and communities

#### OUTCOMES

- Alliances, partnerships and sponsorships are developed and maintained in key sector campaigns across state and national platforms

# 3.0

## Research, Data and Analytics

### OUR VISION

To collect and extract high quality, timely and actionable data to inform decision making.

### OVERALL FOCUS

CCSA advocacy, support and resources are informed by contemporary research, data and evidence.

#### 3.1 FOCUS

**To develop informed advocacy positions on:**  
- Governance and Management  
- National Quality Framework  
- Workforce development  
- Early childhood education policy and funding

#### APPROACH

- Implement technology and internal systems that support effective data analysis
- Compile reports and provide information to members, agencies, organisations and government to inform decision making and influence better practices
- Papers are made available to members

#### OUTCOMES

- Evidence is collected and analysed in a timely manner to inform practices
- Position papers are written to inform advocacy

#### 3.2 FOCUS

**To evaluate and improve products, services and systems that support our membership**

#### APPROACH

- Develop and implement a digital strategy, including online delivery of CCSA products and content
- Maintain website as the principle communication portal for CCSA

#### OUTCOMES

- CCSA services are accessible to members
- The ability to deliver micro-credentials to a diverse workforce



# 4.0

# Products and

# Services



**OUR VISION**  
To enable early childhood services to operate at a high level of excellence.

**OVERALL FOCUS**  
Effective organisational Governance and Management.

### 4.1 FOCUS

**CCSA products and services target governance and management support to approved providers, management committee members, centre directors and owners**

### APPROACH

- Research and develop high quality resource information and products in governance and management of early childhood services
- Regularly scan the environment to identify technology opportunities to improve sector capabilities in governance and management

### OUTCOMES

- CCSA is recognised as the leading provider of high quality governance and management resources and support for the sector

### 4.2 FOCUS

**Business Solutions services tailored to financial officers, administration staff and managers**



### APPROACH

- Promote payroll and bookkeeping services to members and non-members
- Provide a suite of professional services to meet the specific needs of early childhood services
- Networks are established to support financial and administration staff from novice to advanced skillsets

### OUTCOMES

- More Early Childhood Services purchase Business Solutions services
- New and updated financial training resources are available across a range of delivery modes
- Improved access to well-resourced financial and administrative staff networks for CCSA members

### 4.3 FOCUS

**Support compliance across new training legislations for qualified educators**



### APPROACH

- Provide additional NESA endorsed training
- Provide accredited training courses across a range of management areas
- Continue to explore opportunities to partner with other relevant organisations to expand products and services to members and the sector

### OUTCOMES

- Increased number of endorsed training packages offered by CCSA
- More resources and training are available to members
- Partnerships with agencies and organisations are established

### 4.4 FOCUS

**Sector Support Programs continue across states and territories.**



### APPROACH

- Continue to advise government agencies on governance and management strategies that will provide quality sector outcomes across all service types

### OUTCOMES

- Ongoing engagement by government agencies to deliver sector support training and programs for the early childhood sector



# 5.0

# Governance and Management

### OUR VISION

CCSA is well governed, sustainable and skilled.

### OVERALL FOCUS

Recruit, support and invest in leadership and good governance practices.

### 5.1 FOCUS

#### CCSA Board of Directors

### APPROACH

- Retain board members with historical context and knowledge
- Attract new board members with a range of credentials
- Target skills and expertise in early childhood and in business acumen

### OUTCOMES

- CCSA Board continues to function and operate effectively and successfully

### 5.2 FOCUS

#### CCSA Team

### APPROACH

- Support career development and growth
- Recruit additional skilled staff in response to business opportunities and growth

### OUTCOMES

- Retain a well-balanced, skilled and supported workforce

### 5.3 FOCUS

#### CCSA Operations

### APPROACH

- Invest in technology to improve services and efficiency
- Implement effective, innovative and contemporary marketing strategies with a focus on social media channels and online platforms
- Support growth and expansion with effective and efficient systems and processes

### OUTCOMES

- CCSA operations are more efficient, effective and consolidated





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