

**Childcare  
Committees**  
Ireland



**STRATEGIC PLAN**

**2019-2021**

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## Glossary

AIM:	Access and Inclusion Model
BOBF:	Better Outcomes Brighter Futures
CCC:	County/City Childcare Committee
CCI:	Childcare Committees Ireland
CDP:	Continuous Professional Development
ECCE:	Early Childhood Care and Education
ELC:	Early Learning Care
DCYA:	Department of Children and Youth Affairs
DES:	Department of Education and Skills
LINC:	Leadership for Inclusion Programme
LIP:	Local Implementation Plan
NCCA:	National Council for Curriculum and Assessment
NCF:	National Consultative Forum
NCS:	National Childcare Scheme
NRG:	National Representative Group
NSAI:	National Siolta Aistear Initiative
POs:	Principal Officer
PPOP:	Programme Policy and Operations Planning
QRF:	Quality Regulatory Framework
RCG:	Representative Co-Ordinating Group
SAC:	School Aged Childcare
SOW:	Statement of Work
Túsla:	An Ghníomhaireacht um Leanáí agus an Teaglach Child and Family Agency

## Introduction

Childcare Committees Ireland (CCI), the national body of 30 City and County Childcare Committee's (CCCs) was established in 2012. Since this time CCI has provided a consistent conduit through which the voices of the 30 CCCs are articulated. In addition, CCI has assisted the Department of Children and Youth Affairs (DCYA) with the development and implementation of policy, projects and programmes within their remit.

CCI membership is open to all 30 CCCs. The body provides a valuable forum to support information sharing and dialogue between the CCCs and government and non-government departments who have a remit for children and families. Since its establishment in 2012 the role of CCI has expanded in line with the development of new initiatives under such programmes as the National Childcare Implementation Programme. CCI contribute to various national policy and implementation committees, including AIM, PPOP, Early Years Forum, Learner Fund and the Affordable Childcare measures.

The national body is governed by its Terms of Reference document which is formally ratified by all CCCs and the DCYA.

The CCI Strategic Plan is the culmination of an extensive consultation process with stakeholders including: CCI members, voluntary board members of CCCs, early years' educators, parents, childminders, CCC staff and the DCYA. The consultations consisted of one to one meetings, questionnaires and focus groups.

This plan is to ensure that the strategic work of CCI is directed by our members. The Strategic Plan also highlights how this work will be undertaken through representation on the various CCI working groups and task groups and through CCI representation on national forums.

## Vision Statement

*CCI exists to provide the Department of Children and Youth Affairs with a unique structure to influence, implement and advance Early Learning and Care (and School-Age Childcare) National Policy.*

## Core Values of CCI



## Strategic Objectives

The CCI Strategic Plan 2019-2021 outlines the Strategic Objectives and goals of CCI for the next three years inclusive. The plan embeds the four high-level goals of 'First 5' – A Whole-of-Government Strategy for Babies, Young Children and their Families (2019-2028), (DCYA, 2018).

## CCI's 5 Strategic Objectives

### Strategic Objective 1

CCI will collaborate with the DCYA in the delivery of national policy, promoting access and participation that values each child and family

### Strategic Objective 2

CCI is the national channel for information and communication between the DCYA and CCCs

### Strategic Objective 3

CCI will support the delivery, where appropriate, of a new model of parenting support under the parenting unit of DCYA and as per the objectives of First 5

### Strategic Objective 4

CCI will influence, implement and advance policy that enhances quality provision

### Strategic Objective 5

CCI will strengthen its internal culture and structures to deliver the Strategic Plan

## Strategic Objective 1

**CCI will collaborate with the DCYA in the delivery of national policy, promoting access and participation that values each child and family.**

<b>Goal 1.</b>	<b>CCI will guide and support implementation of the ECCE and National Childcare Schemes</b>
Output	CCI to support DCYA in relation to migration from current government funded schemes to NCS
Outcome	Successful transition to the NCS
Output	Effective implementation of government funded schemes through CCI working groups/task groups.
Outcome	Improved guidance and support of the implementation of ECCE and NSC
Output	CCI to support the DCYA with the development and revision of Programme Rules and Guidelines.
Outcome	Clear and consistent guidelines

<b>Goal 2.</b>	<b>CCI will support the DCYA with the governance and sustainability of the ELC and SAC sectors.</b>
Output	CCI will highlight and address the sustainability, compliance and governance issues within ELC and SAC.
Outcome	Improved supports for financial sustainability, compliance and governance within ELC and SAC services.
Output	CCI will support the DCYA in planning for future capital investment in the ELC and SAC sectors.
Outcome	Future capital investment will be responsive and reflective of local needs.

