

Wheatbelt Early Childhood Planning Tool Kit

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The “Wheatbelt Early Childhood Planning Tool Kit” has been produced by the Wheatbelt Organisation for Children’s Services [WOCS] in partnership with Child Australia with funding and support from the Wheatbelt Development Commission through the Royalties for Regions - Regional Grants Scheme





DISCLAIMER

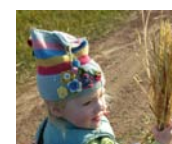
The information contained in this planning tool kit is not intended to be legal advice or contain comprehensive information regarding any organisations' responsibilities under legislation. The planning tool kit provides a general overview of some of the potential obligations of organisations, as legislation can change organisations should always refer to current legislation or seek legal advice on matters that relate to the organisation. Organisations should take responsibility for assessing relevance and accuracy of information contained in this planning tool kit.



Acronyms

Acronyms are used throughout the early childhood sector. A summary of the acronyms used in this toolkit are listed below.

Acronym	
ABS	Australia Bureau of Statistics
CCB	Child Care Benefit
CCQA	Child Care Quality Assurance
CCR	Child Care Rebate
Child Australia	Child Inclusive Learning and Development Australia
DEEWR	Department of Education, Employment and Workplace Relations
DFC	Department for Communities
EYLF	Early Years Learning Framework
FDC	Family Day Care
LDC	Long Day care
LGA	Local Government Authority
NFP	Not for Profit
Occ	Occasional Care
OSHC	Outside School Hours Care
QA	Quality Assurance (refers to childcare quality assurance)
RFC	Rural Family Care
WOCS	Wheatbelt Organisation for Children's Services

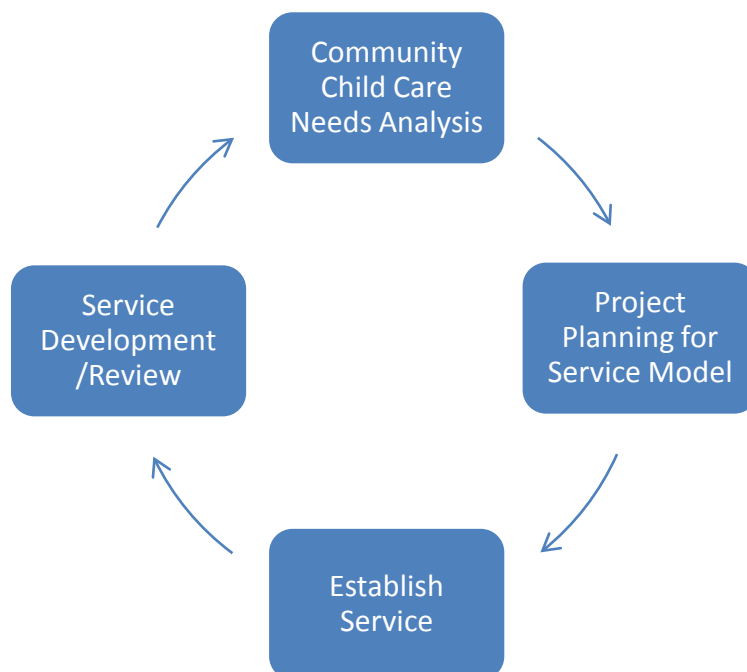


Introduction

The Wheatbelt Early Childhood Planning Tool Kit provides tool/s to enable communities to determine current and future early childhood care – specifically childcare needs in both the local and wider community. The planning tool kit aims to encourage planning and assessment of a community's capacity (including but not limited to physical infrastructure, population and skills) to establish, operate and manage a service.

1. Overview

The Community Early Childhood Planning Tool Kit comprises several components including planning and analysis guides and templates. An outline of the process is included below:



2. Using this Tool Kit

The aim of the planning tool kit is to encourage communities and existing childcare services to take a proactive approach to meeting both the current and future early childhood care needs of the community. The planning process encourages working together, forming partnerships and developing services to meet the evolving childcare needs of the community.

The planning tool kit is primarily focused on early childhood care, however to assist community services in undertaking planning, there is information and reference to outside school hours care in this tool kit.



The tool kit takes the form of a process that is ongoing. Templates have been provided in Section 6 to assist communities and services collate information and develop and implement useable plans. Templates are also provided on the enclosed CD in word format to enable these to be adapted to suit your community's/service's specific needs.

Throughout the planning process:

Examples are shown in green text boxes

Outcomes are shown in blue text boxes

National Quality Agenda and National Quality Framework

Please be aware the national framework will replace the current licensing and accreditation processes (childcare quality assurance) undertaken by State and Commonwealth Government. Whilst implementation and transitioning to the new framework commenced in July 2010 the National Quality Standard will be applied from January 2012. Accordingly this tool kit refers to accreditation as childcare quality assurance (CCQA). Additional information regarding the National Quality Agenda, National Quality Framework and Early Years Learning Framework has been included in the background section. New and existing services should ensure they remain abreast of developments during the transition phrase.

Commencing the Planning Process

Communities looking to investigate their early childhood care needs or establish a childcare service should commence the process at Section 1.

Existing early childhood care services considering further development, change or transition to a different model, should commence the process at Section 4.

The sections contained in this tool kit are outlined in "The Planning Process", page 9.



Background

1. Wheatbelt Organisation for Children's Services (WOCS)

The Wheatbelt Organisation for Children's Services is a not for profit organisation formed by volunteers to address issues regarding the sustainability of Wheatbelt and rural childcare services in Western Australia. The WOCS Committee members include industry representatives, early childhood organisations, stakeholders and community members. WOCS' mission is:

“Access, Equity and Sustainability for Wheatbelt Children's Services”

2. Child inclusive Learning and Development (Child Australia)

Child Australia is a not for profit organisation with over 21 years experience in providing programs and services that facilitate access to early childhood services for all children. In addition, we provide professional development programs and support for industry professionals to facilitate building nurturing and stimulating childcare environments. Child Australia also directly supports community with early childhood education and care services. Child Australia's Mission is to develop the capacity of the early childhood education and care sector, families and the community to support children's wellbeing, learning and development.

3. WOCS – Child Australia Partnership

Child Australia and WOCS formed a partnership in 2007 to address concerns regarding the sustainability of rural childcare services and the issues and barriers encountered by volunteers operating services. Lotterywest funding was granted to employ a Project Officer Nola Poland and develop supports and resources for volunteers operating community childcare services. During the course of the Lotterywest project the need for resources to assist communities and existing childcare services undertake a proactive approach to meet current and future early childhood care needs was identified. This tool kit is designed to address that need.

4. Wheatbelt Regional Child Care Support

The Wheatbelt Regional Child Care Support (WRCS) project has been funded by the Wheatbelt Development Commission through the Royalties for Regions - Regional Grants Scheme.

The aim of the project was to:

- develop a tool kit to facilitate analysis of the local early childhood care needs and service viability; and
- develop project /strategic planning, templates, resources and information regarding models of childcare.



5. The Early Childhood Reform Agenda – Impact on Child Care

The early childhood and childcare sector is now commencing its transition to the early childhood reforms endorsed by the Council of Australian governments in 2009.

National Quality Agenda and National Quality Framework

On December 7 2009, COAG agreed to a new National Quality Agenda for early childhood education and care and Outside School Hours Care. This national framework will replace the current licensing and accreditation processes undertaken by States and Commonwealth.

The National Quality Agenda provides a new framework to deliver better quality for children through a single National Quality Standard and Rating System. The National Quality Standard will be applied to all long day care, family day care, outside school hours care services and preschools from 1 January 2012. Implementation and transitioning will commence from July 2010.

The National Childcare Accreditation Council (NCAC) website advises “All childcare services should continue to use the standards in the relevant *Quality Practices Guide* until further notice”.

Accordingly this tool kit refers to childcare quality assurance (CCQA), however current services and communities establishing new services will need to ensure they remain abreast of developments during the transition phase to the National Quality Standard/Framework. For information refer to DEEWR website - www.deewr.gov.au/EarlyChildhood/Policy_Agenda/Pages/home.aspx

Early Years Learning Framework

The Early Years Learning Framework (EYLF) is a national curriculum framework which will ensure quality and consistency in the delivery of early childhood education programs across all early childhood settings. This framework was endorsed with the National Early Childhood Development Strategy in July 2009. Adopting the Framework means children will receive a nationally consistent, quality early childhood education, with learning tailored to their individual needs so that they start school as happy and confident learners.

The Early Years Learning Framework describes the principles, practice and outcomes which enhance young children’s learning from birth to five years of age, and their transition to school.

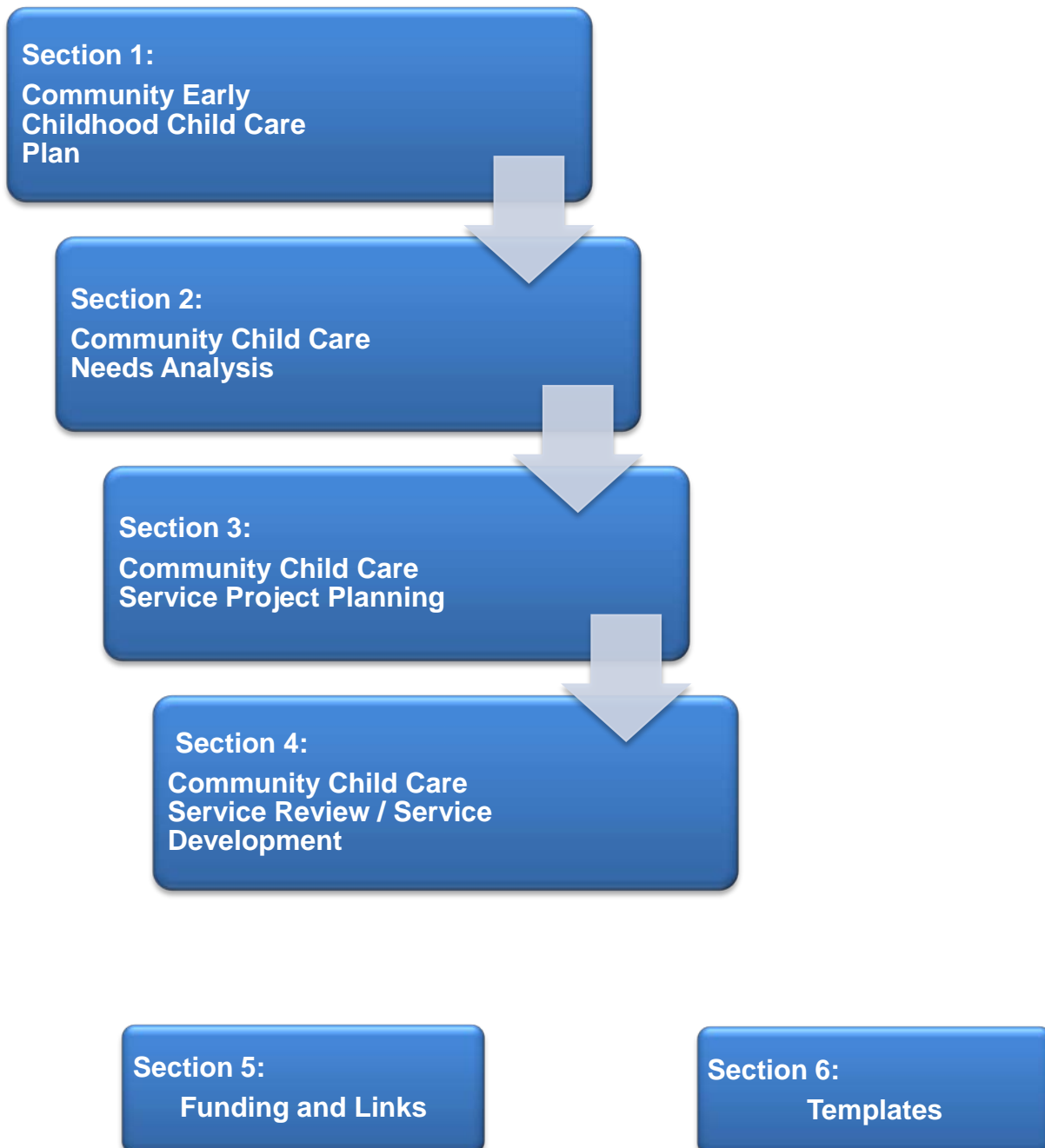
It is recommended that early childhood services download the EYLF document “Belonging, Being & Becoming”.

The implementation of the Early Years Learning Framework commenced in early childhood settings from July 2009.

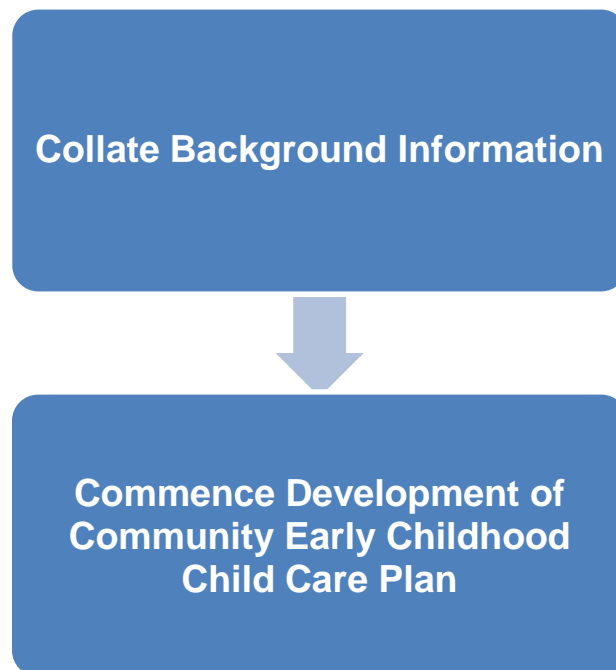
For information refer to DEEWR website - www.deewr.gov.au/EarlyChildhood/Policy_Agenda/Pages/home.aspx.



The Planning Process



Section 1: Community Early Childhood Child Care Plan



Community Early Childhood Child Care Plan

The planning process will contribute to the development of a Community Early Childhood Child Care Plan. Template 1: Community Early Childhood Child Care Plan has been provided to assist you to record the outcomes from the planning process. The template is located in Section 6: Templates.

Prior to commencing the planning process some background information regarding the community should be collated. The following outlines the background information for inclusion in your Early Childhood Child Care Plan.

1. Name:

(Community Name) Early Childhood Child Care Plan

2. Aim:

Aim of this plan is to evaluate the:

- community need for childcare;
- community commitment/capacity to provide childcare;
- community support for the establishment of a childcare service; and
- infrastructure in place to meet community childcare needs.

3. Community Overview:

Provide an overview of the community including:

- name of Local Government;
- location;
- community's proximity to nearest regional centre;
- community's proximity to nearest childcare service;
- population;
- number of children under 6 years of age;
- number of children from 6 to 12 years of age;
- organisations in the community;
- schools in the community; and
- businesses in community.



4. Considerations:

Identify existing early childhood services/or organisations:

Examples may include:

Kindergarten, playgroups, early childhood networks, after school programs, family day care or centre based child care services.

Is there capacity to expand or partner with existing services?

Detail the outcome of any meetings or liaison with existing services including partnerships developed.

For example.

*Work with local school to establish a service.
Detail the participation of existing services in developing the plan.*

Will the provision of a new service impact on existing early childhood services?

