Strategic Plan
2012 - 2016
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Mission Statement

To promote and develop high quality, evidence-informed early childhood services for young children, their families and communities.
Our Vision

Children are:

- Strong, competent and visible in their communities
- Physically and emotionally healthy
- Eager and able to learn
- Respectful of difference

Our Values

We believe in:

- Childhood – in its own right
- Listening to children – and those who care for them
- A strong voice for children
- Play, fun and creativity

- Parents as first educators
- Participation of children and families
- Community involvement and development
- Partnership
- Inclusion and diversity

- Excellence and evidence-based innovation
- Effective stewardship and governance
- A professional, committed and recognised workforce
- Valuing staff, members and their commitment
The Strategic Plan 2012-2016 sets out an ambitious and challenging plan for Early Years over the next four years, during which we will celebrate 50 years of working with young children, families and communities in Northern Ireland and beyond. The Plan has been drawn up after a period of extensive consultation with the Board of Directors, members, staff and key stakeholders.

The Plan builds upon a strong value base and culture, and track record of delivering high quality evidence-based services. The Plan sets ambitious but achievable goals. It is a plan which continues to focus the organisation on using and growing evidence and participative evaluation approaches with the aim of improving outcomes for children, families and communities. There is a strong focus on achieving even higher quality standards within the organisation as well as growing the quality standards within our member groups. During the strategic planning period we intend to mobilise our extensive grassroots membership as strong advocates for children. Our continued partnership with and the active participation of children, families, members, staff and key stakeholders in government, the voluntary, community and private sectors will be of crucial importance for the delivery of the Plan. We will continue to build upon and learn from our growing international partnerships, believing that we have much to learn from our international colleagues but we also have much to share, especially in terms of approaches to peace-building with young children in other conflict regions around the world.

Of critical importance over the next planning period will be attention to the ongoing professional development of staff, members and management committees. Succession planning for the organisation and the wider early years sector will also be an important strategic consideration.

During this strategic planning period we will celebrate 50 years of the work of the organisation and will use this important anniversary to reflect on and learn from our past and to prepare the organisation for the next period of growth and development. In particular, we will use this important milestone to reflect on the value base that has guided us during those first 50 years and ensure that the future is based on a similar strong value base which puts young children, families and communities at the very heart of everything we do.
Children’s Rights

Early Years supports and endorses the UNCRC (UN Convention on the Rights of the Child) to which both the UK and Irish Governments are signatories. We will continue to use the Convention and the Concluding Observations of the Committee on the Rights of the Child as a basis for our work with young children.

In particular, we will work towards implementing the UNCRC’s position on young children known as General Comment No 7. Periodically the Committee on the Rights of the Child publishes reports (terms General Comments) which detail, for specific circumstances or groups of children, how the committee wishes to see the Articles of the Convention interpreted and implemented.

General Comment No 7 sets out how the rights enshrined in the Convention must be fully implemented for young children and how, in doing so, governments and civic society can provide a clear framework for young children to realise their rights under the Convention.

In Northern Ireland, the Northern Ireland Human Rights Commission’s advice on a Bill of Rights for Northern Ireland was presented to government on International Human Rights Day on 10 December 2008. Early Years hopes to see the Bill of Rights take full account of the UN Convention on the Rights of the Child and lend support to the established legislative structures and institutions designed to protect and enhance the rights of children and young people. We will also continue to support these structures and institutions in the Republic of Ireland.
SECTION ONE
Our Achievements 2009-2012

We have just completed a very successful period of growth and development. In 2009 we set ourselves bold and courageous goals which put evidence and improving long-term outcomes at the heart of our agenda.

With support from our funders in The Atlantic Philanthropies, the International Fund for Ireland, the European Union, the Department of Education and the Health and Social Care Trusts, we used the period to grow and use our evidence base to deliver innovative services and used this evidence to influence policy change for young children and their families.

