



Roscommon County Childcare Committee

ROSCOMMON COUNTY CHILD CARE COMMITTEE

Strategic Plan 2007-2010

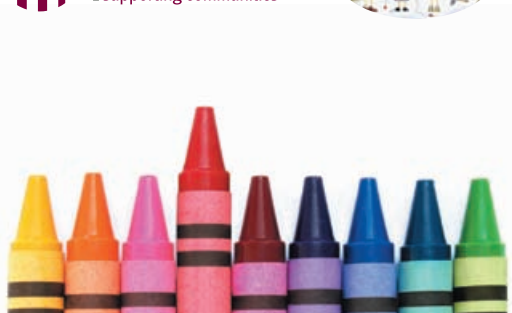


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Transforming Ireland

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Foreword by the Chairperson

The Office of the Minister for Children (OMC) is responsible for the National Childcare Strategy 2006-2010. The National Childcare Strategy aims to improve the availability and quality of childcare, to meet the needs of children and their parents. The National Childcare Investment Programme 2006-2010 (NCIP) is expected to create 50,000 childcare places at national level to respond to local need, as articulated via the City & County Childcare Committee's strategic plans.

Roscommon County Childcare Committee (RCCC) through the implementation of its strategic plan, will play an essential role in identifying local childcare needs & supporting applicants to maximise funding opportunities afforded by the NCIP. Building upon the previous strategy, (2002-2006) RCCC will continue to be a leading source of excellence in the field of childcare and will carry out its work in a collaborative co-ordinated manner.

Roscommon County Childcare Committee aimed to develop a strategy in line with specific needs of childcare in Roscommon. RCCC Strategy 2007-2010 was developed by building upon the learning of the first strategy and maximising input from childcare stakeholders in line with the principles established by the United Nations Convention on the Rights of the Child. Thus the committee's mission statement is:

“Roscommon County Childcare Committee promotes the consolidation, development and delivery of high quality childcare services and facilities which are affordable and accessible to local parents and their children and supports childcare providers, parents and other key stakeholders in line with the objectives of the National Childcare Investment Programme 2006-2010”

As a sub-group of the Roscommon County Development Board (CDB), the RCCC is directly linked to the development and implementation of CDB strategies for the County.

We are grateful to many people who were fundamental in drawing up this strategy, and we would like to thank all concerned. In particular we acknowledge the contributions of the following:

- RCCC Board, Sub Committees & Staff for their input;
- The research company Meehan & Tully;
- Our member organisations who are representative of statutory, voluntary and community sectors;
- Our Manager, Irene Cafferkey, for making her survey of the childcare sector in the county, undertaken as part of her NUIG degree course, available to inform the consultation process.

This Plan reflects the shared commitment of RCCC members to increasing the provision of quality childcare services in the County based on the criteria of the NCIP and an analysis of local need.

Tom Costello
Chairperson
Roscommon County Childcare Committee

1.0 Details of the committee

1.1 Formation under national policy

The work of the County Childcare Committees in Ireland has been guided primarily by two national programmes, the Equal Opportunities Childcare Programme and the National Childcare Investment Programme.

1.1.1 Equal Opportunities Childcare Programme (EOCP)

Under the Equal Opportunities Childcare Programme (EOCP) the primary focus of County Childcare Committees was to facilitate parents in availing of training, education and employment opportunities through the provision of quality childcare supports.

The objectives of the programme were:

- To improve the quality of childcare in Ireland
- To increase the number of childcare facilities and childcare places
- To introduce a coordinated approach to the delivery of childcare

Under the EOCP, Roscommon County Childcare Committee was one of the 33 committees given responsibility for the coordinated delivery of quality childcare within County Roscommon.

1.1.2 National Childcare Investment Programme (NCIP)

The Minister for Finance announced the Government's National Childcare Investment Programme 2006 - 2010 (NCIP) in early December 2005.

Specific targets for the NCIP include the following:

- The creation of 50,000 new childcare places of which:
 - 22,000 places will be in the private sector
 - 28,000 places in the community and voluntary sector
 - 20% of new places will be for children 3-4 years of age and provide early childhood care and an education focus
 - 10% will be for children of school going age outside of usual school times
- 9,200 additional childcare workers
- Increasing the number of trained childcare personnel by 17,000

Key to the implementation of the NCIP is the role played by the county-based Childcare Committees. Under the NCIP, the Roscommon County Childcare Committee has increased responsibility for the further development of quality childcare provision during the period 2006 – 2010. This Strategic Plan provides the framework for the implementation of the NCIP within County Roscommon by Roscommon County Childcare Committee. It represents the background work undertaken by the Committee in developing the plan as well as the agreed county-level strategic goals and objectives for the four-year period of the Plan.



1.2 Mission Statement

The RCCC's mission statement, which will guide the development and implementation of its strategic objectives, has been adapted from the statement provided by POBAL, and is as follows:

Roscommon County Childcare Committee promotes the consolidation, development and delivery of high quality childcare services and facilities which are affordable and accessible to local parents and their children and supports childcare providers, parents and other key stakeholders in line with the objectives of the National Childcare Investment Programme 2006-2010.

1.3 Ethos

The ethos of RCCC will be:

- To be child and youth friendly in all its policies and actions
- To promote an integrated, responsive service to children, young people and their families from birth, which has at its core the well being and welfare of the child and treats all persons as equals
- To have a commitment to high quality, flexible and locally-based services
- To facilitate the development of childcare services as a partnership between children, parents, the community, providers and statutory agencies.
- To operate in an efficient and effective manner
- To support, maintain and continuously improve a culture of learning and professional development among the staff

1.4 Membership

Roscommon County Childcare Committee is a partnership of individuals and organisations working together for the enhancement of childcare in the County. Current members of the committee include the following:

- Arigna Leader Co.
- Mid-South Leader Co.
- Brothers of Charity
- National Voluntary Childcare Organisations
- Childcare Providers Network
- North Roscommon Community Forum
- Community Childcare Providers
- Parent Representative
- County Enterprise Board
- Private Providers Representative
- Health Service Executive
- Roscommon Co. Council/CDB
- Dept of Education & Science
- Roscommon Partnership Co. Ltd
- Dept Social Community & Family Affairs
- Roscommon VEC
- Employers Representative
- Schools Boards Of Management
- Farming Pillar
- Trade Union Representative
- FÁS
- Traveller Representative
- County Roscommon Initiatives in Strategic Planning (CRIISP)