Outline positive and negative impact on existing services.

For example.

*Existing family day carer may be affected by the establishment of a new service.
New service would assist in ensuring school readiness thereby benefiting the school.*

5. Impact on local or wider community

Local community: Detail the benefits of providing childcare for the local community.

For example.

Residents – may attract families to the community, provide respite for carers and enable participation in employment, education and civic duties.

Businesses/employers – increase skilled labor available in community, enable establishment of new businesses.

Sustainability – contribute to sustainability of community through attracting families, increased workforce.



Wider community: Consideration should be given to services being provided in neighbouring communities. Establishing two services in close proximity to each other may impact on the viability of the services. It is advisable to liaise with the any neighbouring communities and work toward supplementing existing services to ensure there is not duplication. This is a factor for consideration in evaluating the appropriate model of care for the local community.

Detail consultation undertaken and potential impact (positive and negative) on wider community.

6. Other relevant information

Record details of any additional information and its relevance/impact on providing early childhood care in the plan.

Examples may include:

*Current service ceasing operation; and
Potential new industry/organisation commencing or
expanding.*

Outcome

Provision of a new service will impact positively on the community and existing services.

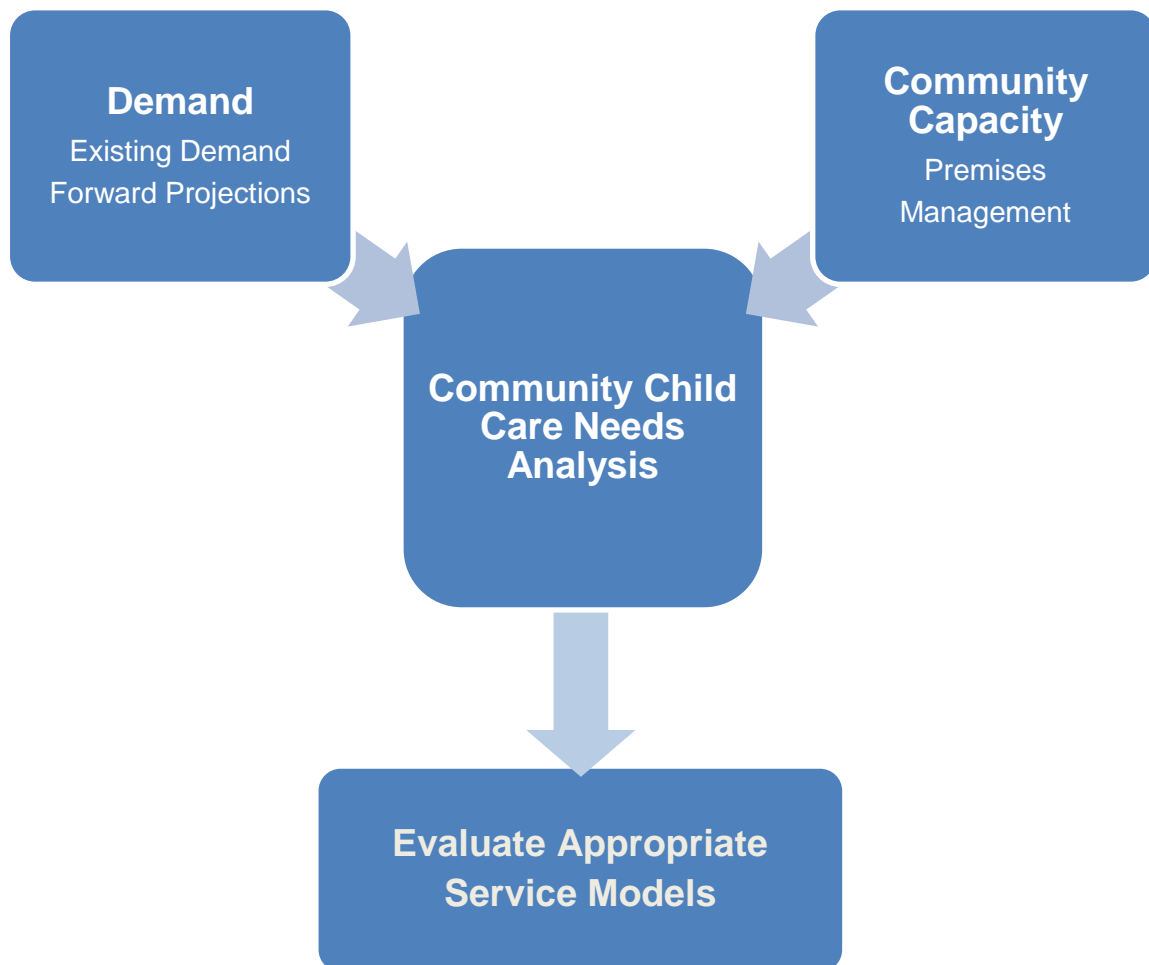
You have completed the background information please continue to Section 2: Community Child Care Needs Analysis.

Provision of a new service will impact negatively on the community and/or existing services.

Invite existing services to participate in planning to meet community early childhood care needs to ensure they are able to have input into and consideration in the final outcomes. Continue to Section 2: Community Child care Needs Analysis.



Section 2: Community Child Care Needs Analysis



Community Child Care Needs Analysis

An analysis of community childcare needs has two components.

- Demand.
- Community capacity to meet demand.

Upon completion of the analysis the resulting information will assist to determine the appropriate model of childcare to meet the needs of the community.

2.1 Demand

In order to determine demand a community survey is the most effective measure.

The survey needs to identify:

- the number of children that would attend a service;
- the age and date of birth of the children;
- the number of hours or days children would attend;
- the purpose of accessing care;
- the type of childcare; and
- the amount a family or carer is willing to pay for care.

This information will be used to establish if there is demand, the preferred service model, the staffing requirements and financial viability of a proposed service.

The data needs to be collated into the following formats:

- Childcare usage
 - Total surveys returned
 - Current childcare usage
 - Type of childcare
- Unmet demand and utilisation

Information regarding children should be kept confidential. Accordingly as this information will be included in a community plan it is suggested a referencing system be applied to all surveys received.

Example:

Number each survey upon receipt and cross reference to each child:

1-1 represents survey 1 child 1.

A second referencing would be for outside school hours care:

1-OS1 represents survey 1 outside school hours care child 1.

Please see following sample templates:

- Community Early Childhood Survey – Child Care (Template 2).
- Current Child Care Usage (Template 3) and Current Demand and Utilisation Template (Template 4).

Note: When identifying unmet need ensure you identify if care is *additional to* or *replacing* existing care.



Sample Template 2

Community Early Childhood Survey - Child Care

We are currently conducting a community survey to evaluate the community childcare needs and the capacity of existing services to meet current and future needs.

Your assistance in completing the following survey would be appreciated.

Please return completed surveys to:

.....

Name:

Do you currently use childcare?

Yes No

If yes, which services do you use?

Family Day Care Occasional Care Informal care arrangement
(eg family/friend)

How often?

Monday	Tuesday	Wednesday	Thursday	Friday	Occasional

If available would you utilise a:

Centre based childcare service? Yes No

Family day care service? Yes No

Is this in **addition** to your current childcare use? Yes No

If you would utilise a centre based childcare service or family day care service please provide the following information.

Age and date of birth of children who would attend childcare:

Child	Age	Date of Birth
1.		
2.		
3.		
4.		
5.		



Days on which care would be required.

Please indicate: Full day-F or Half day- AM or PM

Days	Child 1	Child 2	Child 3	Child 4	Child 5
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					

Would you use these days every week?

Yes No

Would you use the service during school holidays?

Yes No

Reason for requiring childcare

- Employment
- To seek employment
- Study
- Respite or occasional care

What amount would you be prepared to pay for childcare? \$ _____ per hour.

Would you utilise after school hours care if available?

Yes No

If yes, how often?

Everyday Occasional use

Ages and number of children that would attend after school hours care:

Child	Age	Date of Birth
1.		
2.		
3.		
4.		
5.		



Analysis of Community Need

Total surveys returned

Sample Template 3: Current Child Care Usage

Type of care	Family Day Care						Centre Based Care						Informal Care					
Usage →	Mon	Tue	Wed	Thu	Fri	Occ	Mon	Tue	Wed	Thu	Fri	Occ	Mon	Tue	Wed	Thu	Fri	Occ
Survey No ↓																		
Total																		

Sample Template 4: Current Unmet Demand and Utilisation

Days	Monday			Tuesday			Wednesday			Thursday			Friday			Preferred Service	
Ages (months) →	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	Family Day Care	Centre Based
Child ↓																	
Example	1						5			1							
Totals																	



Current Demand – Unmet Need

The data collated at this stage needs to be summarized and assessed before proceeding.

1. Are current services meeting demand for childcare?
2. Is there any unmet need?

Outcome

Current service is meeting demand for child care.

Please proceed to Section 4: Community Child Care Service Review/Development.

Current service is not meeting demand for child care – there is a level of unmet need.

Determine the actual level of unmet need? Template 5: Unmet Need, may be used to collate this information. Please continue the planning process.

Sample Template 5: Unmet Need

Days	Monday			Tuesday			Wednesday			Thursday			Friday		
Ages (months) →	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over
Total															

3. Do current childcare services have the capacity to expand to meet demand?

Is there a waiting list?

Can an existing service transition or change to a different model?

Is the service able to meet demand under existing regulatory requirements?

For example

Can an existing child care service:

- *expand days or hours of operation;*
- *increase number of licensed places;*
- *extend/modify building to enable increase in licensed places;*
- *recruit additional staff to enable additional children to be cared for or to increase licensed places; and*
- *transition to a different model of child care (occasional care may transition to long day care).*



4. What is the preferred model of childcare?

Template 6 may be used to collate information regarding the preferred model of childcare.

Preferred model is the model indicated by parents as the service type they would use – centre based care or family day care.

The amount parents are prepared to pay for childcare and subsequent requirement for childcare benefit will also impact on the preferred model.

Example:
 Parents or carers using neighbourhood model occasional care services (state contracted occasional care) are not able to access fee subsidies through child care benefit (CCB).
 Long day care services and most family day care service are approved for CCB.

Sample Template 6: Preferred Service Model

Surveys (total)	Family Day Care	Centre Based Care	Outside School Hours

Outcome

Current service is the preferred model and able to expand or transition to meet demand.

Please proceed to Section 4: Community Child Care Service Review/Service Development.

Current service is not able to expand or transition to meet demand or is not the preferred model.

Invite existing services to participate in planning to meet community early childhood care needs to ensure they have input into and consideration in the final outcomes. Continue the planning process – the next step being future demands.



Future Demand

Populations change over time. To ensure the community plan is meeting both the current and future needs of the community, and to ensure financial sustainability of childcare services, future projections are required.

Forward projections may also assist in identifying evolving needs.

Example:

As the population ages the need for outside school hours care may exceed the need for early childhood care.

Services are licensed for a specific number of children and age groups. Changing demand may require a change to the age structure – eg increased places for under 24 month old children to meet demand.

This process enables the community to plan and adapt services to meet these needs.

ABS statistics may also be helpful in determining future resident populations and also evaluating population trends. If the average age of the population is 50+ it is unlikely there will be strong growth in the 0-6 year old age group.

Projections should be prepared for a 3 to 5 year period. An annual review and update with actuals will also assist in ensuring the accuracy of future projections.

As establishing the service may take 12 months or more it is essential future utilisation is calculated.

- Use the Current Unmet Demand and Utilisation template (Template 4).
- Add 12 months to the age of each child listed.
- The lower age group may be calculated based on the average birth rate and the current demand (it may be necessary to expand actual ages in this range: under twelve months and twelve months to less than twenty four months).

Example:

The average birth rate is two children per year and the current demand in the 0-24 month age range is two children.

- 1. Child 1 is 6 months of age.*
- 2. Child 2 is 18 months of age.*

In the following year the 0 – 24 month age group would still include the two children: child one (6 month old) would be 18 months and, based on the average birth rate of 2 per year, and the percentage of the birth rate attending childcare it would be assumed one new child less than twelve months old will also attend.

Child 2 (18 month old) child would be in the 24 to 36 month age group.



Evaluating Community Need

Based on the information collated:

What is the level of unmet need?

Is this likely to increase or decrease in the future?

Whilst a childcare service can be established to provide care for one child, a centre based service would be unsustainable and unlikely to be approved for funding at this level of demand. However other models of care may be able to accommodate low levels of demand.

Additional factors that may be taken into account in determining community need include:

- the need to retain key community members who require childcare to ensure services for the community (eg school teachers, local government employees or medical professionals);
- attracting families to the community;
- increasing availability of labour in the local workforce ensuring capacity for sustainability or expansion of existing businesses or organisations; and
- retaining existing families through ensuring respite for parents/carers, socialisation for children and offsetting isolation.

Document the factors that have contributed to your determination of community need and record the information in your Community Early Childhood Child Care Plan (Template 1) – include results of the community survey, unmet need and future demand.

Outcome

Community need established.

If at this stage there does appear to be a current or future unmet need, proceed to the next step: Community Capacity.

No community need established.

If there does not appear to be a current or future unmet need there is no requirement to continue this process. The plan should be completed documenting this outcome and a date for review of the plan established. Reviewing the plan in the future is essential as legislation, private operators, etc change, as do the demographics of the community. Reviewing the plan will ensure a proactive approach is taken to address early childhood education and care needs in the community.



2.2 Community Capacity

Building or Premises

The availability of suitable premises will also impact on the capacity of the community to provide childcare.

An audit of potential buildings/premises needs to be undertaken in order to assess the viability of establishing a service and the model of service able to be established. It is recommended availability of the premises be confirmed with the owner before any inspection or assumptions are made.

There are requirements relating to the premises under the Child Care Services Regulations for different models of childcare. These relate to issues such as, the condition of the premises, safety glass, door handle heights, exits, power supply and outlets, poisonous plants/trees, play area, fencing and also determine the number of licensed places based on space/area. (Department for Communities - www.childcare.wa.gov.au; State Law Publisher - www.slp.wa.gov.au.)

Ideally a centre based service will have a separate staff toilet, staff room, office and sleep room for younger children. The provision of a junior lavatory or a firm step and if after school care is being provided a separate toilet with privacy for primary aged children (one per fifteen). A laundry, kitchen and a change area with a sink type bath for children less than three years of age. (Department for Communities - www.childcare.wa.gov.au; State Law Publisher - www.slp.wa.gov.au.)

Family day care is established in the carer's residence. There are similar requirements to centre based services excepting the bathroom facilities. (Department for Communities - www.childcare.wa.gov.au; State Law Publisher - www.slp.wa.gov.au)

It may be helpful to contact your local children's services officer (Department for Communities - www.childcare.wa.gov.au) to assist in evaluating suitable premises.

The following table (Template 7) provides examples of buildings used throughout the Wheatbelt. Please add any other buildings and delete buildings not applicable to your community. Please complete other information required.



Sample Template 7: Evaluation of Premises

Type of Premises	Ownership	Rental \$	General Condition	Availability	Child Care Model Suited	Meets Requirements
Ex Residential					Centre based	
CWA Hall					Center based	
Community Centre					Centre based Outside School Hours	
Residential					Family Day Care	

Is there a suitable building or choice of buildings available?

If so, what model of childcare would best suit the premises?

Is this model the preferred model indicated in the surveys?

Will the premises accommodate future growth or evolving needs?