Strategic Goal 1

To build and use the evidence base to deliver innovative outcomes-focused services and bring about change in policy for young children and families.

During the period we focused on improving outcomes in inclusion, physical and emotional well-being and eagerness and ability to learn.

Our innovative Media Initiative for Children Respecting Difference Programme has been subjected to a rigorous random control trial which found that this intervention is making significant differences in the attitudes and behaviours of children, teachers and parents to those who are different in terms of religion, race, ethnic background and disability. This programme is now going to scale in pre-schools, SureStart services and primary schools in Northern Ireland and the Republic of Ireland and is the basis of our International Programme for Peace-Building with Young Children.

The Eager and Able to Learn Programme focused on two year olds in the developmental programme in SureStart services, and in full daycare services has been developed and also subjected to a large random control trial. The research reports on this programme will be launched in the autumn and the findings used to shape and influence the future delivery of service development and regulation of services for two year olds.

Our HighScope services continue to grow and develop across the island of Ireland with many SureStart areas implementing HighScope as the chosen model of service delivery for children aged 0-3 and their families. Some Health Service Executive regions and County Committees in the Republic of Ireland have also adopted HighScope as their commitment to evidence.

Many of the SureStarts where we are the lead and accountable body are currently developing robust evidence-based approaches to nurturing and parenting.
Strategic Goal 2

To manage excellent services for our membership and to provide excellent services for young children.

During the period we set ourselves the target of aligning our services to the standards set within the European Foundation for Quality Management. Our aim was to achieve the Silver Award by 2012; however, we surpassed this ambition by achieving the Gold Award in December 2011. We were also awarded the Silver Investors in People Accreditation, a standard reached by only 1% of UK businesses. During the period our Finance and Fund Management Departments achieved ISO 9001:2008 status.

We supported our membership to grow and improve their approaches to quality. Growing numbers of the full daycare sector are working towards the All Ireland Centre of Excellence Award, 15% of the sessional playgroup sector have achieved sessional and HighScope accreditation, and over 70% of playgroups within the Pre-school Expansion Programme are achieving very good or outstanding in their Education and Training Inspectorate reports.

Strategic Goal 3

To ensure long-term sustainability in terms of finance, technological, social capital, governance and democratic participation across the organisation.

During the period we aimed to increase our income by 5% per year and generate £1 million per year in new grant applications. In 2012 we increased our unrestricted income by 12%, generated £1.8 million in new grant activity and grew the unrestricted reserves to 17 weeks.

We invested a significant element of our restricted reserves to strategic ICT investment which in turn is beginning to generate significant savings in time and travel as a result of the implementation of a new Environmental Policy.

A major focus during the period has been attention to governance, social capital and democratic participation at all levels within the organisation. We have reviewed and adopted a new set of Articles of Association, recruited and trained a new Board of Directors, implemented a programme of Board development and developed a rigorous approach to training and development for the local management committees which have leadership responsibility within our member groups. During the period we introduced a new Volunteer Awards scheme recognising the valuable contribution volunteers play at all levels within the organisation.
During the period we made visible the significant contribution of the membership to the economic, educational and social fabric of Northern Ireland in the ‘Contribution of the Voluntary, Community and Independent Early Years Sector in Northern Ireland’ report and also used our significant membership of 32,000 families to support our advocacy initiatives. In particular, we have engaged with and influenced the emerging 0-6 Strategy and Childcare Strategy, the Cohesion, Sharing and Integration Strategy, the Play and Leisure Policy, Anti-Poverty Strategy, Fit Futures Strategy, Community Planning and the Review of Public Administration.

**Strategic Goal 4**

**To become a lead organisation for young children and a leading voice for young children locally, nationally and internationally.**

During the period we hosted the World Forum for Early Care and Education which made visible the work of the organisation to over 700 delegates from 78 countries across the world. Since then we have been approached by a number of international partners to support their work in building strong community-based approaches to early years care and education.

