

# STRATEGIC PLAN 2022 - 2025



# CEO Introduction

On behalf of the Trustees and Staff of Coiste Cúram Leanaí Phort Láirge (CCLPL), I wish to thank all of you who gave generously of your time to share your thoughts and views to help inform the development of the CCLPL Strategic Plan. We are delighted to have this important document to help steer us in our work in the coming years. As you may be aware, the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) has announced the establishment of a statutory agency which will incorporate the City and County Childcare Committees (CCCs), Better Start, and elements of Pobal and DCEDIY in the coming 3-5 years.

The CCLPL Strategic Plan will provide us with a roadmap for our work locally and help to communicate and raise awareness of the continuing importance and value of the Early Learning and Care (ELC), School Age Childcare (SAC) and Childminding sector and services to children, parents and guardians, and communities in Waterford.

We greatly look forward to working with you in the coming years to ensure that the Early Learning and Care (ELC), School Age Childcare (SAC) and the Childminding sector, children, families, and communities are visible and well served and that services are inclusive, affordable, accessible and of the highest quality and standards in Waterford.

**Rose Murphy (May 2022)**

# Background

This strategic plan has been written in consultation with the many important stakeholders who are engaged with CCLPL services on a daily basis.

In this busy and ever-changing world it is important to take a 'step back' and consider how the future and that world will require our organisation to plan and respond.

The development of this strategic plan will help us to:

- Prepare proactively for the future needs and requirements of our stakeholders,
- Bring further focus to priorities and the relevant activities that should be in our weekly diaries as a result,
- Provide a greater understanding of the wide and varied activities of CCLPL and the benefits we deliver,
- Focus on skills, knowledge and resources required for our staff as we seek to continue to serve with excellence.

The strategic plan also provides a platform for our continued professional commitment to the sector, its staff, organisations, children and parents.



# Our Work and Commitment

- We are committed, through our work, to contribute to the maintenance, growth and development of the local early learning childcare sector.
- We are passionate in our belief that every child and family should experience services which meet and exceed required professional standards as well as supporting services that provide for the best potential start in life for our children.
- We will work in collaboration with all local stakeholders who share our desire to promote the growth and development of the local early learning childcare sector.
- We will continuously professionally develop our staff in line with the changing requirements and needs of our key stakeholders.
- We will promote equality and diversity in terms of both access to services and attracting and retaining staff within the sector.
- We will promote the sector as a career of choice and support the development of staff through a range of initiatives and events.
- We are motivated by the potential of the childhood education and care services to contribute to social inclusion and support society change.



# Our Purpose and Vision

## Our Purpose

- To establish, develop and enhance a wide range of integrated high quality accessible and affordable childhood education and care services responsive to the rights and needs of children their parents/guardians and of communities in Waterford.

## Our Vision

- To develop, support and enhance a wide range of high quality, integrated, accessible and affordable childhood care and education services responsive to the rights and needs of children, their parents/guardians and of communities in Waterford.



# Our Values

- **Children's Rights:** To advocate for children's rights, understood as the human rights of children with particular attention to the rights of special protection and care afforded to minors, including their right to association with both parents, human identity as well as the basic needs for food, universal state-paid education, health care and criminal laws appropriate for the age and development of the child, equal protection of the child's civil rights, and freedom from discrimination on the basis of the child's race, gender, sexual orientation, gender identity, national origin, religion, disability, colour, ethnicity, or other characteristics.
- **Respect:** To act with due regard for the feelings, wishes, rights and safety of others. Respect as a form of behaviour and participation is especially important in childhood as it serves as a basis for how the child learns to respect themselves and others in their family and community. CCLPL will exemplify and behave in a respectful manner in all of our interactions and dealings with those whom we work and serve.
- **Openness:** To act in an open and transparent manner in carrying out its role and responsibilities, placing a strong emphasis on transparency and access to knowledge and information as well as collaborative or cooperative management and decision making.
- **Integrity:** To act with honesty, truthfulness and accuracy in carrying out its role and responsibilities and will act with a shared understanding of the mission and values of the Committee which underpin all of its work and interactions.
- **Quality:** To endeavour to be reliable, accountable and sustainable in our work and to meet the requirements and expectations and achieve the best outcomes for those whom we serve in our work.