Outline the process undertaken and the outcome in the Community Early Childhood Child Care Plan under Community Capacity – Premises.

Outcome

Suitable premises available.

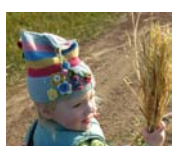
Please continue to the next step in the planning process: Management.

No premises available.

Options may include:

- expanding an existing community facility, community centre or possibly a school; or
- building a purpose built premises or a multipurpose early childhood facility ie include playgroup, toy library, child health nurse, early years groups/networks.

This would extend the timeframe required to establish the service.



Management

Management and organisational structure of the service will also determine the model best suited to the community.

The options available include:

- private operator – centre based care or family day care;
- not for profit local community organisation (new or an existing organisation);
- external not for profit organisation; and
- local government.

Each option has benefits, limitations and considerations associated with it.

The following issues need to be considered.

- Continuity of care and confidence in the ongoing availability and access to care is a high priority for parents/carers when considering care.
- Volunteers prepared to commit to establishing and operating a service need to make informed decisions and commitments to the project – establishing a centre based service can take in excess of 12 months.
- The service must be responsive to community needs to remain viable.
- Privately owned premises may be restrictive in terms of alterations to meet licensing requirements and long term leases would be necessary to ensure the building is available – this could impact on centre based care and family day care operated from leased or rented premises.

The following table outlines some of the benefits and considerations of each management/organisational structure option.

Key:	Models of Child Care
FDC	Family Day Care
LDC	Long Day Care
OSHC	Outside School Hours Care



Potential Management Structure Options

Management/ Structure	FDC	LDC	OSHC	Mobile	Benefits	Considerations
Private – Centre Based		✓	✓		<p>No volunteer hours required.</p> <p>No risk carried by community.</p> <p>Responsible for employing staff and meeting regulatory requirements.</p>	<p>Operated for profit – may impact on cost for parents/carers.</p> <p>Generally not an option with low utilisation.</p> <p>Will cease operating if not viable.</p>
Private Individual – Family Day Care	✓*				<p>No volunteer hours required.</p> <p>Responsible for meeting regulatory requirements.</p> <p>Establishes a small business in the community.</p> <p>Meets the needs for communities with small populations or low utilisation.</p> <p>May be able to operate in a public building.</p>	<p>May be issues associated with leased residences in meeting regulations.</p> <p>As an individual the carer can cease operating or relocate at any time.</p> <p>Carer's own children may impact on the number of licensed places available.</p>
Community Not For Profit	✓*	✓	✓		<p>Operated by community for community.</p> <p>Any income generated is returned to the service.</p> <p>Responsive to community need.</p> <p>May be eligible for funding not otherwise available.</p> <p>Ability to fundraise to support service.</p>	<p>Unpaid volunteer hours in establishing and operating service – volunteer burnout.</p> <p>Regulatory requirements and legal responsibilities</p> <p>Skill/knowledge gaps</p>



Management/Structure	FDC	LDC	OSHC	Mobile	Benefits	Considerations
External Not For Profit	✓*	✓	✓	✓**	<p>No volunteer hours or risk.</p> <p>Responsible for employing staff and meeting regulatory requirements.</p>	<p>Income from the service may contribute to administration/management of the organisation – this may increase costs for service or parents.</p> <p>May require a contribution from community or LGA to cover management of service.</p> <p>May not be an option if there is limited income generation.</p>
Local Government	✓*	✓	✓		<p>Existing infrastructure and skill base for administration, budgeting, employment, policy development and planning.</p> <p>Reduced costs for insurances.</p> <p>Has capacity to cover cash flow issues (awaiting funding or subsidies).</p> <p>Reduces risk of closure due to volunteer burnout or periods of low utilisation.</p> <p>Potential to operate service under LGA with a volunteer committee of council with delegated authority undertaking direct management, whilst LGA provides admin support.</p>	<p>Additional regulatory responsibilities and costs for LGA.</p> <p>May be limited in applying for funding.</p> <p>Competing community needs may impact on accessing potential funding.</p> <p>Generally does not undertake fundraising.</p>

Notes:

* New regulations have been established to enable family day care to be operated in a public building as a private operator or as an employee of the licensee – which may be local government or not for profit. There are conditions associated with this model and approval from DEEWR – these are outlined in the evaluation of the models of childcare currently available.

** Mobile services are operated from Gnowangerup and Narrogin. Currently the mobiles are fully utilised, however if a community ceases to require the service there is potential for the mobile to operate in another community. Costs associated with distance and travel time are issues that impact on ability of the mobile services to operate in communities.



Evaluation of Management Structures

Please consider the following when evaluating potential management structures:

Is local government willing to provide support or establish a service?

If local government is willing to provide support please provide details of the form/extent of the support?

Is there a private operator or individual willing to establish/operate a service?

Are there sufficient community volunteers willing to establish a steering group or not for profit or committee of council?

Example:

Volunteer Committee Management Structure – Community not for profit organisation.

Generally a minimum of 4-5 volunteers enables the allocation of office bearer roles and additional committee positions. Ideally this would include representatives from local government, the local school, child health nurse, playgroup and possibly employers in addition to parents/carers.

Parents/carers who are undertaking this role primarily to ensure they have access to child care should be aware that the timeframe for establishing a service may exceed 12 months. Dependent on the age/s of their child/children their need for child care may cease during this time which may result in their motivation to continue the project diminishing.

Record the result of the evaluation of management structures in the Community Early Childhood Child Care Plan. Include details of local government support if any.

Outcome

Organisation or individual/s is willing to undertake management.

Continue to the next step: Evaluating service models based on demand and community capacity.

Organisation or individual/s is not willing to undertake a management role or there is minimal volunteer commitment.

The following options may be investigated:

- Contact a family day care scheme and request they attempt to recruit a family day carer or carers.

and/or

- Put out an expression of interest for either a private operator or an external not for profit to establish and operate a service – this may be circulated through child care networks and media.



Evaluation of Appropriate Service Model

Service Models

Points for consideration when evaluating the suitability of a service model:

- Impact on the wider community – as previously outlined duplicating an existing service located in a neighbouring community may result in one or both services being unviable. Demand and an evaluation of current services used can provide an indication of any potential impact.
- Will recurrent funding be required to ensure viability?
- Levels of demand and levels of indicated utilisation (ie how many children per day).
- Issues such as community capacity or funding limitations may limit the options for establishing the “ideal” model. However establishing a service to meet current demand does not preclude planning for future service development or expansion.
- Regulations:

All childcare services must comply with State Legislation and relevant regulations.

- Child Care Services (Child Care) Regulations 2006 - all centre based services;
- Child Care Services (Outside School Hours Care) Regulations 2006;
- Child Care Services (Family Day Care) Regulations 2006;
- Child Care Services (Outside School Hours Family Day Care) Regulations 2006; and
- Child Care Services (Rural Family Care) Regulations 2010.

The number of staff required to supervise children and the number of licensed places (calculated on space or model of childcare) are outlined in the regulations. These factors will impact on the model of care best suited to the community needs.

(Available from State Law Publisher www.slp.wa.gov.au).



Overview of Models of Child Care

The following table provides an overview of service models currently available to Wheatbelt communities.

Model	Description	Operational Funding
Long Day Care	Provides centre based care under federal government priority of access guidelines (priority is allocated to children of parents undertaking work/study). Service must participate in Child Care Quality Assurance (CCQA).	<ul style="list-style-type: none"> Rural communities who meet the criteria may qualify for Sustainability Assistance provided by DEEWR to enable communities' access to childcare where the operation of the service would be financially unviable. Parents/carers with children in long day care may be eligible for childcare benefit and/or childcare rebate.
Mobile Services	Visit rural communities and provide sessional care in centres /community buildings to support families and provide socialisation for children.	<ul style="list-style-type: none"> Operational support via DEEWR budget based funding. There is no funding available for new services.
Outside School Hours Care	Outside school hours care services provide care before and after school and /or during vacations. Services must participate in Child Care Quality Assurance (CCQA).	<ul style="list-style-type: none"> Sustainability assistance is available for one year for approved services and may be extended for rural/remote. Parents/carers with children attending an approved service may be eligible for childcare benefit and/or childcare rebate.
Family Day Care*	Family day care is operated from an individual's own home. This model is designed to accommodate varying work hours and provide a home like environment for children in care. Services must participate in Child Care Quality Assurance (CCQA).	<ul style="list-style-type: none"> Service is operated as a private business – no operational funding available. Parents/carers with children attending a family day care service may be eligible for childcare benefit and/or childcare rebate if the service is registered under a family day care scheme*.
In Home Care**	Care is provided by an independent individual in the child's home.	<ul style="list-style-type: none"> Parents/carers may be eligible for childcare benefit and/or childcare rebate if the carer is registered under a scheme**.

Notes:

*Family Day Care Schemes

Family day care schemes support and administer networks of FDC carers. A family day care scheme is responsible for recruiting, training and supporting carers. The scheme also processes Child Care Benefit claims on behalf of family day carers. Both not-for-profit and for-profit providers may operate a family day care scheme.

Funding: Family day care schemes receive operational support funding from the Australian Government (DEEWR).

**In Home Care

In home care schemes support and administer networks of carers. An in home care scheme is responsible for recruiting, training and supporting carers. The scheme also processes Child Care Benefit claims on behalf of carers.

Funding: In home care schemes receive operational support funding from the Australian Government (DEEWR).



Modified Models of Child Care

Part time Long Day Care

Part-time long day care operates as a long day care on less than five days per week. Current legislation requires services to operate all working days. DEEWR has advised if new services are unable to comply with legislation and operate all working days DEEWR staff will work with the communities on a case by case basis to identify potential models or possible exemptions.

Funding: Eligible services may receive sustainability assistance from the Australian Government (DEEWR) calculated on a pro rata rate based on number of days of operation.

Rural Family Care/In Venue Care

This model operates as a family day care in a venue other than the family day carer's home.

DEEWR approves this model and refers to the model as "In Venue Care".

Western Australia has developed regulations for this model and refers to the model as "Rural Family Care".

Funding: No operational funding is available.



A broad evaluation based on funding and the strengths and weaknesses of each model is outlined in the following table.

Model	CCB	Funding	Strengths	Weaknesses
Long Day Care	✓	DEEWR – Sustainability Funding if operator is the sole provider of LDC in the community. Maximum \$48000 PA.	Higher funding level than other models. CCB Approval- can contribute to ensuring access to care for eligible parents/carers through subsidised fees. Possibility of liaising with DEEWR to operate less than five days.	Operating days/hours requirements. Administration requirements.
Mobile Services		DEEWR funds the actual mobile service – not the location where care is provided.	Enables carers to attend appointments or undertake part time work. Reduces isolation and provides opportunity for socialisation for children.	Not eligible for full CCB. Travel time and costs impact on the hours care can be provided. Location of mobile services will limit ability of many Wheatbelt communities to access this option.
Outside School Hours	✓	DEEWR Sustainability Assistance for 12 months if less than 30 places utilised. Not for profit rural/remote services may qualify for ongoing funding. Maximum \$12153 PA.	Children are supervised after school and not at risk in a workplace. Parent/carer able to undertake employment extending outside school hours.	Generally requires a vehicle for school pick up – additional costs associated with vehicle. Child restraint laws may also impact on ability to undertake this activity.
Family Day Care	✓ *	No direct service funding.	Employment as a small business operator. Can accommodate flexible working hours. Meets the needs of small communities with low populations or can supplement existing care. Offers opportunity to work from home when children are young.	Limited number of licensed places. Carers own children may further reduce available places. Difficulties in modifications required to meet regulations in rented or leased premises. Possible lack of permanence: carer may relocate or cease operating when their own children commence school. This may also be an issue in rented accommodation with a time limited lease.



Model	CCB	Funding	Strengths	Weaknesses
In Home Care	✓ *	No direct service funding.	<p>Provides care for remote families or families with multiple children.</p> <p>Flexible care in children's own home.</p>	<p>No in home care available in the Wheatbelt.</p> <p>May not be viable for independent individual to operate. Low levels of demand may result in model not being sustainable to operate.</p>
Rural Family Care	✓ *	No direct service funding.	<p>May be operated by family day carer, local government or a not for profit.</p> <p>Local government or not for profit can apply for funding for equipment and building refurbishment and would retain the asset if the carer left.</p>	<p>The model is only approved by DEEWR for 12 months as an In Venue Care.</p> <p>The family day care scheme must demonstrate that they have been unsuccessful in recruiting a carer to work from their own home for continued approval. DEEWR will cancel approval if a long care service commences operating in the same community. Seek advice/support from Family Day Care Scheme prior to commencing.</p> <p>This model is less financially viable than family day care as an owner operator will incur additional expenses – rental, insurances, phone, and power. When operated from a carer's home these expenses are shared between the home (personal) and the family day care business.</p> <p>There may be issues regarding the financial viability of the model being operated under organisational structures. Employee costs may result in the service operating at a loss. **DEEWR is currently investigating the CCB eligibility of Organisations operating Rural Family Care.</p>



Evaluating the Services Models

Combining the data collated to date will provide guidance in identifying the model suited to your community.

The following table provides a template for assessing the community demand and capacity against the models.

1. Preferred model - As per results of the survey
2. Current/future demand - As per analysis of community childcare needs
3. Premises
4. Management

When all factors are included in template 8 the models best suited to meet the community need and capacity will be able to be assessed individually based on the evaluation of the strengths and weaknesses of the models.

Sample Template 8: Evaluation of Appropriate Service Model

	Preferred Model	Current Demand		Future Demand	Funding required	Premises			Management			
		Under 6yo	School age			Public Building	Residence	New	NFP	LGA	Pvte	
LDC												
FDC												
RFC												
OSHC												
Mobile												

Key

LDC:.....Long day care
 FDC:Family day care
 RFC:Rural family care
 OSHC:Outside school hours care
 Mobile:Mobile service
 NFP:.....Not For Profit

Appropriate service model: Record the evaluation process and outcome on the Community Early Childhood Child Care Plan.



Outcome:

An appropriate service model has been determined

Please note the following, and then proceed to Section 3: Establishing a Service

If the model best suited to your community is:

1. Rural Family Care:

- it is recommended you contact a family day care scheme for support in gaining approval from DEEWR; and
- if you are considering operating this service under local government or not for profit contact a family day care scheme to ensure the scheme is willing to allow an organisation to register (this model requires the service to be registered with a scheme to be eligible for child care benefit).

2. Long Day Care:

- contact DEEWR to discuss the funding and approval
- if considering establishing part time long day care, contact DEEWR to discuss the possibility of an exemption to operate outside the eligibility requirements for long day care – it is essential this occurs before commencing establishing a service.

3. Mobile Service:

- contact the nearest mobile service and verify availability to offer service in the community.