We continue to lead the International Network on Peace Building with Young Children and have extended the network to over 20 countries. We will launch a new Masters in Peace Building with Young Children in partnership with the University of Ulster in June 2012.
SECTION TWO
Our Environment

There are many internal and external factors influencing how we will direct our attention and resources over the next four years. Below is a short resumé of some of the key issues we believe will shape and impact upon our work over the next strategic planning period.

Political

During the next period we will continue to work closely with Ministers, MLAs, political parties and local Councils to ensure that they are well briefed on all issues relating to early years care, health and education. We aim to build upon the political support within this current Programme for Government to investing in Early Years Care and Education and in particular will work with all key stakeholders to ensure the delivery of an integrated 0-6 Strategy and Childcare Strategy.

We will continue to work with key departments and agencies to ensure the delivery of the 10 Year Strategy for Children with a continuing focus on improving long-term outcomes for children and with a particular emphasis on Northern Ireland becoming an Early Intervention Zone.

We will continue to capitalise on the growing support for the development of strong all island, east to west, international relationships and will collaborate with our partners in the Republic of Ireland, Scotland, Wales and England and across the world to improve evidence and innovation in service development.

Economic

During the next planning period the continuing turbulence in the global economic environment and the subsequent impact on the local economic environment will be of significant importance. Over the planning period, reductions in public expenditure and the end of significant European and international funding streams will require us to be innovative, flexible and imaginative in how we use our finances and how we generate new resources to support existing and new developments. We have already committed ourselves to developing a more strategic approach to social economy and social franchising and have begun to use our experience and knowledge to grow new opportunities for income generation in international markets. All new resources generated will be ploughed back in to our activities in Northern Ireland.

Social and Demographic

Northern Ireland continues to grow as a diverse society welcoming many immigrants from across the European Union and beyond. We are also still a society emerging from the long shadow of conflict and division. Our
Traveller children and families continue to face the worst health, education and economic outcomes and are still the most discriminated ethnic minority in Ireland. Therefore, the issue of inclusion and respect for diversity will continue to be a major strategic focus for the organisation. We will use the learning from the roll out of the Media Initiative for Children Respecting Difference Programme and the implementation of the Faces and Spaces – Children’s Shared Space Programme to learn more about how to create inclusive shared services within respectful inclusive communities. Our leadership role in the International Network on Peace Building, our strategic partnerships with Sesame Workshop, Peace Initiatives Institute and the HighScope Foundation provide us with particular strengths in meeting the needs of a growing diverse membership at home and abroad.

The number of young children and their families growing up in poverty is of particular concern to the organisation. Our lead and accountable body status in a growing number of SureStart projects and our advocacy efforts in relation to the importance of early education and childcare as key factors in the alleviation of poverty will be central to this strategic planning period.

The 2011 census results indicate a 10% growth in the pre-school population. We will work with our membership and key stakeholders to ensure high quality early childhood services are available to all who wish to use such services.

**Technological**

The speed and depth of technological change are supporting the organisation become more responsive, flexible and environmentally sustainable. Our new ICT Strategy will ensure that our technological capacity remains consistent with our strategic objectives and will allow us to produce better, integrated information and data both for internal use and for our stakeholders.

During the period we intend to develop new applications which will provide better childcare and early education information for parents. We also intend to use our social networking facilities to improve our communications and advocacy initiatives.
SECTION THREE
Logical Framework, Organisational Model and Strategic Goals for the Period 2012-2016