Structure

The structure of the RCCC can be illustrated as follows:

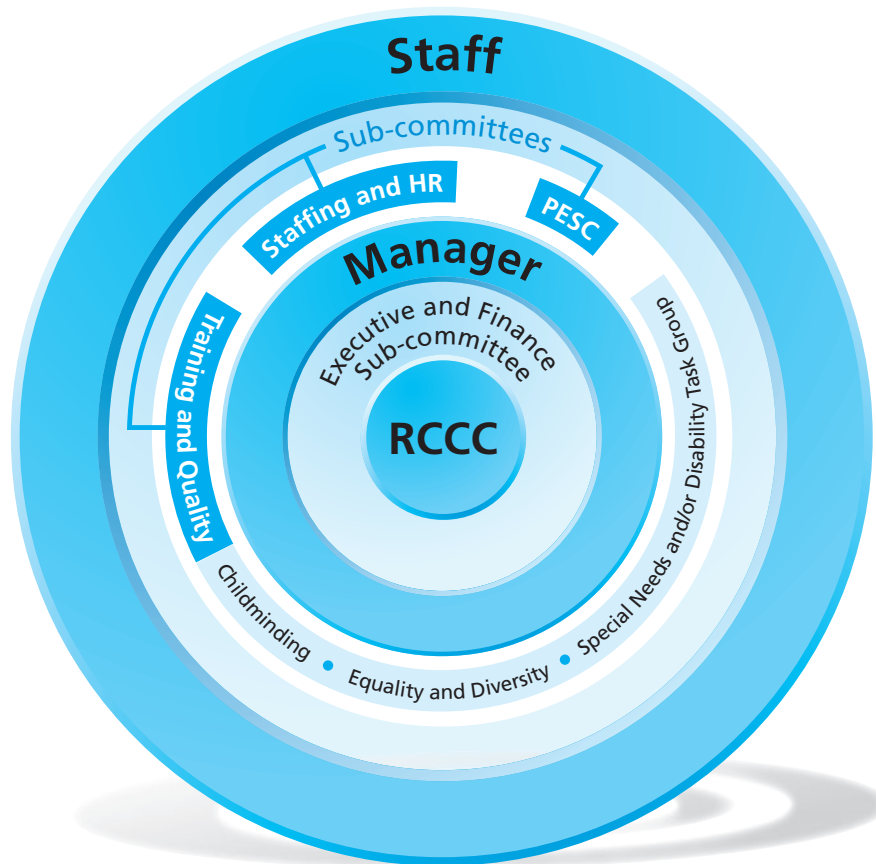


Figure 1: Structure of RCCC

1.5.1 Sub-committees

While the Committee is responsible for the overall operation of the company, and for establishing policy guidelines, in order to facilitate prompt, knowledgeable and effective running of the RCCC, sub-committees have been formed for specific purposes. Tasked with undertaking research, monitoring and reporting functions on behalf of the wider Committee, the nature of the sub-committees reflects the RCCC's priorities and needs for any current period and, as with these needs, can develop and change over time as necessary.

Membership of sub-committees is decided by the Committee from external organisations in order to pool knowledge and resources, and to promote access and greater coordination between partner agencies. Chairpersons of all sub-committees have to be a board member, to facilitate feedback to the Committee and ensure consistency.



2.0 Analysis of need

The recent Strategic Mapping Exercise undertaken by the RCCC to inform the provision and delivery of childcare services in the County identified 68¹ providers in existence in April 2006, which included:

- 17 Full Day Care facilities
- 35 Sessional services
- 11 Parent & Toddler Groups
- 5 notified Child Minders

The Roscommon Childcare Census Report 2002 stated that there were 49 childcare facilities in the County in 2002. This would indicate a 53% increase in the number of facilities in the County between 2002 and 2006. Further analysis by the Roscommon Childcare Census Report of the types of childcare services available in the county in 2002 was undertaken among 42 of the 49 respondents². Based upon this information, the following changes occurred in the number of services in the county between 2002 and 2006:

Facility	2002 ³	2006 ⁴	+/-	+/- %
Full-day care	7	17	10	+143%
Sessional	25	35	10	+40%
Parent & Toddler	8	11	3	+37.5%
Childminders	2	5	3	+150%

The change in numbers of children attending childcare facilities can be analysed as follows:

	2002	2006	+/-	+/- %
Children in childcare facilities	579	1,163	584	101%
Children on waiting lists	89	289	200	225%

¹ This number denotes the total number of childcare providers and childminders responding in April 2006 to the RCCC's Mapping Exercise request for information.

² The Roscommon Childcare Census Report stated that the other 7 respondents did not participate fully in the Census and could not be analysed further for statistical purposes.

³ 2002 statistics refer to the findings of the 2002 Roscommon Childcare Census Report.

⁴ 2006 statistics refer to the findings of the 2006 Strategic Mapping Exercise.