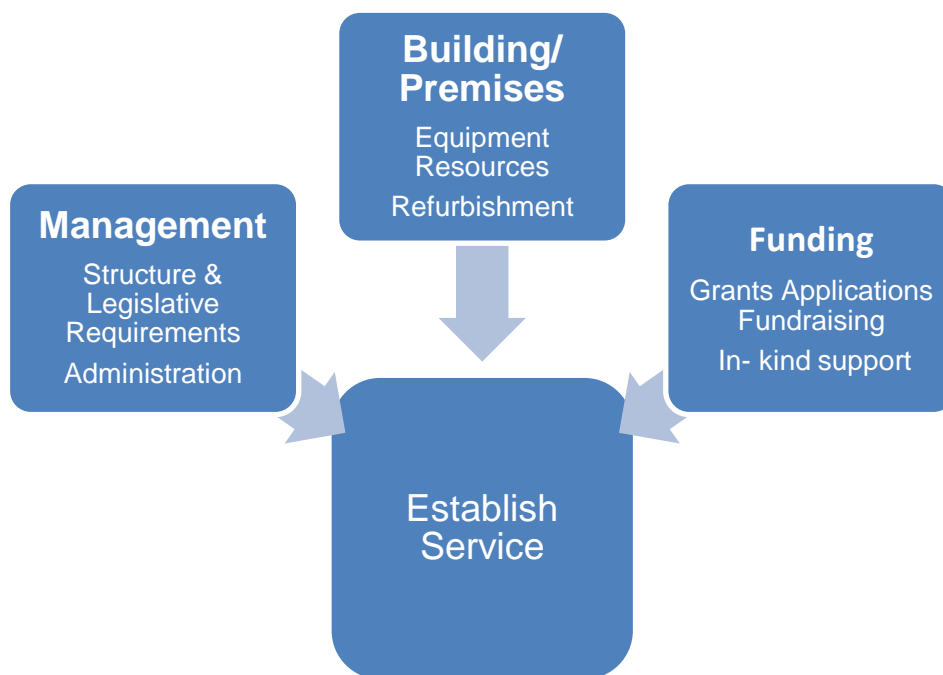
Recommendation: ensure discussions regarding approval to operate or operate outside of standard models are confirmed in writing (via email or post).

If unable to determine the appropriate service model:

- consider the possibility of a combination of models such as family day care and outside school hours care or two family day carers; and
- contact the Children's Services Officer for additional assistance.



Section 3: Community Child Care Service Project Planning



Community Child Care Service Project Planning

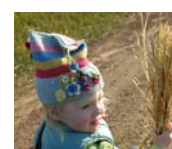
Having undertaken the community needs and capacity analysis the model of childcare best suited to meet community need will have been determined. The following section outlines the process in establishing a service. Whilst the components of this process are presented as consecutive stages, the stages will actually overlap and be undertaken concurrently as outlined in the project timeline on the following page.

Developing a simple action plan outlining responsibilities and due dates will assist in planning the project. Additionally a project plan will be developed. This template has been provided in Section 6 to assist.

Sample Template 9: Action Plan: Establishing a Service

Component	Actions	Responsibility	Due Date	Outcome
Management:				
Administration				
Finance & Budget				
Premises:				
Premises				
Equipment				
Resources				
Funding:				
In Kind Support				
Grants				
Fundraising				

The project plan should be commenced upon starting this process. Update the plan as the project proceeds. The plan will assist in completing funding applications and proposals for support or in kind contributions. When finalised, the project plan will form part of the Community Early Childhood Child Care Plan and can be included as an attachment in funding applications and proposals for support.



The project plan (template 10) will include the following information:

- Organisation name
- Service name (if applicable)
- Legal structure of organisation
- Partnerships
- Premises: description and location
- Lease agreement or Memorandum of Understanding relating to the premises (including agreements between colocated services/organisations)
- Major costs associated with premises upgrade or establishment
- Utilisation/hours and days of operation
- Staffing
- Establishment Costs
- Operating Budget
- Timeline for project

Before commencing the project planning download or purchase copies of the relevant childcare services act and regulations:

Child Care Services Act 2007

Child Care Services (Child Care) Regulations 2006

Child Care Services (Family Day Care) Regulations 2006

Child Care Services (Outside School Hours Care) Regulations 2006

Child Care Services (Outside School Hours Family Day Care) Regulations 2006

Child Care Services (Rural Family Care) Regulations 2010

Printed and online versions of the Act and the regulations are available from:

State Law Publisher

Ground Floor

10 William Street

Perth WA 6000

Phone: 08 9321 7688

Website: www.slp.wa.gov.au

The following publications also outline service obligations and provide useful information:

Child Care Services Handbook – www.deewr.gov.au

Early Years Learning Framework – www.deewr.gov.au

Inc Guide – www.commerce.wa.gov.au

Child Care Quality Assurance Systems publications – www.ncac.gov.au

National Quality Framework and National Quality Standard -

www.deewr.gov.au/EarlyChildhood/Policy_Agenda/Pages/home.aspx

Additional Support:

Department for Communities - www.childcare.wa.gov.au

Child Care Licensing and Standards Unit - Phone 1800 199 383

Children's Services Officer - Wheatbelt Region Phone: 08 9622 0002

Child Australia Resource Centre (membership required): www.childdaustralia.org.au



Timeline: establishing a centre based early childhood service (childcare)

Number of Months to Complete →	1	2	3	4	5	6	7	8	9	10	11	12
Activities to be Undertaken ↓												
Review Regulations and Quality Assurance requirements												
Establish Management Structure			Incorporation will involve several steps including establishing the "Rules of the Association" and advertising intention to incorporate.									
Local Government Requirements – Building/Premises												
Plan Refurbishment Premises/Building		Assumes refurbishment – if extending or undertaking structural work or building new premises timeframe for developing plan will be longer.										
Quotes for Refurbishment + Equipment												
Budgets												
Source + Apply for Funding						Lotterywest funding approval process is approximately 4 months from receipt of application.						
Prepare License Application												
Undertake Work on Building and Purchase Equipment				Based on refurbishment of suitable building. If modifying/extending or building new premises timeframe will be significantly greater – builder/tradesmen can provide estimate of timeframe.								
Supervising Officer's Assessment, Working with Children Checks, First Aid Certificate, Medicals and Police Clearances				Working with Children and criminal records checks must be no more than 6 months old at time of license application.								
Insurances				Application for approval from DEEWR requires proof of insurance and NCAC registration. Additionally license is required.								
NCAC Registration if Required		Proof of registration with National Childcare Accreditation Council (NCAC) is required for DEEWR approval (CCB approval).										
Lodge Applications with Child Care Licensing and Standards Unit & DEEWR (if applicable)				Application for childcare license will take up to 90 days to process (assuming all details are correct and documentation is included).								
Following Approval of License and DEEWR Application	<ul style="list-style-type: none"> Recruit/appoint staff and undertake staff inductions. Ensure CCMS Software is loaded and training is undertaken. Advertise service opening and enrol children prior to commencing operating. Hold an official opening ceremony. Commence operating. 											



The process of establishing a childcare service involves a number of activities/actions. These are divided into three main sections:

1. Management
2. Premises and equipment.
3. Funding

3.1 Management

Management includes:

- meeting legal and regulatory requirements; and
- administration.

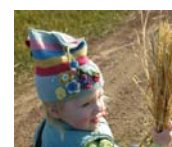
Legal and Regulatory Requirements

Legal and regulatory requirements include:

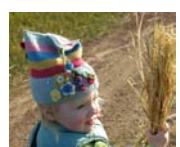
- legal structure of the organisation;
- employer obligations; and
- other requirements.

The following table provides an overview of the legal and regulatory requirements for organisations or individuals establishing a childcare.

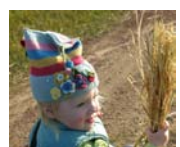
Legal/Regulatory Requirement	Details
Legal Structure of the Organisation	<p>Incorporated body: a community not for profit may establish an incorporated organisation as the legal entity to operate the service.</p> <p>The Department of Commerce, Associations section can assist with information regarding this process and the legalities involved. The following steps are outlined on the website: (www.commerce.wa.gov.au).</p> <ul style="list-style-type: none"> • Check the availability of your intended name. • Advertise your intention to incorporate “Advertisement of Intended Application for Incorporation” (Form 2) in a newspaper circulating in the area where the association is situated or conducts its affairs. The advertisement must be published not less than one month and not more than three months before the application is lodged with the department. • Develop a set of rules for the good management of your association. • Apply for incorporation. <p>Business name: Local Government and individuals may operate under their own name or register a business name (see Register a Business name in the next step 2).</p> <p>Company: Individuals or private operators may establish a company under which to operate the service.</p>



Legal/Regulatory Requirement	Details
Register a Business Name:	<p>Individual or private operators, local governments and not for profit organisations may register a business name under which the service operates.</p> <ul style="list-style-type: none"> • This protects the right to use the name • This may be mandatory in some instances <p>The Department of Commerce (www.commerce.wa.gov.au) provides information regarding requirements and process for registering a business name.</p>
Employer Obligations:	<p>Employers have obligations to employees including:</p> <ul style="list-style-type: none"> • Workers compensation; • Wages, salaries and staff conditions: ensuring conditions of employment and wages paid are in accordance with the applicable industrial award or agreement; • Australian Taxation Office: registering and remitting Pay as You Go (PAYG) deductions and payment of Superannuation Guarantee Contributions (SGC); • Compliance with the Equal Opportunity Act 1984; • Worksafe: employer obligation to meet the requirements under the Occupational Safety and Health Act 1984 and Occupational Safety and Health Regulations 1996 – The principal objective being to promote and secure the safety and health of persons in the workplace; and • Compliance with the Working with Children (Criminal Record Checking) Act 2004 and Working with Children (Criminal Record Checking) Regulations 2005.



Legal/Regulatory Requirement	Details
Licensing:	<p>Commence working toward the completion of the licensing application. A copy of the licensing application kit and guide and a self assessment checklist can be downloaded from the Department for Communities website: www.childcare.wa.gov.au.</p> <ul style="list-style-type: none"> • The nominated supervising officer must sit and pass the applicant assessment. • Complete the financial certification statement. • Complete and post the license application, with all attachments as per the checklist to Child Care Licensing and Standards Unit, Department for Communities. • Written notice will be received advising that the application is lodged. Note: incomplete applications are not considered lodged and will be returned. • Lodge the notice of application for license in The West Australian newspaper. • Evidence of the notice of application for license must be forwarded to the Department for Communities. • The licensing visit is conducted. • Written notice will be sent advising the outcome of the license application, including (if approved) the license document. • Commence operating the childcare service. <p>The licensing process will take approximately 90 days from time the application is lodged providing all required information is included.</p> <p>The process for Family Day Care, Rural Family Care or a private operator is similar however the applicant is required to pass the “applicant assessment” and documentation to be provided will vary for differing service models/management structures.</p>
Other Considerations:	<ul style="list-style-type: none"> • Additional regulatory requirements are detailed under the building and premises further on in this section. • Funding contracts or agreements will outline the services obligations. • Approval to operate a service will also contain information regarding the services obligations. • Memorandums of understanding, lease agreements or other agreements/contracts entered into will contain conditions, requirements or responsibilities of each party to the agreement. • Incorporated organisations must comply with the Incorporations Act 1987.



Administration

Administration includes:

- Policies and procedures
- Human resources
- Budgets and finances

The following table provides an overview of the administration requirements for organisations or individuals establishing a childcare.

Administration	Details
<p>Policies and Procedures:</p>	<p>Policies are required to comply with the Child Care Services Regulations and to meet the requirements of Child Care Quality Assurance (CCQA). Policies also reflect decisions made regarding operation of the service and management of staff.</p> <ul style="list-style-type: none"> • Information regarding CCQA is available from the National Childcare Accreditation Council www.ncac.gov.au. • The Child Care Services Handbook outlines requirements for eligibility for approval for childcare benefit and approval and funding from DEEWR. The handbook is available from DEEWR www.deewr.gov.au. • The Early Years Learning Framework needs to be reflected in both your service philosophy and policies. Information regarding the framework is available from DEEWR. • Other sources of information regarding policies for your service include: <ul style="list-style-type: none"> • PSCWA: Membership of the Child Australia Resource Centre is required www.pscwa.org.au; • Samples of policies from other services; • Wheatbelt childcare services handbook available from www.woc.com.au under resources; • Family Day Care operators may obtain information and support for policy development through a Family Day Care Scheme; and • Department of Commerce Associations and Charities branch provides a publication Inc Guide which provides information regarding the obligations of incorporated organisations and information operations including employment, policies, administration and other legal obligations. <p>Policies should be developed prior to lodging license application. Ensure policies and procedures reflect what will actually occur in your service. Generic policy templates need to be adapted to reflect your service's operations. Policies and procedures should be reviewed with staff after operating for several months. This will provide staff time to evaluate whether they are actually reflective of the operations or if procedures need to be revised to enable effective operations.</p>



Administration	Details
Human Resources:	<p>Policies and procedures will include staff policies. It is recommended a service have:</p> <ul style="list-style-type: none"> • Staff handbook outlining the conditions of employment, award or agreement under which staff are employed, requirements for police clearances, working with children checks, first aid certificates, medicals. Additional information such as professional development, performance reviews, and grievance procedures should also be included. • Procedures outlining: <ul style="list-style-type: none"> • recruitment process; • performance review process; • position descriptions; and • process for ensuring staff qualifications, professional development, first aid, medical, clearances and other requirements remain current. <p>Appoint an interview panel, draft advertisements for staff positions and establish the interview processes in preparation for the licensing process.</p>



Administration	Details
Budget and Financials:	<p>Budgets include establishment costs and operating costs.</p> <p>Financials involve:</p> <ul style="list-style-type: none"> • establishing a bank account for receipt of funding and income payment of accounts; • ensuring payment of all accounts related to establishing and operating the service; and • accounting for funds received or spent and monitoring of budget expenditure. <p>Establishment Costs: Commence developing a budget for the establishment of the service.</p> <p>An overview of costs to include has been provided.</p> <p>Operational Budget: An operating budget is also required. When developing and costing a budget consideration needs to be given to the following:</p> <ul style="list-style-type: none"> • Staffing – over staffing can result in additional wages expenses. • Fees – assuming attendance will be averaged over the days of operation is unrealistic. Establish fee income based on the utilisation established in the community needs analysis. If necessary review this information prior to commencing operating and establishing staff hours. • It may be useful to appoint one or two permanent staff (one being the qualified coordinator) and one or two casual/relief staff. When the service has established and there is a consistent utilisation review the staffing with a view to expanding permanent staff if viable. Another option is to investigate the costs of a traineeship. It may be possible to jointly employ a trainee with another organisation. <p>Samples of an operating budget and actual financials have been included.</p>



Budgets and Financials

Establishment Costs:

An overview of the costs involved in establishing a service is detailed in the following table.

Expense	Details	Cost
Application Fees	Incorporation (if applicable)	\$126.00
	Business Name Registration	\$ 90.00
Utilities	Connection of telephone Connection of power	Quotes required.
Resources	Child Care Services Act/ Regulations	Contact State Law Publisher for cost
Clearances – operator, staff and /or committee members	Federal Police Clearances Working with Children Checks	Under the National Police Check for Volunteers Project, Police Clearance is free if a Working With Children's Check is also applied for (cost \$10.00) – the organisation must be registered to access this scheme. Employees & self employed: \$50.00 Working With Children Check \$53.70 National Police Clearance
Insurances	Contents Building Workers Compensation Public Liability Professional Indemnity Volunteer Coverage Directors and Officers Liability	Obtain a minimum of two quotes for applicable insurance. The Children's Services Officer or Family Day Care Scheme Coordinator may be able to refer services to Insurance Companies that specialise in childcare packages.
Building/premises	Planning approvals Local government operational licenses	Verify with local government
Registrations and memberships	National Childcare Accreditation Council (NCAC)	\$178.00 (Long Day Care) \$101.00 (Outside School Hours care) Family Day Carers may be covered under scheme membership.
	Child Australia Resource Centre	\$130 per annum for Australian Government approved Childcare Services \$240 per annum for non- Australian Government approved Childcare Services \$130 per annum for family day care

Additional expenses are outlined in the building/premises and resources section. Upon obtaining quotes these costs should be incorporated into your budget for establishing the service.