Early Years has been using logic modelling since 2004 as a methodology for programme planning, implementation and evaluation. This is our first time to use logic modelling for strategic planning purposes but we believe that the approach has helped us link evidence with resources and activities and will keep us focused on the key outputs and outcomes we wish to achieve over the strategic planning period. It has also been a critical tool for ensuring involvement of all our key internal and external stakeholders in the planning process. Coupled with our organisational model and focus on robust implementation, we believe that this approach will help focus our energies and talent over the next four years.
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<th>Activities</th>
<th>Early Outcomes</th>
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<td>Early Years financial resources</td>
<td>Translation of evidence into a format that is useful to policymakers, service developers and delivery change agents, trainers and parents</td>
<td>Evidence based advice and information are available and accessible to parents and providers</td>
<td>Parents having access to appropriate information about how young children learn and develop and their role in supporting this</td>
<td>Informed and engaged parents</td>
<td>Children in NI are strong, competent and visible in their communities</td>
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<td>Atlantic Philanthropies financial resources</td>
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<td>Parents are advocates for their children</td>
<td>Parents are supported to be advocates for their children</td>
<td>Access to high quality integrated early years services</td>
<td>Children in NI are physically and emotionally healthy</td>
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<td>EU and other financial resources</td>
<td>Opportunities for evidence informed renovation and design of buildings for children are utilised</td>
<td>Parents value play</td>
<td>Early Childhood services contribute to a peaceful society</td>
<td>Integrated, regulated and commissioning framework</td>
<td>Children in NI respect difference</td>
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<td>DE financial resources to include SureStart</td>
<td>Use of the developing evidence base to support early years specialists translate evidence into good practice on the ground in NI and disseminate</td>
<td>Commissioning of and investment in services for young children</td>
<td>High quality evidence informed services are available for all children</td>
<td>Appropriate curriculum and inspection frameworks in place</td>
<td>Children in NI are eager and able to learn</td>
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<td>International Advisory Group</td>
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<td>Parents have an opportunity to be involved in their local early childhood services</td>
<td>Appropriate physical environments for care, education and play</td>
<td>Appropriate physical environments for care, education and play</td>
<td>Children in NI grow up in a peaceful region</td>
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<td>Staffing and staff development</td>
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<td>Early Childhood services in NI are seen as exemplars in respecting difference nationally and internationally</td>
<td>A highly skilled workforce in the field of early care and education supported by highly skilled EYSs</td>
<td>Integrated, regulated and commissioning framework</td>
<td>Children in NI are physically healthy and emotionally healthy</td>
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<tr>
<td>Programmatic content and resources</td>
<td>Examples of high quality evidence information services for children available across NI</td>
<td>Early Childhood services are inclusive</td>
<td>Early Childhood services are inclusive</td>
<td>Integrated, regulation and commissioning framework</td>
<td>Community services are actively involved in supporting young children’s development</td>
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<td>Technical and ICT input</td>
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<td>Children’s rights campaigns and awareness raising can be implemented</td>
<td>Communities are actively involved in supporting young children’s development</td>
<td>Integrated, early education, childcare and play policies implemented</td>
<td>Diversity and respect for difference in evidence in local communities</td>
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<td>Social Investment Fund</td>
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<td>The NI Executive implements integrated holistic evidence informed outcomes focused policies for young children</td>
<td>Campaigns and policies promote children’s rights and needs</td>
<td>Integrated, early education, childcare and play policies implemented</td>
<td>Services are based on the rights of the child</td>
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<td>Big Lottery Funding</td>
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<td>Early Childhood workforce have access to training, support and professional development based on evidence</td>
<td>Early Childhood workforce have access to training, support and professional development based on evidence</td>
<td>Strong governance arrangements are in place that support the delivery of high quality services for young children</td>
<td>Services are based on the rights of the child</td>
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<tr>
<td></td>
<td></td>
<td>Children’s rights campaigns and awareness raising can be implemented</td>
<td>Children are recognised and valued by their local communities</td>
<td>Strong governance arrangements are in place that support the delivery of high quality services for young children</td>
<td>Services are based on the rights of the child</td>
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SECTION FOUR
Strategic Activity for Period
September 2012 to December 2016

Goal 1

A focus on embedding programmatic development and implementation within the organisation and beyond extending an outcomes and evidence-based approach to all services delivered by Early Years and to partners in the field of early care and education nationally and internationally.