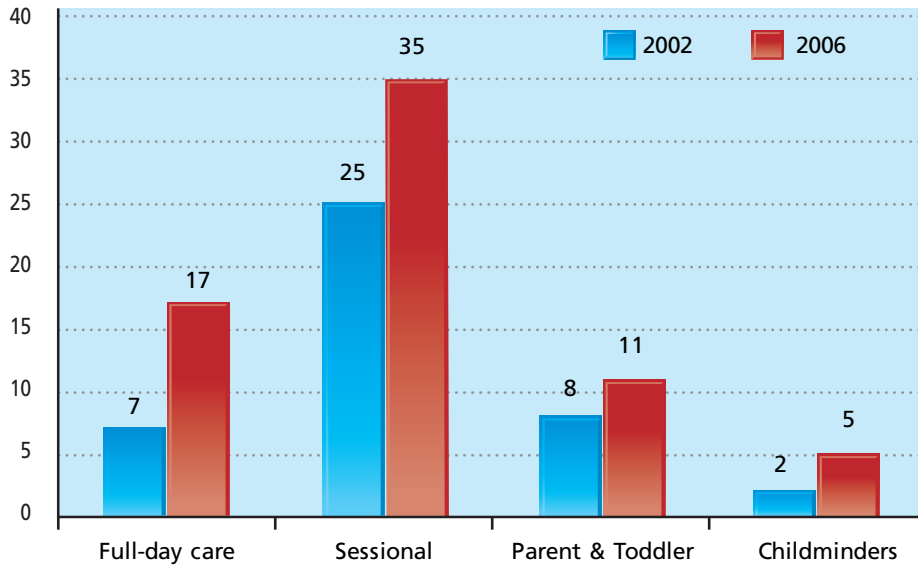


Figure 2.1: Analysis of childcare facilities in 2002 and 2006

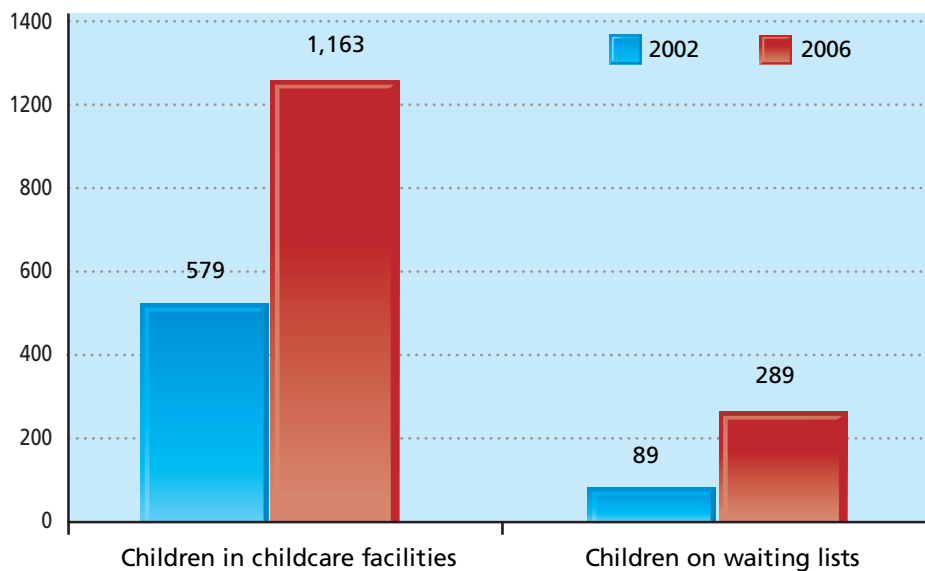


Figure 2.2: Analysis of numbers of children attending childcare and on waiting lists

● **Recent changes**

More recent statistics from RCCC in 2007 state that the numbers of providers have increased since the Mapping exercise and include the following:

- 24 private providers
- 26 community providers
- 15 school age childcare services
- 11 parent and toddler groups

This represents 931 part-time and 443 full-time places available in County Roscommon.



3.0 Strategic Planning Process

Beginning in early 2006, Roscommon County Childcare Committee initiated its Strategic Planning process with the commissioning of a Mapping Exercise of childcare services in the County. Undertaken by an external consultant, the Mapping project reviewed the existing state of childcare in Roscommon, identifying gaps and forecasting future childcare requirements.

Having received the results of the Mapping Exercise, the RCCC appointed the consultancy firm of Meehan Tully & Associates Ltd. in late 2006 to assist with the preparation of the new Strategic Plan 2007-2010. This stage of the Strategic Planning process included consultation with representatives of RCCC stakeholders, including providers, as well as planning workshops with members of the Committee itself. These activities provided the Committee with the information and feedback required to develop a plan relevant to the mission and available resources of the RCCC. A brief summary of the methodology employed during the process is provided below.