Operational Budget

Please find following examples of income and expenses that may be incorporated into your budget. These examples are provided as a guide. The budget for your service should reflect costs and income of proposed operations. Examples are from existing or establishing childcare services. An evaluation of each budget is included for each example.

Example 1: Operational Budget - Long Day Care: Factors for consideration in evaluating the sample operational budget are as follows:

- The operational budget is based on the assumption of 10 children attending each day.
- Wages are based on three permanent staff.
- In reality it is likely that actual utilisation will vary with some days being higher than others. Three staff can supervise 12 children in a multi age care setting. Accordingly three staff may be over staffing and result in higher wages;
- Whilst costs for cleaning, maintenance and gardening are included there may be the capacity to share these costs if the premises are shared with another organisation.
- There are no additional in kind or monetary contributions to the service.
- Leave loading may not be applicable – check the appropriate Industrial Award.



Example 1: Operational Budget Long Day Care – 3 days per week

Details	Amount
Income	
Fees and Charges – Childcare	86 400
Government Funding - Sustainability Assistance	27117
Other Income – Fundraising	1000
Total Income	114,517
Expenditure	
Advertising and Promotion	500
Cleaning (including consumables)	3,500
Depreciation	4,000
Insurance - Public Liability	400
- Professional Indemnity	1,000
- Building and Contents	800
- Workers Compensation	2,000
Electricity	2,000
Postage	180
Printing and Stationery	500
Repairs and Maintenance	1,000
Replacement Toys and Books	1,000
Resource Materials, Books, Videos etc	500
Sundry Expenses	472
Telephone and Internet	1,600
Gardening	2,500
Laundry	2,000
Replacement Linen etc	100
Software Support Licence fee	500
Accreditation	375
Nursery items	400
Waste Collection	230
Travel Expenses	1,000
Wages and Salaries	82,368
Sick Leave	1,200
Annual Leave Loading	1,256
Provision for Long Service Leave	982
Training and Development	1,000
Superannuation	7,634
Total Expenditure	120,997
Net Profit/Loss	(6480)

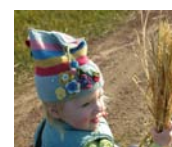


Example 2: Actual Financials - Long Day Care: Factors for consideration in evaluating the sample actual financials are as follows:

- The actual financials are based on a five day per week service with 42 children attending over the week.
- An allowance for administration has been included.
- Equipment upgrades included in the financials are a one off expense. Funds may have been held over several years to meet this cost.
- The financials reflect higher levels of fundraising income.
- No rates or waste collection is included.
- Cost of utilities is less than budgeted in example 1.
- Insurance costs are similar to example 1, although this service has higher turnover and wages.

Example 2: Actual Financials Long Day Care – 5 days per week

Details	Amount
Income	
Fees & Charges	76,134
Government Funding – Sustainability Assistance	48,962
Other Income/Fundraising	4,184
Total Income	129,280
Expenses	
Salaries	93,936
Salaries - Building Maintenance	1008
Superannuation	6,111
Insurance - Workers Comp	3,000
Accreditation	105
Advert/Printing/Promotion	1,390
Computer Exp	119
Equipment Upgrades	1,696
Electricity/gas/Water	1,786
Gardening	273
Insurance	1,223
Subscriptions	286
Office Supplies	178
Postage & Stationery	232
Repairs & Maintenance	2,287
Staff Expenses	1,345
Telephone	655
Sundry & Other	1,162
Cleaning	5,346
Consumables	2,108
Depreciation	4,181
General Admin Allocated	7,433
Total Expenditure	135,858
Net Profit/Loss	(6,578)



Both examples represent a budgeted or actual operating loss. Costs associated with depreciation and leave accruals are not actual financial outlays, however this does account for the need to replace/upgrade assets over time or to ensure funds are available for staff leave.

3.2 Premises and Equipment

Premises

Premises	Details
Regulatory requirements	<p>Check with the local government regarding the proposed location.</p> <ul style="list-style-type: none"> • The zoning of the proposed location. • Additional local government requirements. • Applications or approvals required to operate the childcare service. • Applications or approvals required to establish a new building or for expansion or refurbishments of an existing building. <p>Note: The local governments may require a license to operate a home business which would include a family day care.</p>
Negotiate lease or rental agreements	<p>A lease or agreement ensures availability of premises, defined costs and responsibilities.</p> <p>If the building is being provided by local government it is advisable to develop a “peppercorn lease”, “memorandum of understanding” or a written agreement to ensure all parties are aware of their obligations and responsibilities.</p> <p>If premises are to be shared a written agreement or memorandum of understanding also needs to be drawn up outlining the responsibilities of each party in terms of overheads, expenses, cleaning, ownership and usage of equipment and resources.</p> <p>Any lease or agreement should be entered into subject to approval of a childcare service.</p> <p>This would also apply to family day carers operating in public buildings (Rural Family Care).</p>



Premises	Details
Resources and support	<p>To ensure the premises/building complies with licensing requirements and meets the projected community requirements the following is recommended:</p> <ul style="list-style-type: none"> • Contact the Children’s Services Officer and/or Child Care Licensing and Standards Unit. • Family day care or rural family care service operators (private or community) can contact a Family Day Scheme for assistance (to be eligible for childcare benefit family day carers or rural family care services must be registered with a family day care scheme). <p>Additional resources include:</p> <ul style="list-style-type: none"> • the relevant childcare services regulations; • licensing application guide; and • new License Self Assessment Licensing Checklist. <p>Available from Department for Communities - www.childcare.wa.gov.au.</p>
Cost of premises – construction, expansion or modification	<p>A budget will be required to ensure funding is available to undertake the construction, expansion or modification of the premises. Family day care operators are also advised to undertake this process as this will provide an estimate of expense the carer will need to outlay to ensure their residence complies with the regulations.</p>

Before commencing, the premises should be evaluated in terms of safety and compliance with regulations.

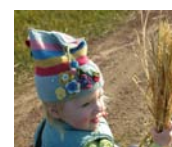
Example:

- *The condition of existing fixtures and fittings, for example: hot water systems, glass, floor coverings, door widths, exits, steps and window treatments.*
- *Evaluation of any plants or existing outdoor structures including play equipment to ensure safety, for example: poisonous plants or flowering plants/trees that could attract bees, etc.*
- *Suitability of the premises for child care for example layout.*
- *Verify site contamination.*

Costs should include:

- site works;
- fencing;
- outside play area: shade, soft fall, permanent play equipment, storage (eg garden shed); and
- internal kitchen and laundry fixtures, toilets, floor coverings, electrical, hot water system and plumbing, cooling and/or heating fixtures, window coverings, safety glass or barriers, door handles and storage facilities.

Upon finalising the plans including, electrical, plumbing, fixtures (taps, lights, door



handles/locks) for the building/premises quotes will need to be obtained to undertake identified work.

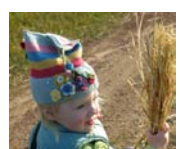
- Generally two or three quotes should be sourced.
- Ensure suppliers are aware funds may be linked to grant applications and request quotes remain valid for 4-5months (if applicable).

Final costs should be included in the budget for establishing the service.

Resources and Equipment

The following table provides a general overview of some essential resources and equipment required to commence operating a service. Additional information regarding play equipment, materials and consumables is also provided following this table.

Item	Details
Telephones/Internet	<ul style="list-style-type: none"> • Landline – cordless may be beneficial for outdoor use. • Mobile phone if excursions are planned. • Internet connection for CCMS (see office equipment) – if applicable.
First Aid Kit	<ul style="list-style-type: none"> • First Aid Kit and storage easily accessible to adults and inaccessible to children. • Portable First Aid Kit for excursions or outdoor play. • Outdoor location for storage of First Aid Kit during outdoor play that is inaccessible to children.
Fire Extinguishers	As required.
Smoke Detectors	Working batteries.
Office Equipment	<ul style="list-style-type: none"> • Computer, printer, scanner or copier. • Desk chair. • Storage for files/resources. • Lockable storage for children's records and confidential records. • Software (including Child Care Management System Software if applicable).
Display Boards	<ul style="list-style-type: none"> • For display of license, evacuation procedures, operating hours, contacts (emergency and Child Care Licensing and Standards Unit) accreditation status, grievance procedure, fees, service program, philosophy and relevant policies. • Additional boards may be useful for display of children's art work or posters.
Shelving/Storage	<ul style="list-style-type: none"> • Shelving and/or cupboards. • Storage for tools, cleaning supplies and other toxic materials so that they are inaccessible to children. • Storage for outside play equipment.
Staff Room Furniture	<ul style="list-style-type: none"> • Table and chairs and/or couch. • May also include fridge and kettle microwave etc.



Item	Details
Bins /Storage	<ul style="list-style-type: none"> • Bins with lids. • Sealed container for soiled nappies if not laundered on premises. • Appropriate storage for soiled linen.
Cleaning Equipment	As required.
Tools	Outdoor maintenance if applicable.
Kitchen/Laundry	<ul style="list-style-type: none"> • Fridge, microwave, cutlery and crockery for staff and children. • Washing Machine & drying facilities. • Linen for bedding. • Tea towels. • Cleaning products.
Children's Furniture	<ul style="list-style-type: none"> • Child size chairs and tables. • Display cases for books. • Open shelves for play equipment (stable and accessible to children). • Location for children's belongings (accessible for children three years and over). • High or low chairs. • Cots and/or suitable bedding (ensuring one cot is on castors and can fit through exits may assist in evacuation procedures – ie use cot to evacuate younger children).
Children's Equipment	<p>Adequate play equipment appropriate for the age of children attending includes:</p> <ul style="list-style-type: none"> • outdoor toys – ride on, trolleys, balls, hoops, sandpit toys, push/pull toys; • puzzles and games – dominoes; • books; • easels for art and craft; • dramatic play equipment – dress ups, furniture and props; • musical instruments; • climbing equipment/swings appropriate for age of children; and • shade (as per regulations). <p>Contact the Children's Services Officer or Family Day Care Scheme for full details.</p>



Play Equipment and Materials

The childcare regulations stipulate:

Play equipment and materials

A licensee must ensure that play equipment and materials are suitable —

- a. for the development stages of enrolled children; and
- b. for the number of enrolled children; and
- c. to provide for all areas of child development and play;
- d. for carrying out programs

Ref: Child Care Services Regulations (Child Care) Regulations 2006

Outside school hours care requirements are focussed on programs of activities. Accordingly the equipment and resources must enable the programs to be undertaken. The service must ensure equipment meets the developmental and recreation needs of enrolled children.

The regulations also stipulate the requirement for programs.

Under the Child Care Quality Assurance, the Quality Improvement and Accreditation System incorporates Quality Areas and Principles which outline requirements for programs or play sessions and specify the requirement for

a wide range and sufficient resources to enable access to self initiated play and choice in long day care services.

In outside school hours care requirements are focussed on the range of programs to meet the needs and interests of the children.

These requirements should be considered when identifying the play equipment required for the service.

The service will also require materials to meet the programming requirements. Materials may include craft supplies, paints, paint brushes etc.

Consumables are also necessary to the operation of the service. An allowance will need to be made in the budget for these items.

Upon identifying the equipment and materials required for the service quotes will need to be obtained to determine the preferred supplier /s and for grant applications

- Generally two or three quotes should be sourced.
- Ensure suppliers are aware funds may be linked to grant applications and request quotes remain valid for 4-5months (if applicable).

Final costs should be included in the budget for establishing the service.



3.3 Funding

There are several sources of funding to establish and operate the service:

- Fundraising
- In kind contributions
- Grants/sponsorship

Income from fundraising, in kind support, sponsorship etc will form a part of the budget to establish and operate the service. Include an estimate of expected income in the budget. Commence sourcing funding early and commence completing funding applications. This will ensure you are able to lodge applications as soon as quotes are received and the budget is finalized.

Fundraising

Fundraising may enable the organisation to:

- cover a portion of upfront costs associated with establishing the service;
- assist with meeting shortfalls in income when commencing operating; and
- contribute toward the refurbishment or establishment of the premises and purchase of equipment.

The first step is to develop an outline of the fundraising you will undertake.

1. Liaise with existing organisations to establish any existing fundraising taking place on a regular basis.
2. Look for opportunities to hold joint events – this reduces volunteer hours and can ensure a larger function or event and thereby raise more funds.
3. Identify opportunities that are not currently being undertaken – this increases your opportunity to raise funds and reduces the impact on other organisations relying on fundraising.
4. Develop a fundraising plan: this may include an ongoing annual fundraising.
5. Establish a donation system – jar in the local shops labelled *Fundraising for Child Care Service*.

In Kind Contributions

In kind contributions include

- Volunteer hours in establishing the service, busy bees, physical work undertaken
- Donations of equipment, supplies, resources time and labour by an organisation or individual
- Reduction in fees or charges for goods or services (including rental of premises, rates)
- Use of machinery

Identify required works and approach suppliers and community members to establish any support that can be provided.



Grants

Source grants to cover the costs associated with building refurbishment and equipment.

1. Establish a draft proposal (brief).
2. Contact the funding body to establish eligibility and discuss the proposal.
3. Ensure you are able to meet all requirements.
4. Check closing dates for applications and timeframes for completion and acquittal of grants to ensure these are achievable.
5. Commence drafting the applications - complete when final quotes or any required budgets are finalized.

Note: Ensure all donations, sponsorship and in kind support is acknowledged – this may occur through the local paper, a letter of thanks or a plaque at the service.

In kind contributions will need to be incorporated as both an expense and income. Justification for the calculation of contribution is required. For materials or equipment this would be the retail cost of the item. Volunteer hours will need to be estimated at a cost per hour.

Example 1

*Fencing: Materials are donated – establish actual retail cost of fencing.
Fence is erected by volunteers – calculate hours a volunteer rate.
The expense item is fencing and erection of fencing.
The income is in kind hours – number of hours @ \$.
The materials are a donation or sponsorship and the amount is recorded as income.
Ensure records of calculations, quotes etc are kept to justify the budgeted items.*

Grants will also need to be recorded as income.

At this point the budget should be finalised (income will be an estimate). If there are any shortfalls the organisation will need to look at initiatives to meet these expenses via fundraising or cash support from an alternative source.

Outcome

Your project plan is completed please include with the community early childhood – child care - plan for inclusion as an attachment with funding applications and proposals.
Continue the next stages of the project



Next Steps

- Complete and lodge funding applications.
- Continue working toward finalising management (administration and finances) responsibilities.
- Continue fundraising in line with fundraising plan.
- Continue refurbishment within available means (in kind and volunteer contributions) and finalise upon receipt of funding, sponsorship and other budgeted income. (Contact tradesmen and suppliers immediately you are advised of funding approval and confirm quotes remain valid – ensure tentative bookings are made for work to be undertaken).
- Purchase resources and equipment with any funds raised and finalise when funding is approved. (When advised of funding approval, verify quotes remain valid and place order pending confirmation upon receipt of funding).
- Refer to the timeline for establishing a service and licensing self assessment checklist to ensure all tasks are completed.
- Complete and lodge licensing application and DEEWR application.