<b>Goal 3.</b>	<b>CCI will support access and inclusion nationally and at a policy/strategic level</b>
Output	Co-ordinating the local implementation of AIM through the working groups
Outcome	Coherent, consistent supports for ELC sector - inclusive practice and supports for children (in line with the National Access and Inclusion Model / AIM)

## Strategic Objective 2

CCI is *the* national channel for information and communication between the DCYA and CCCs

<b>Goal 1.</b>	<b>Implementation of the DCYA's communication strategy</b>
Output	CCI will support dissemination of coherent, consistent information
Outcome	The CCC's will have access to coherent, consistent information in line with DCYA's communication policy
Output	CCI will collect local county data that enables effective policy development and implementation at local level
Outcome	Ensure relevant and timely data is collected and available

## Strategic Objective 3

CCI will support the delivery, where appropriate, of a new model of parenting support under the parenting unit of DCYA and as per the objectives of First 5

<b>Goal 1.</b>	<b>CCI will engage the DCYA in relation to the parenting strategy</b>
Output	Through the work of CCI, develop and progress the role of the CCCs in the parenting strategy.
Outcome	LIP/SOW will include parenting actions and as a result CCI will have greater engagement with the National Parenting Strategy as referenced in 'First Five'.

## Strategic Objective 4

CCI will influence, implement and advance policy that enhances quality provision

<b>Goal 1.</b>	<b>CCI will engage with DCYA and DES in developing and implementing the National Síolta Aistear Initiative (NSAI)</b>
Output	CCI will participate on NSAI Steering and Project Working Group.
Outcome	Greater engagement with the DCYA and DES in relation to the NSAI

<b>Goal 3.</b>	<b>CCI will support compliance with the Regulations</b>
Output	Work with TUSLA to establish a suite of registration supports for the ELC, SAC and childminding sector, through working groups.
Outcome	Increased compliance with the Childcare Act (1991) (Early Years Services) Regulations 2016.

<b>Goal 4.</b>	<b>CCI will engage with the Workforce Development Plan (as referenced in the 'First 5')</b>
Output	CCI will participate in the National Working Group for the Workforce Development Plan
Outcome	CCI will have input into and engagement with the National Workforce Development Plan.

## Strategic Objective 5

CCI will strengthen its internal culture and structures to deliver the Strategic Plan

<b>Goal 1.</b>	<b>Reviewing the current CCI structure and CCI representation</b>
Output	One internal review of CCI structure and Terms of Reference to be carried out by a working group in the last quarter of each year.
Outcome	Ensuring relevance and effectiveness of the structure and TOR relative to the changing needs of CCI.
Output	A working group be established to prepare and implement Governance Procedures for CCI – to be reviewed each year in line with the review of structure and TOR.
Outcome	Good governance procedures being implemented and amended as necessary to meet the needs of CCI.

<b>Goal 2.</b>	<b>CCI will be resourced to deliver the strategic plan through our evolving structures/ working groups</b>
Output	A Strategic Plan to be prepared and adopted every 3 years for a 3-year period.
Outcome	A clear plan to guide the work of CCI over a 3-year period, identifying outcomes categorised in terms of the 5 Strategic Objectives.
Output	A clear, concise and relevant Vision Statement to be agreed and adopted in the Strategic Plan.
Outcome	Clarity of purpose for CCI and a guiding principle for each of the 5 Strategic Objectives.
Output	An Implementation Plan to be prepared each year, listing the type of

	work to be carried out by CCC during that year – no item to be included in the Implementation Plan unless linked directly to the Vision and 5 Strategic Objectives.
Outcome	Ensures CCI operates within the remit identified in the Vision, and allows performance monitoring and review to be carried out on a regular basis.
Output	A Financial Plan to be prepared and adopted for CCI prior to each budgeting year, listing all costs and resources required to implement the Implementation Plan – to include a value placed on resources contributed by CCCs.
Outcome	Improved budgeting procedure, with potential for submission of Plan for funding purposes – with recognition of monetary and non-monetary contributions of CCCs.
Output	Submit funding request to DCYA or other body to support the work of CCI.
Outcome	Increase in resources available to support the increasing workload of CCI.