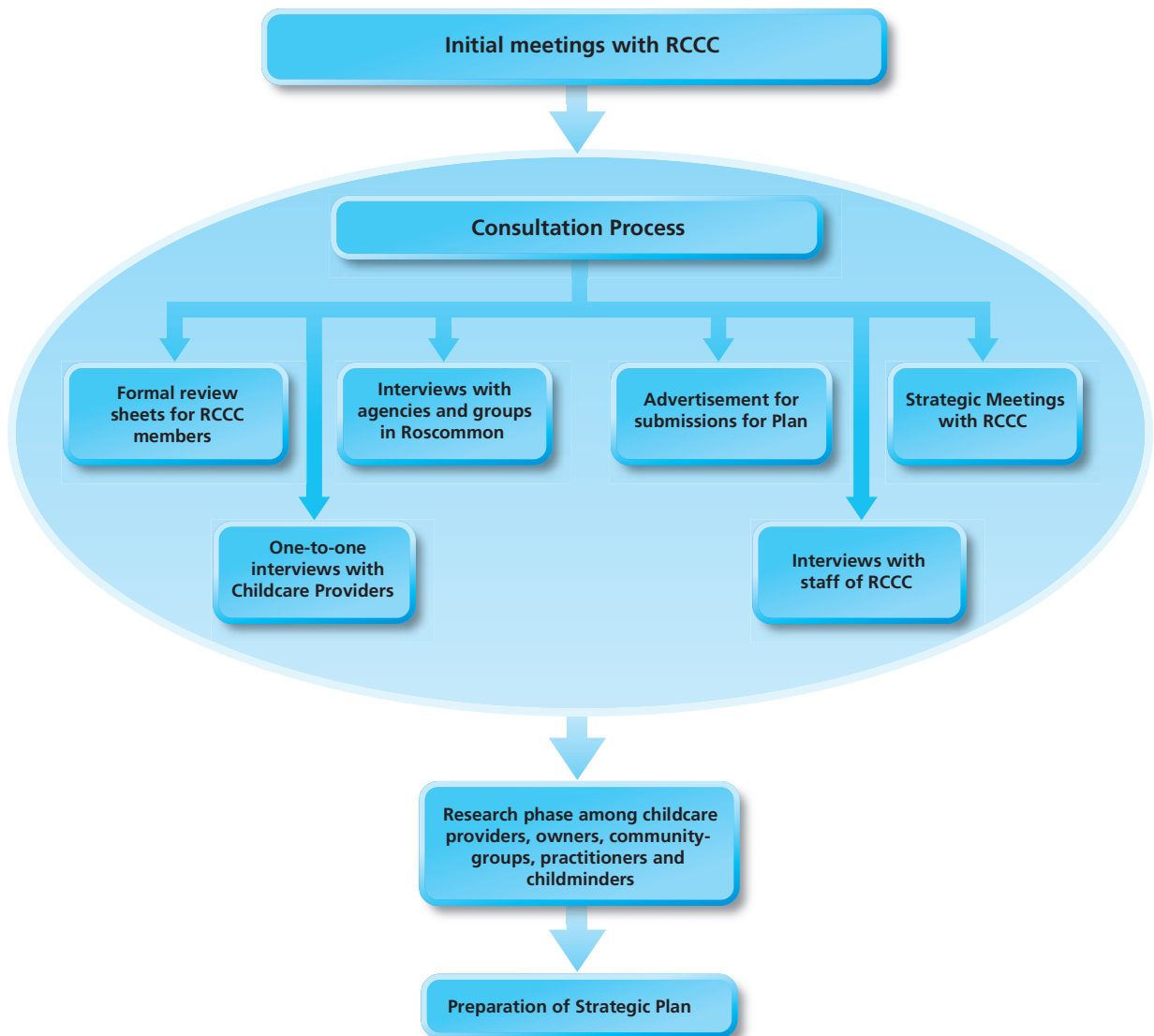


Figure 3: Methodology

4.0 Linkages and Collaboration

Both the County Council and the County Development Board recognise the need to provide high quality childcare in the County as being of strategic importance to the future development of County Roscommon.

4.1 Roscommon County Council

The County Roscommon Development Plan 2002 highlights the impact that recent changes in population, lifestyles and the economy have had on society, specifically an increased need for childcare provision to facilitate employment. The Plan emphasises the role of childcare in child development as well as in allowing parents, particularly single parents and women, to return to work. Accordingly, the Council states in the Plan that it will seek “to facilitate the provision of crèche and playgroup facilities” throughout the County.⁵

4.2 Roscommon County Development Board

As a sub-group of the Roscommon County Development Board (CDB), the RCCC is directly linked to the development and implementation of CDB strategies for the County. In its recent Action Plan, the CDB reflects this linkage by stating as one of its Social Priorities the development of ‘quality childcare facilities in designated areas of need’ and calls for adopting by the County Council and the RCCC of a joint planning policy to facilitate the delivery of these services. In addition, the CDB also specifically calls for a 50% increase in childcare places in ‘designated areas of greatest need’ in the County.⁶

4.3 Approval and consultation with CDB and Social Inclusion Measure Sub-committee (SIM)

The RCCC is a sub-group of the CDB and, as such, liaises directly on a regular basis. This will include the submission of the Strategic Plan for approval by the CDB for formal endorsement. The RCCC also consults on a regular basis with the SIM group and will continue to do so during the lifetime of the Strategic Plan.

⁵ Roscommon County Council, County Roscommon Development Plan 2002, pg. 37.

⁶ Roscommon County Development Board, Review & Action Plan 2006-2008, pg. 26.



5.0 Strategic aims and objectives

This part of the Strategic Plan sets out what the RCCC's Strategic aims and objectives will be for the period 2007-2010. The Aims are based upon the aims of the NCIP, while the objectives are based upon the findings of the Strategic Planning consultation process. ***The RCCC will be the lead agency in Roscommon in implementing each of the following Aims and Objectives.***

Aim	1. New Childcare Service Development RCCC are committed to supporting the development of and increasing the number of quality childcare places in Co. Roscommon.
Objectives	1.1. To encourage and support the development of Childcare services in County Roscommon 1.2. To develop school age childcare in the County

Aim	2. Quality RCCC aim to improve the quality of childcare provision by supporting services in the implementation of Síolta and the National Curriculum for Early Years Childcare Services
Objectives	2.1. To support providers in implementing quality standards 2.2. To promote employment in the childcare sector as a career choice 2.3. To develop a quality childminding sector 2.4. To develop childcare services for children of 3-4 years 2.5. To support the sustainability of the childcare sector

Aim	3. Training RCCC will encourage all childcare workers to achieve a minimum base level of accredited training
Objectives	3.1. To increase childcare workers' participation in training

Aim	4. Information RCCC will be the lead agency in County Roscommon in providing information on all aspects of childcare development
Objectives	4.1. To provide regular information to providers, parents, families, local and regional agencies
Aim	5. Networking RCCC supports networking as a form of communicating and information sharing for all relevant stakeholders in the childcare sector in County Roscommon
Objectives	5.1. To consolidate the RCCC as the lead agency for childcare matters in the County 5.2. To promote integrated and co-ordinated local responses to childcare 5.3. To support Parent and Toddler groups in the County 5.4. To recognise the role of parents in the development of childcare services 5.5. To recognise the importance of providers to the childcare sector 5.6. To promote the role of workers employed in delivering childcare services 5.7. To liaise with the local business sector to identify appropriate childcare responses
Aim	6. Social Inclusion RCCC values all children and their families and promotes equal opportunity for all in childcare provision
Objectives	6.1. To support the sustainability of the childcare sector 6.2. To promote inclusiveness in the provision of childcare services 6.3. To increase the number of information sessions to providers, parents and families
Aim	7. Capacity Building for RCCC Board and Staff RCCC will support, maintain and continuously improve a culture of learning and professional development among the staff
Objectives	7.1. To support training and the ongoing professional development of all RCCC staff 7.2. To continually review the effectiveness of the structure of the RCCC 7.3. To ensure the relevancy of the Strategic Plan