Final Steps

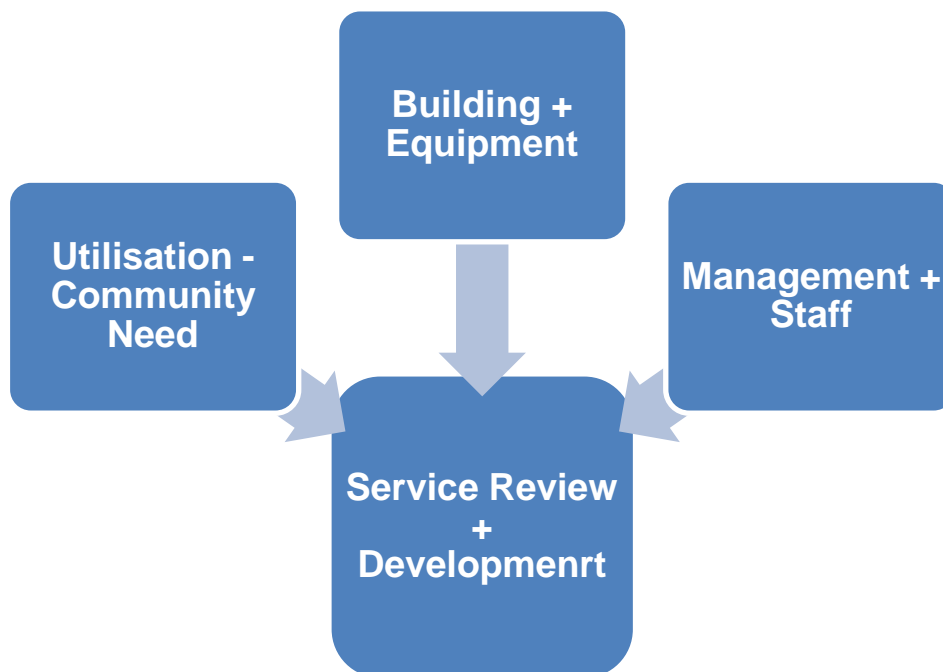
- Recruit/appoint staff and undertake staff inductions.
- Ensure CCMS Software is loaded and training is undertaken (if applicable).
- Advertise service opening and enrol children prior to commencing operating.
- Hold an official opening ceremony.

Outcome

**Service is established
Commence operating**



Section 4: Community Child Care Service Review/Service Development



Community Child Care Service Review/Service Development

There are three components in this section:

- Service Review
- Tools and Strategies
- Service Development – including transitioning to a different model of childcare

4.1 Service Review

A service review should be undertaken annually. Reviewing the service provides a process to proactively maintain, or identify and address issues, pertaining to good management and sustainability. The review will provide a process to:

- ensure premises and equipment are maintained and in good condition;
- ensure equipment meets the needs of the children in care;
- ensure the service is meeting regulatory and legal requirements;
- provide evidence of good management practice through strategic planning; and
- enable the service to respond to evolving community needs.

The review involves a SWOT Analysis. SWOT is an acronym for **Strengths, Weaknesses, Opportunities and Threats**. A SWOT analysis is a tool for auditing the overall position of an organisation or service and its environment.

Specific tools are provided that can be used to address issues that emerge from the analysis. A plan will be developed with actions and timelines. This plan will form the basis for your review in following years.

The examples provided in this section are based on a community operated service. This can be adapted to suit family day carers or private operators by disregarding information related to grants/funding and volunteers. Management committee and staff references would refer to the operator.

The Review Process

The following diagram outlines the process involved in the review



Identify and Evaluate Key Factors

In order to undertake a SWOT Analysis key factors that contribute or impact on the organisation or service need to be identified. The following factors all contribute to or impact on the sustainability of a childcare service:

- Management and Staff.
- Premises and Equipment.
- Utilisation/Viability.
- Community Support/Partnerships.

These key factors will form the basis of the review. Your service or organisation may identify additional key factors which should also be included.

Identify Strengths, Weaknesses, Opportunities, Potential Threats

The SWOT Analysis can be undertaken using the key factors (including additional key factors identified by the service/organisation) as a basis for discussion and brainstorming.

Template 11 SWOT Analysis has been provided for recording information, however a whiteboard or butchers paper may be more useful as it provides a visual representation for everyone as the SWOT progresses. Record all final outcomes as an outline/evidence of the process undertaken.

As a SWOT analysis can be very subjective - two people can develop different versions based on the same information. Ensure information is supported by evidence which adds weight to each factor and increases the validity of the analysis.

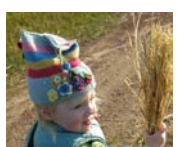
The following tables provide a guide to questions/issues that will enable you to evaluate each of the key factors. If some of the issues for consideration or evidence, such as audit of equipment/premises or utilisation, are too time consuming for your planning session consider incorporating these into your action plan.

When evaluating key factors identify if the evidence suggests these are Strengths, Weaknesses, Opportunities or Threats – record in the “SWOT” column, on Template 12A, B, C & D.



Key Factor :	Management & Staff	
	Issues for consideration in evaluation of key factor	SWOT
Management	<ul style="list-style-type: none"> • Consistent attendance at meetings. • Actively undertaking tasks. • Good representation of community. • Attendance at AGMS/attracting new committee members. • Are Rules of the Association current? 	
Management skills and knowledge	<ul style="list-style-type: none"> • Legal and regulatory responsibilities including: <ul style="list-style-type: none"> • Licensing and regulations; • DEEWR, eligibility and obligations in relation to CCB; • Quality Assurance; • Contractual obligations; • Employer obligations; • Taxation obligations; and • The Incorporations Act (if applicable). • Roles and responsibilities of management committee and staff. • Policies and procedures. 	
Policies and Procedures	<ul style="list-style-type: none"> • Policies and procedures are reviewed annually. • Policies and procedures are reflective of practice. • Policies are reviewed to reflect Legislative changes as they occur. 	
Staff	<ul style="list-style-type: none"> • Staff qualifications. • Working toward qualifications or traineeships. • Professional development. • Adequate relief staff. • Regular staff appraisals/performance reviews. • Staff meetings. • Staff conditions and wages. • Staff retention and recruitment. 	

Key Factor :	Utilisation/Viability	
	Issues for consideration in evaluation of key factor	SWOT
Utilisation	<ul style="list-style-type: none"> • Current utilisation. • Forward projections and population trends. • Unmet need (waiting lists). 	
Viability	<ul style="list-style-type: none"> • Financial position. • Is there a budget in place? • Legislative or funding changes. 	



Key Factor : Premises & Equipment		
	Issues for consideration in evaluation of key factor	SWOT
Premises	<ul style="list-style-type: none"> • Suitability – consider staff, children, layout in terms of supervision and engaging children. • Safety – is a regular audit undertaken? • Capacity to expand. • Lease conditions – long term security of lease. 	
Equipment	<ul style="list-style-type: none"> • Condition of equipment – is regular audit undertaken? • Suitability – is equipment meeting both the needs of the children and enabling staff to program for appropriate activities? 	

Key Factor : Community Support/Partnerships		
	Issues for consideration in evaluation of key factor	SWOT
Community Support	<ul style="list-style-type: none"> • Volunteer contributions. • Utilisation – do community members use the facility? 	
Partnerships	<ul style="list-style-type: none"> • Levels of in kind contributions and sponsorship. • Collocation – sharing premises. • Links formed with other early childhood organisations – schools, playgroup etc. 	

Develop Action Plan

The aim of the SWOT Analysis is to provide a “snapshot” of the current position of the organisation. The next step is to evaluate the information in the SWOT to develop an action plan. Template 13 has been provided in section 6.

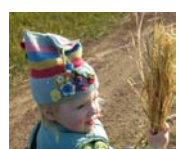
The aim of the action plan is to:

- maintain and build on the strengths of the organisation;
- address weaknesses;
- investigate capacity to take up opportunities; and
- minimise threats.

The plan should focus on future sustainability. It should incorporate a five years vision. This enables long term projects and planning. The initial actions will focus on a two year span and link to the longer term vision for the service/organisation.

The plan will involve identifying:

Objectives
Strategies to achieve identified objectives
Actions involved in the strategies



Objectives

Objectives should be based on the Key Factors identified – each Key Factor may involve single or multiple objectives.

Objectives are:

- positive;
- outcome based;
- achievable; and
- five year focus.

For example

Key Factor: Management and Staff

Objective: To maintain or establish representative, proactive, knowledgeable and sustainable management committee.

Objective: Policies and procedures reflect current quality practice and organisational structure and activities

Objective: To recruit and retain proactive, committed trained or qualified staff

The example above demonstrates objectives that:

- are positive;
- describe the desired outcomes in terms of Management and Staff;
- encompass both strengths and weaknesses in this area;
- are potentially achievable; and
- have a five year focus (the same outcomes would be considered desirable in five years).

Strategies

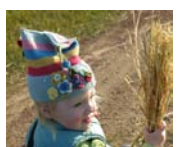
Strategies outline how you will achieve the objectives. There may be multiple strategies required to meet each objective.

Strategies are:

- broad – the actual step by step activities involved are outlined separately;
- action based – use active words (implement, develop, recruit etc); and
- developed in line with results from SWOT Analysis.

The action plan should maintain and build on strengths and address weaknesses.

The following example outlines how to develop strategies to meet the objective.



Key Factor: Management and Staff

Objective: To maintain or establish representative, proactive, knowledgeable and sustainable management.

Example 1

Strength: *Volunteer Management Committee – active and representative committee.*

Strategies to maintain committee may include:

- *Actively recruit volunteers;*
- *Implement succession planning (for example, vice president is trained to take over as president); and*
- *Provide incentives.*

Example 1: These strategies:

- maintain the existing strength through incentives, ensuring succession planning (volunteers are reassured there will be new committee members) and ongoing recruitment; and
- ensure future sustainability through succession planning and ongoing recruitment.

Example 2

Weakness: *Lack of volunteers – small inactive management committee.*

There are two options for consideration.

First potential strategy:

- *Investigate underlying causes.*

The first strategy may result in this next step being an option.

- *Investigate alternative models of management or alternative service models – (This would be an option only if there is very limited or no commitment to managing the service and may also be dependent on other factors including utilisation).*

Example 2: These strategies

- Investigate cause, potentially providing an opportunity to address the cause.
- Ensure a proactive approach to addressing the issue.



The plan should also assess viability and service capacity to take up opportunities and be proactive in minimising potential threats.

The following uses the previous example objectives again (Key Factor: Management and Staff) to outline how to develop strategies where an opportunity or a potential threat has been identified.

Key Factor: Management and Staff

Objective: To maintain or establish representative, proactive, knowledgeable and sustainable management

Example 1

Potential threat: *Lack of volunteer management*

Strategies to maintain this commitment may include

- *Actively recruit volunteers*
- *Implement succession planning (for example, vice president is trained to take over as president),*
- *Provide Incentives*

Example 1: These strategies:

- assume the threat is “potential” and take a proactive approach to minimise the probability of this occurring.

If the threat is immediate and the previous strategies have been undertaken you may look at the opportunities this presents.

Example 2

Opportunity: *Ensure appropriate sustainable management committee.*

- *Investigate alternative models of management and alternative service models.*
- *Assess utilisation and investigate alternative service models.*

Example 2: These strategies:

- are presented as an opportunity to ensure ongoing sustainability; and
- are proactive in assessing the actual service model to ensure it is appropriate – this may also address the issue of “management”.

Opportunities may arise as a result of addressing or investigating cause of a weakness, or minimising a potential threat.



Actions

Actions are the steps undertaken within each strategy.

Example 1

Potential threat: Lack of volunteer management committee members.

Strategies 1: Actively recruit volunteers.

Actions:

- Advertise for vacant positions.
- Assess the skills of the committee and invite individuals with specific skills to join the committee.
- Approach organisations to have a representative on the committee (eg playgroup, school, local government).

The goal of the SWOT is to look for opportunities when assessing weaknesses and therefore develop positive strategies and actions to assess the opportunity. There may also be opportunities that present such as funding to extend the service, another service closing creating an opportunity to expand or further develop.

Implementing Action Plan

The plan needs to be implemented and should be continuously update to meet evolving needs.

Actions should have a date for completion and an outcome. In some instances actions will be ongoing. If an action is ongoing then an update of outcomes should be maintained to assess if the action is achieving the desired strategy/objective or if it needs reviewing.

Example

Premises and equipment.

Ensuring premises and equipment are suitable, in good repair and meet the needs of staff and children may require an internal audit. Upon completing the audit new strategies/actions will be necessary to address any needs that arise.

Some strategies and actions may lead to additional actions.

Regularly reviewing the plan will ensure it is up to date and enable the service to progress toward achieving long term objectives.

Tools and strategies have been provided to assist with development and implementation of an action plan.



4.2 Tools and Strategies

The following information and strategies may assist in addressing some issues may have been identified in the SWOT analysis/ action plan. This information relates to the key factors previously identified.

- Management and Staff
- Premises and Equipment
- Utilisation/Viability
- Community Support/Partnerships

Management and Staff

Management Committee: knowledge and recruitment
 Staff: retention/recruitment and qualifications

Management and staff are two key factors that contribute to the viability of a service. Following are examples of strategies that may be incorporated into your action plan if these have been identified as weaknesses or to maintain strengths.

Management Committee

Action	Rationale or examples
Inductions Packs	Increase knowledge and ensure understanding of responsibilities and continuity.
Incentives	<ul style="list-style-type: none"> • Paid or honorariums for executive positions (eg treasurer). • Regular social gatherings for example, barbecue after busy bees. • Paid registration for attending professional development. • Offer training – for example training in accounting software for treasurer.
Ongoing Recruitment	<ul style="list-style-type: none"> • Invite guests to meetings. • Advertise committee positions as “vacancies” including position descriptions. • Ensure duties are shared amongst committee utilising individual’s skills and strengths.



Staff

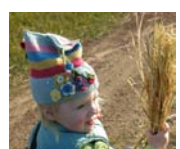
Action	Rationale or examples
Staff Retention and Recruitment	<p>Review staff conditions of employment in line with the Industrial Award and the services financial capacity. Is there opportunity to improve the current conditions of employment? Options for consideration may include:</p> <ul style="list-style-type: none"> covering costs of: <ul style="list-style-type: none"> medicals; first aid certificate; uniforms; working with children checks/ police clearances; and attending professional development/networking or staff meetings; over award or competitive wages based on performance (if financially able); offering traineeships; contributing to cost of study toward qualification (paid in arrears upon achieving outcomes – eg completing a unit); and employee sharing – if unable to employ a staff member fulltime liaise with school, local government, to investigate sharing the employee to enable fulltime employment – this may also be possible for a traineeship.

The Wheatbelt Child Care Services Resource Manual provides basic information regarding Volunteer Management Committees, Inductions for Management Committees, volunteer recruitment strategies and human resources.

Premises and Equipment

Childcare services in rural communities are often operated by not for profit organisations. Services are established in existing buildings which are refurbished to accommodate childcare. Financial limitations result in a reliance on fund raising and grants to undertake additional refurbishment or to purchase new equipment. Accordingly services develop in an “ad hoc” manner by refurbishing and replacing or purchasing new equipment when it is necessary or a grant is available.