<b>Goal 3.</b>	<b>CCI will report and monitor progress nationally on the five</b>
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	<b>Strategic Objectives and feedback to DCYA</b>
Output	Implementation Plan to be reviewed on a monthly basis, based on monitoring information to be input by the working groups.
Outcome	Effective and relevant use of CCI resources, with the ability to adapt the Implementation Plan as necessary to meet the changing needs of CCI.
Output	Agree a feedback system with DCYA, specifying the frequency and method of reporting on progress regarding the 5 Strategic Objectives.
Outcome	Ensures that communication with DCYA is timely and relevant to their needs, and provides recognition for the work of CCI relative to National Policy.

## Appendix 1 Structure of CCI

The CCI structure enables strategic engagement and representation at national level – influencing the development and direction of ELC and SAC policy. Policy is then implemented by the individual CCC.

CCI, for optimum operational purposes, is comprised of three geographic areas.

Area One	Area Two	Area Three
Cavan	Carlow	Clare
Donegal	Dublin	Cork
Laois	City	County
Leitrim	Dun Laoghaire /	Cork City
Longford	Rathdown Fingal	Galway
Louth	Kildare	Kerry
Mayo	Meath	Kilkenny
Monaghan	South	Limerick
Offaly	Dublin	Tipperary
Roscommon	Westmeath	Waterford
Sligo	Wexford	
	Wicklow	

For ease of workload and consistency of approach, CCI members are represented on distinct working groups. This is outlined in the terms of reference of CCI.

The working groups are:

- National Representative Group (NRG)
- Representative Coordinating Group (RCG)
- CCI Representation on National Working Groups
- National Groups LIPS/SOW Actions

## National Representative Group (NRG)

The CCI elects a National Representative Group to act as its representative body and to oversee the implementation of collaborative actions through agreed work plans.

Role of NRG

- Coordinate and administer CCI
- Communicate within CCI and with other bodies
- Draft, propose and implement strategy and work plans in collaboration with members
- Identify resource requirements and oversee finances
- Represent CCI
- Develop and manage the joint agendas for all meetings in collaboration with members and with other partners (DCYA and POBAL)

## Representative Coordinating Group (RCG)

The RCG is responsible for coordinating and monitoring the implementation of core work as identified by DCYA in LIP. Membership consists of:

- DCYA Early Years Unit PO
- Pobal Early Years and Young People Unit Team Leads
- CCI NRG members
- Better Start

## CCI Representation on National Working Groups

- National Consultative Forum
- Professionalisation Sub Group – of National Consultative Forum
- Affordable Childcare Business Model
- Affordable Childcare Communications
- Children First
- DES Advisory
- NCCA Early Years & Primary Curriculum - Vacant
- AIM
- Children's Rights Alliance
- National Disability Authority (Universal Design Guide)
- Túsla Consultative Forum
- Programmes Policy & Operations Planning (PPOP)

## National groups for LIP/SOW actions.

- FAR Working Group
- SAC Working Group
- ACS Working Group

## Appendix 2 Acknowledgements

CCI established a Strategy Plan working group made of the following CCI members:

Tommy Lavelle, Leitrim County Childcare Committee  
Muriel Flynn, Westmeath County Childcare Committee  
Sharon Boles, Sligo County Childcare Committee  
Julie McNamara, Kildare County Childcare Committee  
Irene Cafferky, Roscommon County Childcare Committee  
Jim Power, Mayo County Childcare Committee  
Dr Fiona Healy, Meath County Childcare Committee

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An Roinn Leanaí  
agus Gnóthaí Óige  
Department of Children  
and Youth Affairs