Strategic Aim 1: New Childcare Service Development

Objective 1.1: To Encourage and Support the Development of Childcare Services in County Roscommon.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Work with the Programme Evaluation Sub-committee (PESC) to ensure strategic development of childcare services. This will include evaluating and making recommendations based upon local need in relation to all funding applications from private and community-based childcare projects wishing to expand and or create services, i.e. through the Project Evaluation Sub-committee (PESC), which will meet criteria of NCIP and local need.	RCCC HSE Roscommon CDB RCEB Planning section of Roscommon County Council	2007-2010	PESC sub-committee
To work with the Office for the Minister for Children (OMC) and POBAL on funding process of NCIP. The RCCC Development Team will liaise with Office of Minister for Children and POBAL on funding process of NCIP.	RCCC	2007-2010	PESC sub-committee POBAL OMC
Work in partnership with agencies to maintain an up-to-date profile of County Roscommon that identifies areas or target groups experiencing disadvantage and/ or lacking in childcare services, based upon the following: <ul style="list-style-type: none"> ● A review of current provision of childcare services, using updated Mapping Childcare Census information. ● Projected increases in the County's population, as identified in County Development Plans. ● Most recent information of relevance to the provision of childcare in the County, e.g. economic development, local area plans, planning permissions, etc. from all relevant local agencies. 	RCCC All Agencies	2007-2010	PESC sub-committee

Strategic Aim 1: New Childcare Service Development

Objective 1.2: To Develop School Age Childcare in the County.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Facilitate a seminar for local Parents' Associations, School Boards of Management, Community Groups, and others on establishing community-based school age childcare services in target areas. By 2010 10% of all primary schools will have a pre-school and afterschool in their area.	RCCC Parents' Associations Community Groups Parish Councils School Boards Local Partnership Co.'s Youth Work Ireland	2007-2010 for seminars 2010 for 10% of primary schools to have childcare in their area	PESC sub-committee
Work with representatives of local Rural Transport Initiatives to consider the potential for using rural services in transporting children from school to school age childcare facilities.	RCCC Roscommon CDB Local Partnership Co.'s LEADER groups Rural Transport SIM Group	2007-2010	PESC sub-committee
Support private and community-based providers in working to develop new school age childcare services throughout the County.	RCCC Provider Network	2007-2010	PESC sub-committee
Work with partners to develop specific school age childcare initiatives for implementation in areas of economic and social disadvantage.	RCCC Roscommon CDB SIM Group Youth Work Ireland	2007-2010	PESC sub-committee



Strategic Aim 2: Quality

Objective 2.1: To Support Providers in Implementing Quality Standards.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
RCCC will be the lead agency in working/liasing with NVCO's to promote quality childcare.	RCCC NVCO's CECDE OMC POBAL	2007-2010	Training and Quality sub-committee
Providers to be informed of all quality initiatives.	RCCC	2007-2010	As above
10 childcare providers to have achieved an accredited quality standard by 2010.	RCCC Providers' Network NVCO's CECDE/Síolta	2010	As above
To continue to offer individual support to private providers, community providers and childminders through the RCCC Development Team.	RCCC	2007-2010	As above
All providers to receive a support visit from the Development Team.	RCCC	2007-2010	As above
An article to be published in the RCCC newsletter, aimed at parents and childcare providers, to highlight RCCC's drive towards childcare facilities with quality standards.	RCCC Providers' Network Parents' Network	2007	As above

Strategic Aim 2: Quality

Objective 2.1: To Support Providers in Implementing Quality Standards (CONTINUED)

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
<p>Press releases to be prepared highlighting the importance of quality childcare. The press releases will be distributed for publication in the following:</p> <ul style="list-style-type: none"> ● Media publications such as the Roscommon People, Roscommon Herald, Roscommon Champion. ● Newsletters of other agencies and representative bodies in the County, e.g. Community Forums, Roscommon County Council, Roscommon County Development Board, Roscommon CEB, etc. <p>The RCCC will also promote quality childcare on the local radios, Shannonside FM, ROS FM, Mid West Radio.</p>	<p>RCCC Roscommon CDB Community Forums Roscommon County Council Roscommon CEB</p>	<p>2007-2010: one article published, one radio broadcast per year.</p>	<p>Training and Quality sub-committee</p>
<p>A section of the RCCC's website to be dedicated to the promotion of accredited quality childcare in County Roscommon.</p>	<p>RCCC</p>	<p>2007</p>	<p>As above</p>
<p>Presentation to be made to Parents on quality childcare. This will include a brief introduction to the different quality standards and the Síolta framework.</p>	<p>RCCC, Providers' Network</p>	<p>2007</p>	<p>As above</p>
<p>Support to be provided to childcare providers in the implementation of the Síolta framework.</p>	<p>RCCC Providers' network CECDE/Síolta</p>	<p>2010</p>	<p>As above</p>
<p>100% of all new facilities to receive advice on the implementation of the Síolta framework.</p>	<p>RCCC CECDE/Síolta</p>	<p>2007-2010</p>	<p>As above</p>



Strategic Aim 2: Quality

Objective 2.2: To Promote Employment in the Childcare Sector as a Career Choice.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Liaise with FÁS, Roscommon VEC and others to raise awareness of childcare as an attractive career choice. Attend local career days and distribute booklet outlining career options and opportunities for those interested in childcare.	RCCC FÁS, Roscommon VEC Secondary schools and Career Guidance Teachers RCEB Local Partnership Co.'s	Secondary school visits once a year	Training and Quality sub-committee
Publicly recognise career development achievements of childcare workers through a press release, to be printed in at least two local newspapers. This will also be achieved through the annual award ceremony for childcare training and quality awards.	RCCC	2008	As above
Work with Roscommon CEB, VEC, FÁS and IT Sligo and Further Education Centre Boyle to promote working in the childcare sector as an attractive career choice for men, for example press releases, local radio segment, etc.	RCCC FÁS, Roscommon VEC Secondary schools and Career Guidance Teachers SCEB Local Partnership Co.'s	2007-2010 One article to be published per year. Radio segment by end-2008.	As above
Promote working within the childcare sector as an attractive and accessible career choice for minorities and people from disadvantaged sectors of the community, for example: <ul style="list-style-type: none"> ● People with disabilities, including learning difficulties ● Members of minorities groups, e.g. refugees, Travellers, etc. ● Migrant workers This will include presentations on opportunities for working within the childcare sector, to be presented directly to representatives of each target group.	HSE You're Equal Ltd. Roscommon VEC FÁS Local Partnership Co.'s Roscommon Traveller Development Group READ Centre	2007-2010 Presentations to be made to each target group by mid-2008.	As above