Undertaking a premises and equipment audit will enable the service to identify items that will need replacing in the future. This will also ensure that when applying for grants the service is in a position to know exactly what is required. Additionally planning the layout of your service will ensure a coordinated approach to refurbishment and equipment replacement.



There are two steps involved:

1. Audit of the premises and equipment in terms of safety, condition, regulations and quality assurance.
2. Vision for the service layout should incorporate an environment that is suitable in terms of safety, staff undertaking their duties and children participating in play – also consider supervising and engaging children.

1. Audit of building and premises

The following template has been provided for the audit.

Sample Template14: Premises and equipment audit

Item	Condition			Safety Concern	Required	Priority	Outcome	Completed
	Poor	Fair	Good					

Undertake an inspection of the premises and equipment (including play equipment, window/floor coverings, kitchen, laundry, office and furniture). Rate each item as follows:

- Poor – needs replacing immediately;
- Fair – replacement within 12 months; or
- Good – possible replacement within 2-3 years.

When applying a priority consider the necessity of the item, regulations and quality assurance. You may also approach the shire building officer to inspect the premises for safety concerns. Please note: safety refers to staff, children and visitors to the service. There are also organisations who will undertake a safety audit of the premises and equipment on a fee for service basis.

2. Vision for layout

Work with the staff and develop a vision of the layout. This should include:

- play area that incorporates shade, quiet spaces, interactive spaces, activities for differing age groups, areas that flow and engage children;
- supervision requirements;
- all weather play (shade and wet weather protection);
- the internal space may accommodate sleep areas, play equipment, quiet places, themed spaces, staff areas; and
- replacement of equipment and furnishings if needed.

Seek external advice and support by:

- contacting the Children’s Services Officer;
- visiting other childcare services; or
- contacting Kidsafe WA for resources and workshops regarding playgrounds and safety.



The next steps are:

- document your vision in a descriptive form;
- develop a wish list;
- develop a plan to replace high priority items identified in your audit in a manner that will contribute to your vision;
- add any additional items identified in your wish list to your audit under required; and
- incorporate this audit into your Action Plan.

Completion of this audit will:

- provide a planning tool to identify focus for fundraising, funding applications;
- provide direction for both staff and management in sourcing equipment and refurbishment ensuring continuity in the development of the service;
- ensure funding applications are easier to complete as required equipment/refurbishment has already been identified;
- ensure funding applications and refurbishment are undertaken in a sustainable manner addressing current and future needs;
- encourage a proactive approach thereby reducing the financial burden that may be encountered in having to replace unsafe equipment or furnishings immediately due to wear and tear; and
- provide evidence of future planning and quality management .

Utilisation/Viability

Financial sustainability and utilisation will impact on the viability of a service. Financial sustainability includes managing expenses and generating income. Promoting your service may raise awareness of the availability of care and enhance utilisation. A parent survey enables parents to provide feedback which can assist in determining fee income and ensuring the service is meeting the needs of parents and children. Ensuring the service meets the needs of parents and children may contribute to increasing or sustaining utilisation.

Reducing expenses

- Establishing a consumables list for enrolled children. This is similar to a school booklist and involves requesting parents to supply some consumables each term or annually. It may include items such as sunscreen, wet wipes, and tissues. This may be extended to include craft supplies: glue or crayons etc.
- Work with other organisations to order consumables. Local government may be in a position to bulk buy and include consumables for the service in their order.
- Recycle – posters, magazines, unused ribbon, wool, buttons, cotton reels etc may be donated if requested.
- Order and borrow books through the public library as opposed to purchasing. It may be possible to work with the local school or playgroup to share some resources.



Fundraising Income

Fundraising may enable the organisation to:

- Assist with meeting shortfalls in income when commencing operating; and
- Contribute toward the refurbishment of the premises and purchase equipment.

The first step is to develop an outline of the fundraising you will undertake.

1. Liaise with existing organisations to establish any existing fundraising taking place on a regular basis.
2. Look for opportunities to hold joint events – this reduces volunteer hours and can ensure a larger function or event and thereby raise more funds.
3. Identify opportunities that are not currently being undertaken – this increases your opportunity to raise funds and reduces the impact on other organisations relying on fundraising.
4. Develop a fundraising plan: this may include an ongoing annual fundraising.
5. Establish a donation system – jar in the local shops labelled fundraising for childcare service.

In Kind Contributions

In kind contributions include:

- volunteer hours;
- donations of equipment, supplies, resources time and labour by an organisation or individual;
- reduction in fees or charges for goods or services (including rental of premises, rates); and
- use of machinery.

Negotiate with suppliers for discounts or donations when purchasing equipment or consumables. Work with other organisations to share skills base and effectively utilize the volunteer's individual strengths.

Advertise – if you require a specific item advertise in the local paper or posters requesting a donation of the item or donations toward purchasing the item.

Grant Income

Sourcing grants - these will generally fund equipment or refurbishment.

1. Establish a draft proposal (brief).
2. Contact the funding body to establish eligibility and discuss the proposal.
3. Ensure you are able to meet all requirements.
4. Check closing dates for applications and timeframes for completion and acquittal of grants to ensure these are achievable.
5. Obtain quotes where required.
6. Obtain referees or letters of support.
7. Commence drafting the applications - complete when final quotes or any required budgets are finalized.
8. If you have undertaken planning, (such as the action plan or building audit) include a copy of your plan with the application, if appropriate.



Promoting the Service

Ongoing promotion of the service may have a positive impact on utilisation. Do not assume the community is aware of the service being offered. Following are suggestions to promote the service.

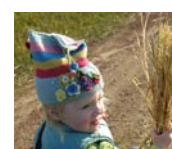
Action	Rationale or examples
Promotion and Advertising	<ul style="list-style-type: none"> Ensure the service is listed on all community websites including the local government website. Request a directional sign be placed on main roads leading to the childcare service. Ensure the service is included in any town maps distributed or on information boards. Advertise: <ul style="list-style-type: none"> in the local newspaper; in the school newsletter; in the playgroup newsletter; and on community display boards; <p>If people do not use childcare they may overlook your adverts as not being applicable – try promoting “why parents need childcare” eg to attend a workshop, to attend an appointment, to start study. Use the need as your heading as opposed to your service name.</p> <ul style="list-style-type: none"> Approach services such as sports centre, child health nurse, doctor and school and ensure they are aware childcare is available for parents/carers. Work with organisations to hold events or workshops on days when childcare is available and to promote the availability – this will benefit both organisations. Display children’s artwork and information regarding the service at community events and annual shows.

Survey

A survey may assist in developing an action plan to increase utilisation.

Items for inclusion in the survey should reflect the needs of the service the following suggestions may provide a basis to start.

1. Suitability of operating days and hours.
2. Cost of care.
3. Is service meeting care needs (are there additional needs such as outside school hours care?)
4. Is the parent aware the service is managed by volunteers? (If applicable.) This may provide an opportunity to recruit volunteers.



The following could be rated by parents (1-5 scale).

1. Building and equipment
2. Programs offered
3. Parent communication and information
4. Management
5. Staff – including interactions with parents and children
6. Induction for new parents/children
7. Health and safety
8. Any suggestions for improvement

Contact other childcare services and the Children's Services Officer for examples of surveys they may have undertaken.

Community Support/Partnerships

Community support and partnerships have been promoted throughout the previous examples of strategies to assist in ensuring the sustainability of your services.

Outcome

SWOT Analysis and Action Plan complete.

Review action plan regularly to ensure it is maintained. Undertake actions as defined in your action plan.

Action Plan identified the need for service development or a review of your service model.

Please proceed to the next stage: Service Development.



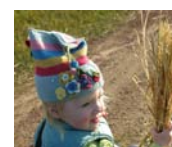
4.3 Service Development

To remain viable community childcare services need to plan and develop their services to meet the evolving needs of the community. Rural communities experience periods of growth, however these may be followed by a period of stable population. In some communities the population is aging. Seasonal conditions may also impact on both population and utilisation of childcare services. Taking a proactive approach can minimize the impact of fluctuating or evolving population and utilisation.

Service development refers to improvements to infrastructure, expansions or transitioning to/establishing a different or additional model of childcare.

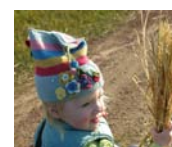
The following Table outlines the processes involved in service development – Expansion, upgrade or new premises.

Objective	Prior to undertaking	Actions or process required
Expansion	<p>If expanding operating days/hours:</p> <ul style="list-style-type: none"> • Establish levels of unmet need; • Ensure adequate staffing; and • Establish availability of premises. <p>Section 2 outlines a process for undertaking needs analysis.</p>	<p>Upon establishing unmet need and capacity to meet the need, the following actions are required:</p> <ul style="list-style-type: none"> • Family Day Carers should contact the Family Day Care Scheme; • Long Day Care service should contact DEEWR and verify approval for funding; and • All services should contact Child Care Licensing and Standards Unit to apply for an increase in operating days/ hours.
Premises Upgrade	<p>Contact Child Care Licensing and Standards Unit if you will be relocating or expanding existing premises.</p> <p>Expansion of existing premises or significant improvements may require the service to cease operating or apply for exemptions during the period of building/refurbishing.</p> <p>If expanding premises or establishing a new premises please see the Building and Resources and Equipment requirements as outlined in section 3.</p>	<p>If closure or relocation is required:</p> <ul style="list-style-type: none"> • advise Child Care Licensing And Standards Unit (an application to modify the place is required); • advise DEEWR (long day care). <p>New or modified premises will need to be inspected or approved by Child Care Licensing And Standards Unit (an application will be required). The service cannot relocate until the new premises are licensed.</p> <p>Some policies will require updating such as evacuation procedures.</p>



The following table outlines the process involved in transitioning or changing to a different model of childcare. It is recommended the Early Childhood Planning process or the Service Review component of the tool kit is undertaken before proceeding.

Objective	Prior to Undertaking	Actions or Process Required
Family Day Care to Outside School Hours Family Day Care	<p>Family Day Care may be able to transition to become an Outside School Hours Family Day Carer.</p> <p>It is recommended the service verify the need for outside school hours care before proceeding.</p> <p>This may offer continuity of care as children attending the service commence school.</p>	<p>Contact the Family Day Care Scheme for support in the process of transitioning to Outside School Hours Family Day Care.</p>
Family Day Care to Other Models of Child Care	<p>Family day care is not able to “transition” to another model of childcare.</p> <p>Changing to other models of childcare would require establishing a new service. Section 3 outlines this process.</p> <p>If the decision to change models is based on demand consider the option of a second family day care or a centre based service.</p>	<p>It is recommended the planning process is undertaken. Commence the process at Section 2 - Community Child Care Needs Analysis (Demand and Community Capacity). If a second family day care can meet needs contact the Family Day Care Scheme for support.</p>
Occasional Care or Long Day Care to Rural Family Care (In-Venue Care) or Family Day Care	<p>This option would suit a service with low utilisation.</p> <p>Rural Family Care: may be operated by an individual or under State Regulations a not for profit or local government.</p> <p>Licensed childcare premises should meet regulations however an application would still be required.</p> <p>Family Day Care: Operated by an individual.</p>	<p>The model is approved by DEEWR for 12 months as an In Venue Care.</p> <p>For continued approval the Family Day Care Scheme must demonstrate that they have been unsuccessful in recruiting a carer to work from their own home. Seek advice/support from Family Day Care Scheme prior to commencing.</p> <p>This model is less financially viable than family day care as an owner operator will incur additional expenses – rental, insurances, phone, and power. When operated from a carer’s home these expenses are shared between the home (personal) and the family day care business.</p> <p>There may be issues regarding the financial viability of the model being operated under organisational structures. Employee costs may result in the service operating at a loss. **DEEWR is currently investigating the CCB eligibility of Organisations operating Rural Family Care.</p> <p>Contact a Family Day Care Scheme to establish a service.</p>



Objective	Prior to Undertaking	Actions or Process Required
<p>Occasional Care Transitioning to Long Day Care</p>	<p>Develop a service plan including:</p> <ul style="list-style-type: none"> establishing levels of current utilisation and potential unmet need; ensuring adequate staffing; capacity of management committee; and establishing availability of premises (if operating days/hours will increase). <p>Section 2 outlines a process for undertaking a Community Early Childhood Child Care Plan.</p> <p>Section 3 provides information regarding establishing a new service – this section may provide helpful information in terms of funding and developing a project plan.</p> <p>Section 4 provides an overview of undertaking a service review – it is assumed this process has resulted in the service identifying the need to transition to long day care.</p> <p>Staff and management need to be included in this process to ensure the transition is successful. Staff will be primarily responsible for the daily requirements to meet Child Care Quality Assurance (CCQA) requirements.</p> <p>Resources and Support: National Childcare Accreditation Council (NCAC): www.ncac.gov.au.</p>	<ul style="list-style-type: none"> Contact DEEWR to discuss the option of transitioning to long day care and verify approval for funding. The service will need to apply for approval for childcare benefit and sustainability assistance. Documentation including funding agreements and eligibility conditions will be sent to the service upon approval. Ensure insurances and other obligations are met. Contact Child Care Licensing and Standards Unit to apply for an increase in operating days/ hours (if needed). Upon approval and commencing operations advise the Department of Communities that you have commenced long day care and are no longer operating as an occasional care (include the date of transition). You will be required to return any funding paid in advance past the transition date. <p>Equipment required prior to operating will include:</p> <ul style="list-style-type: none"> computer, printer, scanner or copier; software (including Child Care Management System Software if applicable); and internet connection. <p>Registration with the National Child Care Accreditation Council is also required.</p> <p>Undertake CCMS training prior to commencing as a long day care.</p> <p>Ensure all parents have registered for childcare benefit and children are enrolled on the CCMS before commencing.</p> <p>Policies will need to be reviewed to ensure they meet CCQA requirements and staff training may also be required to ensure an understanding of service requirement under the CCQA requirements.</p>



The following table outlines options for meeting a combination of needs

Objective	Prior to undertaking	Actions or process required
<p>Long day care and outside school hours care</p>	<p>Expanding service to include outside school hours care.</p>	<p>The regulations state if 5 or more primary school age children (or 10% of licensed places) attend a session:</p> <ul style="list-style-type: none"> • a separate staff member is required to supervise the school age children (at least 21 years of age); • separate play areas are provided for school aged children and other enrolled children; and • a separate toilet may also be required. <p>Play equipment and resources appropriate to the age of the school age children would also be required. If the premises require upgrading:</p> <ul style="list-style-type: none"> • advise Child Care Licensing and Standards Unit (an application to modify the place is required). <p>If the service will close to enable upgrading:</p> <ul style="list-style-type: none"> • advise DEEWR (long day care); and • advise Child Care Licensing and Standards Unit. <p>Modification will need to be inspected and approved by Child Care Licensing and Standards Unit (an application will be required).</p> <p>Some policies will require updating in line with CCQA requirements..</p>



Objective	Prior to undertaking	Actions or process required
Separate Outside School Hours Care	<p>It may be possible to establish a separate service to provide outside school hours care. Potential premises may include:</p> <ul style="list-style-type: none"> • local primary school; • recreation Centre; and • upgrading and existing building. <p>If demand is low the option of an Outside School Hours Family Day Care may be considered</p>	<p>This process will require approval from:</p> <ul style="list-style-type: none"> • Child Care Licensing and Standards Unit; and • DEEWR. <p>Funding to establish and operate an outside school hours care may be available through DEEWR.</p> <p>Please undertake the planning process from Section 2 Needs Analysis.</p> <p>Contact the Family Day Care Scheme for support in investigating this option.</p>
Other options	<p>Other options to meet a combination of community need may include:</p> <ul style="list-style-type: none"> • Establishing several family day cares to meet community needs; • A combination of outside school hours care and family day care; and • Long Day care changing to an outside school hours care. 	