## Our 10 Strategic Aims

**Aim 1: Professional and career development – supporting the local early learning childcare sector in its ambition to deliver excellence in services through the knowledge, qualifications, skills and attributes of its staff**

**Evidenced by:**

1. Graduate entrants into the sector are supported to develop skills, knowledge and professional behaviours
2. Annual consultations with providers to ascertain local sector skills and knowledge needs
3. Preparing childminders for any future changes in standards and qualification requirements
4. Facilitation of sector ‘best practice in quality’ and ‘child-centred approaches’ events and/or initiatives
5. Regular and proactive engagement with educational providers on qualifications, staff training and career promotion

## Our 10 Strategic Aims

### Aim 2: Delivery of Department (DCEDIY) objectives and requirements

#### Evidenced by:

1. Strong internal governance and effective organisational leadership
2. Open, transparent and effective internal and external communication and ICT infrastructure
3. Competent and confident management and staff team
4. Efficient and effective data management, operational and programme delivery and reporting mechanisms
5. Collaboration with local, regional and national key stakeholders



## Our 10 Strategic Aims

**Aim 3: Inclusion and Diversity** – Working towards a sector that encourages participation and reflects the diversity of families in the community

**Evidenced by:**

1. Promoting the importance of language diversity and encouraging a wider understanding in the sector of the opportunities to provide greater inclusion via languages
2. Facilitate communities of practice to promote and support diversity and inclusive policy and practice in care and educational settings
3. Promoting understanding of and growth in services for children and parents with ALL levels of ability and talent
4. Promoting uptake and participation of children and families from all cultural and migrant communities
5. Promoting initiatives that focus on increasing the numbers of socially excluded parents accessing parent, guardian and toddler provision

## Our 10 Strategic Aims

**Aim 4: Health and Wellbeing** - Collaboration with key stakeholders on initiatives to promote and support the health and wellbeing of staff, children and families in ELC, SAC and Childminding services and Parent and Toddler Groups

**Evidenced by:**

1. Communicating a consistent local understanding of child protection and encouraging a multi disciplinary approach
2. Encourage greater general understanding of children's health and wellbeing (in childcare environments) including mental health, disability, trauma, autism and the effects of exclusion

## Our 10 Strategic Aims

### Aim 5: Sector Workforce Planning – supporting the sector to retain, recruit and develop talent

#### Evidenced by:

1. Promoting the sector as a ‘career of choice’ for those interested in roles as managers, educators, SAC practitioners and childminders
2. Support for the sector in the professional development, recruitment, and retention of staff
3. Collaborate with the key stakeholders to promote the sector as a career of choice including for groups previously under represented in the sector
4. Strengthening links between education and providers to maximise the quality of the placement experience

## Our 10 Strategic Aims

### Aim 6: Social Impact – to directly and indirectly contribute to positive social change in our local community

#### Evidenced by:

1. Regular assessment and analysis of local sector, society and stakeholder needs
2. Supporting the development of all Early Years Services for greater availability and wider participation
3. The increasing numbers of parents and children from socially excluded backgrounds accessing childcare
4. Growing numbers of parents (who wish to do so) in education or work as a result of wider childcare availability and accessibility

## Our 10 Strategic Aims

**Aim 7: Business Support – to enable existing childcare providers to deliver quality services, build capability and encourage the exploration and establishment of new provision to meet demand**

**Evidenced by:**

1. Promotional communication of business start up opportunities and signposting to local enterprise and business support organisations
2. Mentor and advisory support for early stage and established services in business management
3. Communicating on legislative and policy changes and developments impacting on local providers
4. Supporting leadership and talent development within local providers
5. Support provided to service staff on the use of technical systems and digital platforms
6. Signposting on external sources of funding, training and business support available to local providers



## Our 10 Strategic Aims

**Aim 8: Communication – receiving and sharing information with key stakeholders in the most effective formats to inspire engagement, knowledge sharing and a greater awareness of the role of CCLPL**

**Evidenced by:**

1. Effectively using online platforms for meetings and education to enable two way sharing of knowledge and information
2. Attending relevant local and national events to advocate of behalf of the local sector
3. Regular communication with the ELC, SAC and Childminding services and key stakeholders on the work of CCLPL
4. Promote and support the dissemination of best practice and policy through local and regional communities of practice

## Our 10 Strategic Aims

**Aim 9: Our People – attracting, retaining and developing our world class team of professionals to maximise the impact and experience of our services by our range of stakeholders**

**Evidenced by:**

1. Enabling hybrid/remote working opportunities for staff
2. An annual appraisal and professional development planning process for all staff members
3. Growing staff numbers in response to specific opportunities and relevant demand
4. Committing to staff health and wellbeing initiatives
5. A proactive, collaborative and positive working culture with opportunities for all staff to contribute
6. A commitment to equality, diversity and inclusion in all that we do

## Our 10 Strategic Aims

**Aim 10: CCLPL Organisational Development – continuously seeking to develop and improve how CCLPL works as an organisation and how it connects effectively with its external environment**

**Evidenced by:**

1. Proactive feedback and engagement on government policies and consultations
2. Committing to environmentally beneficial initiatives including reducing travel, hybrid working and maximising office energy efficiency
3. Communicating the vision, values and work of CCLPL to key stakeholders
4. Services and support that impact on stakeholders across all parts of Waterford
5. Developing opportunities for collaborative initiatives with key stakeholders locally in the interests of children and families
6. A commitment to excellence in (and to) our people, services and processes

**Our  
Motivation  
Our Focus**