Strategic Aim 2: Quality

Objective 2.3: To Develop a Quality Childminding Sector.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
<p>Continue to prioritise the development of the childminding sector in County Roscommon:</p> <ul style="list-style-type: none"> ● 30 childminders will be voluntary notified to the RCCC by 2010 ● 65 childminders receiving support from CMAO by 2010 	RCCC HSE Childminders' Network	2007-2010	Childminding sub-committee
Promote and develop the Childminders' Network and facilitate a minimum of 4 network meetings per year.	RCCC Childminders' Network HSE Childminding Ireland	2007 for first meeting	As above
Support childminders to voluntary notify to the RCCC.	RCCC Childminders' Network HSE Childminding Ireland	2007-2010	As above
<p>Identify training needs of childminders and provide programmes with the aim of establishing a minimum level of training for all voluntary notified childminders</p> <ul style="list-style-type: none"> ● Provide training on the Siolta framework for childminders through workshops ● Provide training on the National Curriculum for Early Years when developed 	RCCC Siolta/CECDE Childminders' Network HSE Roscommon VEC Childminding Ireland	2007 for training to be identified 2007-2010 implement training programmes	As above
Promote childminding as a professional and quality form of childcare and promote through RCCC website, newsletters, and other publicity forms.	RCCC Childminders' Network Childminding Ireland HSE	2007-2010	As above



Strategic Aim 2: Quality

Objective 2.4: To Develop Childcare Services for Children of 3-4 Years.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
<p>Identify gaps in the provision of childcare services for children 3-4 years of age. The RCCC will endeavour to address this problem by, for example:</p> <ul style="list-style-type: none"> ● Prioritising areas identified as having no or inadequate provision of childcare for 3-4 year olds and supporting local efforts to develop new services for this age group ● Meeting with providers to encourage the expansion of existing services 	2007-2010	RCCC	PESC sub-committee
<p>To make recommendations to the PESC based upon local need and in accordance with NCIP criteria in relation to all applications from private and community-based providers wishing to develop or expand services to cater to the needs of 3-4 year olds.</p>	2007-2010	RCCC POBAL Office of the Minister for Children	

Strategic Aim 2: Quality

Objective 2.5: To Support the Sustainability of the Childcare Sector.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
<p>RCCC Development Team to take the lead in supporting management committees and employers.</p>	RCCC	2007-2010	Training and Quality sub-committee
<p>Provide business-related training, mentoring, and support to both private and community-based childcare providers to help them to develop the skills needed to ensure the viability and sustainability of their childcare services. Examples of training will include management training and support, HR training and support, governance, policies and procedures and committee management.</p>	RCCC Roscommon CEB FÁS	2007-2010	As above
<p>Develop linkages between rural communities and childcare providers to encourage the development of rural facilities, e.g. schools, community centres, enterprise centres, etc., as locations for childcare services, for example, school age childcare services,</p>	RCCC Providers Network County Development Board Local Partnership Co.'s Roscommon Community Forum	2007-2010	As above

Strategic Aim 3: Quality

Objective 3.1: To Increase Childcare Workers' Participation in Training.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
RCCC to take the lead in training and promotion of 16 standards of Siolta, to be delivered by RCCC Development Team through workshops.	RCCC, Siolta/CECDE OMC, POBAL	2007-2010	Training and Quality sub-committee
Provide training in the National Curriculum for Early Years when developed.	RCCC CECDE, OMC, POBAL	2007-2010	As above
Provide in-service training as identified, e.g. child protection, first aid and equality and diversity.	RCCC	2007-2010	As above
Identify training needs of childcare workers and establish training programmes to address needs. Deliver training at times and locations that facilitate maximum attendance.	RCCC Providers' network Roscommon VEC FÁS and RCEB	2007-2010	As above
50% of all childcare workers possessing FETAC Level 5 or equivalent by 2010 and work with childcare providers in encouraging workers, including relief workers, in attaining this level.	RCCC, Providers' network, Childcare employers, RCEB, FÁS, Roscommon VEC	2007-2010	As above
Promote access to FETAC Level 5 and 6 and Early Years Degree Programme.	RCCC Providers' network Roscommon VEC, FÁS, IT Sligo, Higher Education Boyle, RCEB, HSE	2007-2010	As above
Produce a training matrix/calendar each year with all courses/training events.	As above	2007-2010	As above
Facilitate annual award ceremony for childcare training and quality awards.	RCCC, Roscommon VEC and FÁS	2007-2010	As above



Strategic Aim 4: Information

Objective 4.1: To Provide Regular Information to Providers, Parents, Families, Local and Regional agencies.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Update the current database	RCCC	2007	Executive and Finance sub-committee
Post and e-mail information regularly. At least 3 mail-outs per year.	RCCC	2007-2010	As above
RCCC website and resource library to be updated with current publications from NVCO's and promoted to providers, parents and students.	RCCC	2007-2010	As above
Induction/ support packs to be available from RCCC.	RCCC	2007-2010	As above
Leaflets and publications from RCCC/POBAL/OMC regarding NCIP.	RCCC POBAL OMC	2010	As above
Profile of RCCC to be provided through local media, e.g. funding, national policy, training, quality. Items to be in local press 4 times per year.	RCCC	2007-2010	As above
Raise profile of importance of early intervention and quality childcare education on child development, e.g. 2 media releases on child development per year.	RCCC	2007-2010	As above

Strategic Aim 5: Networking

Objective 5.1: To Consolidate the RCCC as the Lead Agency for Childcare Matters in the County.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Maintain effective communication with partner agencies and ensure the effectiveness of RCCC's role as lead agency for childcare matters in the County.	RCCC All agencies	2007-2010	Executive and Finance sub-committee
Regularly promote the RCCC as the lead body for childcare development in County Roscommon.	RCCC	2007-2010	As above
Work with National Policy Makers and organisations and contribute to National Policy discussion on issues relating to childcare.	RCCC	2007-2010	As above
Link with ICPN and other childcare organisations including National Co-ordinating Childcare Committee.	RCCC ICPN NVCO's	2007-2010	As above
Advocate on behalf of childcare providers in the County especially when dealing with state agencies and, or issues of importance to the wider childcare sector.	RCCC	2007-2010	As above