Outcome

Service has the capacity to expand or develop to meet community need and development is viable.

Undertake actions as defined in your action plan to develop or expand the service. Continue to update your action plan and establish a date to undertake the next service review.

Service does not have the capacity to expand or develop to meet community need or development is not viable.

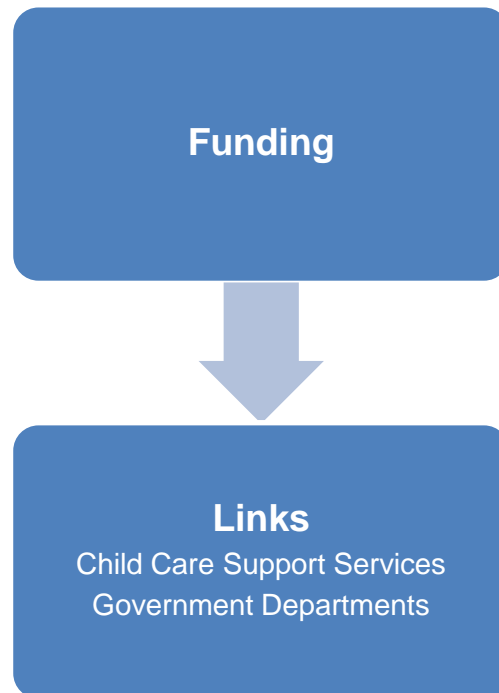
If the service is currently viable continue operations, implement any other actions identified in your action plan and undertake a service review in 12 – 18 months.

Service does not have the capacity to expand or develop to meet community need and service is not viable/sustainable.

Liaise with the community to establish support available to assist the service and to determine future outcome/s for the service.



Section 5: Funding and Links

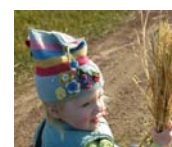


Funding and Links

5.1 Funding

The following table provides contacts for funding/grants that childcare services may be eligible to apply for.

Organisation or Grant	Contact Details
Lotterywest	www.lotterywest.wa.gov.au
Foundation for Rural and Regional Renewal (FRRR) REACH Program	www.frrr.org.au
WA Grants Directory	www.grantsdirectory.dlg.wa.gov.au
Grantslink	www.grantslink.gov.au
Myer Foundation	www.myerfoundation.org.au
Volunteer Grants Program	www.fahcsia.gov.au
Foundation for Children Grants	www.foundationforchildren.com.au
Early Years Funding DFC	Contact: 09 9622 0011 or your Children's Services Officer
DEEWR Long Day Care Capital Funding Program	1300 363 079 and request the DEEWR childcare team in your state or territory



5.2 Links – Child Care Support Services and Government Departments

Wheatbelt Organisation for Children's Services [WOCS]

WOCS formed to address concerns over the long term sustainability of childcare in the rural sector of WA. WOCS liaises with childcare organisations and government bodies to develop solutions to the issues encountered by Wheatbelt childcare services.

www.wocs.com.au

Child Australia Resource Centre

Membership to access the Child Australia Resource Centre is available to all services.

www.childaustralia.org.au

Child Australia Pre-Kindy and Occasional Care Inclusion Project WA

A program to support the inclusion of children with a disability in state funded occasional care services and three year old kindy programs (non school) is currently available.

www.childaustralia.org.au

Inclusion and Professional Support Program

Through this program, eligible childcare services have access to affordable support, advice, resources and training.

PSCWA

Provide professional development and support to improve the capacity of the early childhood education and care sector.

www.pscwa.org.au

Child Australia - Great Southern Inclusion Support Agency

Offers inclusion support to eligible services in Great Southern Western Australia.

www.childaustralia.org.au

Shire of Mundaring - East Metro & Midlands Inclusion Support Agency

Offers inclusion support to eligible services in the East Metro - Perth/Midlands area.

www.mundaring.wa.gov.au/community/community_childservices.asp

Kidsafe WA

www.kidsafewa.org.au

VolunteeringWA

www.volunteeringwa.org.au

Department Education, Employment and Workplace Relations [DEEWR]

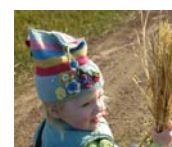
www.deewr.gov.au

Department for Communities

This includes Child Care Licensing & Standards Unit and Children's Services Officer

www.communities.wa.gov.au

www.childcare.wa.gov.au





National Childcare Accreditation Council [NCAC]

www.ncac.gov.au

Australian Taxation Office

www.ato.gov.au

Department of Commerce

Contains information regarding incorporation and obligations under the Associations Incorporation Act.

www.commerce.wa.gov.au/associations

Equal Opportunities Commission

www.eoc.wa.gov.au

Worksafe

<http://www.commerce.wa.gov.au/WorkSafe/>

State Law Publisher

www.slp.wa.gov.au

Wageline

<http://www.commerce.wa.gov.au/LabourRelations/Content/Services/Wageline>

Fair Work Australia

www.fairwork.gov.au

Staying Healthy in Child Care

www.nhmrc.gov.au/publications/synopses/ch43syn.htm





Section 6: Templates



Templates

The following templates have been provided to assist communities and services collate information and develop and implement useable plans. Templates are also provided on the enclosed CD in word format to enable these to be adapted to suit your community's or service's specific needs.

Template Number	Template Name
Template 1	Community Early Childhood Child Care Plan
Template 2	Community Early Childhood Survey – Child Care
Template 3	Current Child Care Usage
Template 4	Current Unmet Demand and Utilisation
Template 5	Unmet Need
Template 6	Preferred Service Model
Template 7	Evaluation of Premises
Template 8	Evaluation of Appropriate Service Model
Template 9	Action Plan: Establishing a Community Child Care Service
Template 10	Project Plan: Establishing a Community Child Care Service
Template 11	SWOT Analysis
Template 12a	SWOT: Key Factor Evaluation – Management
Template 12b	SWOT: Key Factor Evaluation – Utilisation and Viability
Template 12c	SWOT: Key Factor Evaluation – Premises and Equipment
Template 12d	SWOT: Key Factor Evaluation – Community Support/Partnerships
Template 13	Action Plan: Service Review
Template 14	Premises and Equipment Audit



Community Early Childhood Child Care Plan

Name:

..... Early Childhood Child Care Plan
(Community Name)

Aim:

Aim of this plan is to evaluate the:

- community need for early childhood education and care;
- community commitment / capacity to provide early childhood education and care;
- community support for the establishment of early childhood education and care; services; and
- infrastructure in place to meet early childhood education and care needs.

Community Overview:

Name of Local Government

Location

Community's proximity to nearest regional centre

Community's proximity to nearest child care service

Population

Number of Children under 6 years

Number of Children 6 – 12 years

Organisations in the community

.....

.....

.....

Schools in the community

Businesses in community

.....

.....

.....

.....

Considerations:

Existing early childhood services:

.....
.....

Capacity to expand or partner with existing services

.....
.....
.....
.....

Impact of the provision of a new service on existing early childhood services

.....
.....
.....
.....

Impact on local or wider community

.....
.....
.....
.....

Other relevant information

Current/future demand unmet need

.....
.....
.....
.....

Community Capacity

Building or Premises

.....

.....

.....

.....

Management

.....

.....

.....

.....

Model of Child Care

.....

.....

.....

.....

Outcome

(For example: Following undertaking a needs analysis and evaluation of community capacity it has been determined the community will establish a service – Attached is a project plan for the proposed service)

.....

.....

.....

.....

Community Early Childhood Survey – Child Care

We are currently conducting a community survey to evaluate the community child care needs and the capacity of existing services to meet current and future needs.

Your assistance in completing the following survey would be appreciated.

Please return completed surveys to:

.....

Name:

.....

Do you currently use child care?

Yes No

If yes which services do you use?

Family Day Care Occasional Care Informal care arrangement
(eg family / friend)

How often?

Monday	Tuesday	Wednesday	Thursday	Friday	Occasional

If available would you utilise:

Centre based child care service? Yes No
 Family day care service? Yes No

Is this in **addition** to your current child care use? Yes No

If you would utilise a centre based child care service or family day care service please provide the following information.

Age and date of birth of children who would attend child care:

Child	Age	Date of Birth
1.		
2.		
3.		
4.		
5.		

Days on which care would be required:

Please indicate: Full day-F or Half day- AM or PM

Days	Child 1	Child 2	Child 3	Child 4	Child 5
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					

Would you use these days every week?

Yes No

Would you use the service during school holidays?

Yes No

Reason for requiring child care

- Employment
- To seek employment
- Study
- Respite or occasional care

What amount would you be prepared to pay for child care? \$ _____ per hour

Would you utilise after school hours care if available?

Yes No

If yes how often?

Everyday Occasional use

Ages and number of children that would attend after school hours care

Child	Age	Date of Birth
1.		
2.		
3.		
4.		
5.		

Current Child Care Usage

Type of care	Family Day Care						Centre Based Care						Informal Care					
Usage →	Mon	Tue	Wed	Thu	Fri	*Occ	Mon	Tue	Wed	Thu	Fri	*Occ	Mon	Tue	Wed	Thu	Fri	*Occ
Survey No ↓																		
Total																		

Total Surveys Returned:

*Occ: Occasional use

Unmet Need

Days	Monday			Tuesday			Wednesday			Thursday			Friday		
Ages → (months)	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over	0 to 24	24 to 36	36 + over
Total															

Preferred Service Model

Surveys (total)	Family Day Care	Centre Based Care	Outside School Hours

Evaluation of Premises

Type of Premises	Ownership	Rental \$	General Condition	Availability	Child Care Model Suited	Meets Requirements
Ex Residential					Centre based	
CWA Hall					Centre based	
Community Centre					Centre based Outside School Hours	
Residential					Family Day Care	

Evaluation of Appropriate Service Model

	Preferred Model	Current Demand		Future Demand	Funding required	Premises			Management		
		Under 6yo	School age			Public Building	Residence	New	Not For Profit	Local Government	Private
Long Day Care											
Family Day Care											
Rural Family Care											
Outside school Hours Care											
Mobile											

Action Plan: Establishing a Community Child Care Service

Community or Town:

Local Government:

Service name:

Management members:

Location of Premises:

Component	Actions	Responsibility	Due Date	Outcome
Management:				
Administration				
Finance & Budget				
Premises:				
Premises				

Component	Actions	Responsibility	Due Date	Outcome
Equipment				
Resources				
Funding:				
In Kind Support				
Grants				
Fundraising				

Project Plan: Establishing a Community Child Care Service

Organisation Name:

.....

Service Name: (if applicable)

.....

Legal structure of organisation:

.....

.....

Partnerships:

.....

.....

Premises: description and location

.....

.....

.....

Lease agreement or Memorandum of Understanding relating to the premises
(including agreements between colocated services/organisations)

.....

.....

Major costs associated with premises upgrade or establishment

.....

.....

Utilisation / hours and days of operation:

.....

.....

Staffing:

.....
.....

Establishment Costs:

.....
.....

Operating Budget:

.....
.....

Proposed Time Frame:

.....
.....

SWOT Analysis

Strengths	Weaknesses
Opportunities	Strengths

SWOT: Key Factor Evaluation – Management and Staff

Key Factor :	Management & Staff	
	Issues for consideration in evaluation of key factor	SWOT
Management	<ul style="list-style-type: none"> • Consistent attendance at meetings, • Actively undertaking tasks, • Good representation of community • Attendance at AGMS / attracting new committee members • Are Rules of the Association current? 	
Management skills and knowledge	<ul style="list-style-type: none"> • Legal and regulatory responsibilities including <ul style="list-style-type: none"> • Licensing and regulations, • DEEWR, eligibility and obligations in relation to CCB • Quality Assurance • Contractual obligations • Employer obligations • Taxation obligations • The incorporations act (if applicable) • Roles and responsibilities of management committee and staff • Policies and procedures 	
Policies and Procedures	<ul style="list-style-type: none"> • Policies and procedures are reviewed annually • Policies and procedures are reflective of practice • Policies are reviewed to reflect Legislative changes as they occur 	
Staff	<ul style="list-style-type: none"> • Staff qualifications • Working toward qualifications or traineeships • Professional development • Adequate relief staff • Regular staff appraisals / performance reviews • Staff meetings • Staff conditions and wages • Staff retention and recruitment 	

SWOT Key Factor Evaluation: Utilisation and Viability

Key Factor :	Utilisation / Viability	
	Issues for consideration in evaluation of key factor	SWOT
Utilisation	<ul style="list-style-type: none"> Current utilisation Forward projections and population trends Unmet need (waiting lists) 	
Viability	<ul style="list-style-type: none"> Financial position Is there a budget in place Legislative or funding changes 	

SWOT Evaluation of Key Factor - Premises and Equipment

Key Factor :	Premises & Equipment	
	Issues for consideration in evaluation of key factor	SWOT
Premises	<ul style="list-style-type: none"> Suitability – consider staff, children, layout in terms of supervision and engaging children Safety – is a regular audit undertaken Capacity to expand Lease conditions – long term security of lease 	
Equipment	<ul style="list-style-type: none"> Condition of equipment – is regular audit undertaken Suitability – is equipment meeting both the needs of the children and enabling staff to program for appropriate activities 	

SWOT Key Factor Evaluation – Community Support/Partnerships

Key Factor :	Community Support / Partnerships	
	Issues for consideration in evaluation of key factor	SWOT
Community Support	<ul style="list-style-type: none"> • Volunteer contributions • Utilisation – do community members use the facility 	
Partnerships	<ul style="list-style-type: none"> • Levels of in kind contributions and sponsorship • Collocation – sharing premises • Links formed with other early childhood organizations – schools, playgroup etc 	

Action Plan: Service Review

Service name:

Date:

Background

Service Model:

Date commenced operating:

Management Structure:

Objective:			
Strategy 1:			
Action	Responsibility	Due Date	Outcome
Strategy 2:			
Action	Responsibility	Due Date	Outcome
Strategy 3:			
Action	Responsibility	Due Date	Outcome
Strategy 4:			
Action	Responsibility	Due Date	Outcome

Objective:			
Strategy 1:			
Action	Responsibility	Due Date	Outcome
Strategy 2:			
Action	Responsibility	Due Date	Outcome
Strategy 3:			
Action	Responsibility	Due Date	Outcome
Strategy 4:			
Action	Responsibility	Due Date	Outcome

Objective:			
Strategy 1:			
Action	Responsibility	Due Date	Outcome
Strategy 2:			
Action	Responsibility	Due Date	Outcome

Objective:			
Strategy 3:			
Action	Responsibility	Due Date	Outcome
Strategy 4:			
Action	Responsibility	Due Date	Outcome

Objective:			
Strategy 1:			
Action	Responsibility	Due Date	Outcome
Strategy 2:			
Action	Responsibility	Due Date	Outcome
Strategy 3:			
Action	Responsibility	Due Date	Outcome
Strategy 4:			
Action	Responsibility	Due Date	Outcome