Strategic Aim 5: Networking

Objective 5.2: To Promote Integrated and Co-ordinated Local Responses to Childcare.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Continue to support and develop the childcare providers' network, childminders network and parents network.	RCCC Providers Childminders Parents	2007-2010	RCCC Staff
Promote networking of childminders, providers and parents.	As above	2007-2010	As above
Facilitate the election process of representatives onto the childcare committee.	As above	2007-2010	As above
Provide evidence of integrated planning for childcare through a co-ordinated approach among agencies. For example: <ul style="list-style-type: none"> All reference to childcare strategies, policies and actions by agencies should involve direct consultation with the RCCC to acknowledge their role as lead agency in the development of childcare within the County. Reference to childcare planning in, e.g. Development Plans and Local Area Plans, should involve consultation with the RCCC, to ensure integration and avoid duplication of services. 	RCCC Roscommon County Council Local Area Plan Sub-committees County Development Board Local Partnership Co.'s/HSE	2007-2010	As above
Co-ordinate with other Childcare Committees regarding the development of facilities along county borders, e.g. Athlone, Lanesborough and Ballinasloe.	RCCC CCC's in Leitrim, Mayo, Galway, Longford, Sligo and Offaly	2007-2010	As above
Review ongoing implementation of framework between Local Partnership Co.'s/HSE and RCCC to ensure the effective delivery of support services and to avoid duplication. Interagency Network meetings to be held 2 times per year.	RCCC Local Partnership Co.'s/HSE, NVCO's	2007-2010	As above

Strategic Aim 5: Networking

Objective 5.3: To Support Parent and Toddler Groups in the County

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Develop and support Parent and Toddler Groups in County Roscommon.	Katherine Howard Foundation HSE OMC POBAL	2007-2010	RCCC Development Officer
Promote RCCC Parent and Toddler starter pack and make available to all parent and toddler groups and participants.	As above	2007-2010	As above

Strategic Aim 5: Networking

Objective 5.4: To Recognise the Role of Parents in the Development of Childcare Services.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Establish a mechanism for parental input on childcare matters through a Parents' Network.	RCCC	2007-2010	RCCC Development Officer
Conduct at least one annual information night specifically for parents.	RCCC Parents' Network	2007-2010	As above



Strategic Aim 5: Networking

Objective 5.5: To Recognise the Importance of Providers to the Childcare Sector.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Facilitate and support the development of the Providers' Network.	RCCC Providers' Network	2007-2010	RCCC Development Officer
Facilitate and support the development of the Childminders' Network.	RCCC Childminders' Network	2007-2010	As above
Provide a formal method of communicating Providers' / Childminders' Network concerns and issues to the RCCC and for responding back to these groups.	RCCC Childminders' Network	2007-2010	As above

Strategic Aim 5: Networking

Objective 5.6: To Promote the Role of Workers Employed in Delivering Childcare Services.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Establish a mechanism for communicating directly with childcare workers.	RCCC	2007-2010	RCCC
Recognise the efforts of local childcare workers, e.g. an annual award, profiles in local media, RCCC newsletter, worker appreciation event, etc.	RCCC	2007-2010	As above
Conduct at least one annual information night specifically for childcare workers.	RCCC	2007-2010	As above

Strategic Aim 5: Networking

Objective 5.7: To Liaise with the Local Business Sector to Identify Appropriate Childcare Responses.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Work with agencies and businesses to promote the development of a family friendly environment within the enterprise culture in Roscommon. For example, identify a number of family-friendly case-studies among small and medium-sized businesses in Roscommon and prepare a press release for publication in local newspapers, magazines and enterprise newsletters.	RCCC County Development Board Roscommon CEB Enterprise Ireland FÁS	2007-2010 2008 for publication of press release	As above

Strategic Aim 6: Social Inclusion

Objective 6.1: To Support the Sustainability of the Childcare Sector.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Assist community groups in applying for and accessing Staffing Grants as a means of developing affordable childcare place in disadvantaged areas.	RCCC	2007-2010	As above
Provide support to community-based providers in developing policies and procedures for the implementation of tiered fee structures.	RCCC POBAL	2007-2010	As above

Strategic Aim 6: Social Inclusion

Objective 6.2: To Promote Inclusiveness in the Provision of Childcare Services.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Support RCCC Manager to attend and participate in the Social Inclusion Measure Group of Roscommon CDB <ul style="list-style-type: none"> Annual action plans to be presented by the RCCC Manager and endorsed by the SIM Group of RCDB. 	RCCC Director of Enterprise RCDB SIM Citizen's Information An Garda Síochána Local Development Projects FÁS HSE Roscommon VEC	2007-2010	Executive and Finance sub-committee RCCC Manager



Strategic Aim 6: Social Inclusion

Objective 6.3: To Promote Inclusiveness in the Provision of Childcare Services (CONTINUED)

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Collaborate with HSE through the Special Needs and/or Disability Task Group of RCCC's Training and Quality Sub-committee to promote social inclusion initiatives.	RCCC HSE	2007-2010	Training and Quality sub-committee Special Needs and/or Disability Task Group
Prioritise and lever funding for additional projects or actions of RCCC Action Plan with a social inclusion focus, e.g. mainstream Páistí le Chéile and initiate funding applications to continue its work.	RCCC Local Partnership Co.'s County Development Board Roscommon VEC HSE You're Equal Ltd. FÁS Roscommon Traveller Development Group	2007-2010	As above
Apply to FÁS Social Inclusion Unit through RCCC FÁS representative on committee.	RCCC FÁS	2007-2010	RCCC Manager and FÁS committee representative

Strategic Aim 6: Social Inclusion

Objective 6.3: To Promote Inclusiveness in the Provision of Childcare Services (CONTINUED)

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Develop, with the support of agencies, a protocol that will address the difficulties faced by many disadvantaged members of the community when trying to access childcare while pursuing education, training and employment. This will include providing a list of available short-term childcare places to agencies, for distribution among participants and workers.	RCCC Local Partnership Co.'s County Development Board Roscommon VEC HSE You're Equal Ltd. FÁS Roscommon Traveller Development Group	2008-2010 to maintain and distribute list on ongoing basis	Training and Quality sub-committee Special Needs and/or Disability Task Group
Provide assistance to existing and new childcare services to support the integration of new communities and disadvantaged members of the community. <ul style="list-style-type: none"> ● Intercultural training days to be provided for childcare services that can be attended by all members of the service, including owners, managers, committee members, childcare workers, etc. ● Further provision of childcare booklets targeted specifically at sections of the community such as the Traveller community, International workers, families of children with disabilities, asylum seekers and refugees. The booklets will be printed in a variety of languages. ● Promote networking among new communities, with a particular focus on childcare, e.g. Family intercultural days. All information, e.g. booklets, flyers, etc., to be proofed for use by all communities.	RCCC Local Partnership Co.'s County Development Board FÁS Roscommon VEC HSE You're Equal Ltd. Roscommon Traveller Development Group	2008 for first intercultural training day 2008-2010 at least one intercultural training day held per year 2007-2010 to promote networking	As above
Anti-bias and equality and diversity training for providers on new equality and diversity guidelines.	RCCC Providers' Network	2007-2010	As above



Strategic Aim 6: Social Inclusion

Objective 6.3: To Promote Inclusiveness in the Provision of Childcare Services (CONTINUED)

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
<p>Work in conjunction with Local Partnership Co.'s to develop and implement actions in response to the childcare needs of the Traveller community.</p> <p>Support to the Traveller community will include the provision of information regarding available short-term childcare places, to be used by Travellers participating on education, training and/or work programmes. This information will be distributed in conjunction with the agencies directly involved in the education, training and/or work programmes.</p>	<p>RCCC</p> <p>Local Partnership Co.'s</p> <p>Roscommon Traveller Development Group</p> <p>FÁS</p> <p>Roscommon VEC</p> <p>HSE</p>	2007-2010	<p>Training and Quality sub-committee</p> <p>Special Needs and/or Disability Task Group</p>
<p>In conjunction Páistí le Chéile programme, support the provision of childcare for children with special needs.</p>	<p>RCCC</p> <p>HSE</p> <p>Providers' Network</p>	<p>2007-2010 training for providers</p> <p>2007-2010 work with Parents' Support Network</p> <p>2007-2010 facilitate at least three meetings per year</p>	As above
<p>Facilitate networking between childcare providers and parents of children with special needs through, for example, a Parents' Support Network and the Providers' Network.</p>	<p>RCCC</p> <p>Parents' Network</p> <p>Providers' Network</p>	2007-2010	As above
<p>Facilitate International Workers in accessing quality childcare, through the publication and distribution of more information booklets, to be printed in a variety of languages.</p>	RCCC	2008-2010	As above

Strategic Aim 7: Capacity Building for RCCC Board and Staff

Objective 7.1: To Support Training and the Ongoing Professional Development of all RCCC Staff.

Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Achieve accreditation of FÁS's Excellence Through People.	RCCC	2007	Staffing and HR sub-committee Manager RCCC
Policy and procedure to be developed regarding learning and development for all RCCC staff.	RCCC	2007	As above
A learning and development plan to be prepared each year, based upon needs identified through the performance review process and linked to individual job descriptions and the Strategic Plan.	RCCC	2007-2010	As above
To ensure that supports are in place to support the RCCC Manager in their Human Resources role <ul style="list-style-type: none"> ● External professional services offered to the Manager, e.g. IBEC, management development support ● Training and professional development offered through support and supervision 	RCCC	2007-2010	As above
Implement a performance management system for all staff.	RCCC	2007-2010	As above
To liaise/work with other CCC's on collaborative actions and information sharing and national childcare issues.	RCCC NVCO's	2007-2010	As above
Staff of RCCC to participate in actions with other CCC's in BMW region in particular. 4 meetings per year.	RCCC NVCO's BMW CCC's	2007-2010	As above



Strategic Aim 7: Capacity Building for RCCC Board and Staff			
Objective 7.2: To Continually Review the Effectiveness of the Structure of RCCC.			
Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Review the responsibilities of members and directors of RCCC.	RCCC	2007-2010	Staffing and HR sub-committee Manager RCCC
Periodic review of the effectiveness of internal committee structures, including, e.g., membership of committee and sub-committees, attendance at meetings, terms of reference for sub-committees, etc.	RCCC	2007-2010	As above

Strategic Aim 7: Capacity Building for RCCC Board and Staff			
Objective 7.3: To Ensure the Relevancy of the Strategic Plan.			
Initiatives	Linkages and Collaboration	Timeframe	Review & Monitor
Develop a procedure for reviewing/ revising the Strategic Plan.	RCCC	2007	Staffing and HR sub-committee Manager RCCC
Show direct links between the Action Plan and the Strategic Plan.	RCCC	2007-2010	As above
Liaise with other agencies to ensure direct links between references to childcare in other Development Plans within the County and the RCCC's Strategic Plan.	RCCC All agencies	2007-2010	As above

Conclusion

RCCC has achieved a considerable amount since its inception in 2002. It has grown into an experienced and cohesive organisation that is committed to achieving the challenging objectives that it sets for itself in responding to the needs of very diverse and dynamic childcare sector. It has developed strong interagency links and aims to further strengthen these relationships within the context of its current strategy.

RCCC subscribes to the principles of openness and transparency in its work, which is evidenced by its commitment to all our key stakeholders. It believes in the importance of consultation in ensuring that its work is accurately addressing the needs that exist within the community. It aspires to be efficient and effective in co-ordinating the delivery of its strategy at local level by promoting access and greater coordination between partner agencies both at a local level and at national level through its role in the implementation of the NCIP.

Above all, RCCC is committed to ensuring that it adopts a child-centred approach in implementing its strategic plan that contributes to the development of high quality accessible, affordable childcare in county Roscommon.





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