This activity strand focuses on the development support currently offered by Early Years to approximately 1,200 early years services within its membership by approximately 50 Early Years Specialists and our involvement in SureStart programmes across Northern Ireland. To date the work of the Early Years Specialist has been greatly influenced by the learning and going to scale activities in relation to the Respecting Difference and Eager and Able to Learn Programmes implementation. There is now a need to embed this approach across the organisation to all services provided by Early Years and our partners locally and internationally. This element of the work will be influenced by the emerging implementation science being developed by Fixen, Kohl and others and will focus on:

• Ensuring programme fidelity and system intervention across the Early Years network.
• Licensing Early Years programmes as they go to scale.
• Appropriate selection, coaching and training of Early Years staff and the Early Years membership.
• Facilitative leadership and administration.
• The ongoing development of decision support data systems.
Goal 2

Using the developing evidence base to support the Early Years workforce to translate good practice on the ground and support the mobilisation of the early years grassroots movement. This theme will build evidence-based practice, public awareness and support through grassroots organising.

The purpose of this strand is to use the developing evidence base to support the early years staff translate evidence into good practice in services in Northern Ireland and beyond and mobilise the grassroots membership in policy change.

Key tasks include:

• The development of a 0-6 curriculum which combines Eager and Able to Learn and Inclusion.
• Growing the knowledge, skills and attitudes of both staff in settings and the Early Years Specialists in a workforce development strategy which will engage academic institutions and further education colleges in Northern Ireland.
• The development of an International Master’s Programme combining a focus on Early Education and Conflict Resolution.
• Using the role of the Early Years Specialist as an external pedagogue to provide support to service providers so that early childhood services provide high quality services to young children and families.
• Engaging parents in owning the process of their children’s learning and development.
• Providing parents with appropriate information on how young children learn and develop and their role in supporting this.
• Mobilising the grassroots membership to influence understanding and funding from government.
• Early Years developmental staff have an awareness, knowledge and understanding of evidence-based models of service delivery that they transmit to local service providers and practitioners. Early Years Specialists are supported to develop Service Design Manuals to all services that they deliver.
• Early Years Specialists in Northern Ireland and from the five leading Early Years networks across the world are trained to Masters level.
• Evidence-based practice is linked to centres of training in Northern Ireland and beyond.
• Early Years developmental staff are skilled in communications and equipped with strategies for effective collaboration with parents, member groups and other organisations on the ground.
Goal 3

A focus on Participatory Evaluation – the development of Early Years Participatory Evaluation Pedagogy and practice.

During the period of Atlantic Philanthropies support to date, research on and evaluation of the work of Early Years have been carried out by external evaluators and have in the main focused on quantitative research methodology. The evidence gathered has provided greater credibility and visibility for the work of Early Years locally and nationally. Building upon this culture of evaluation and research, Early Years would now like to develop a capacity for participatory evaluation. During the period 2012-2016 Early Years would like to build the capacity of the organisation and sector so that Early Years staff become skilled in ongoing evaluation and reflective practice and develop the ability to use this evidence to further improve practice and programmes.

- A Participatory Evaluation training programme will be rolled out across the organisation.
- Putting participatory theory into practice – we will develop a number of case studies and evidence-based portfolios across the organisation.
- We will develop a Trainer of Trainers programme for Early Years staff leading to increased capacity for Early Years staff to transfer this capacity within the sector and beyond.
Goal 4

Translation of the evidence into a format that is useful to policy makers, service developers and deliverers, change agents, trainers and parents.

Under this strand of activity, Early Years will continue to work to translate the evidence emerging into policy and practice messages for parents, practitioners, support staff, service developers and policy makers.

The purpose of this strand is to capture the knowledge gained from the research and evidence and in the work of Early Years and spread it through the organisation and the sector to promote continuous development and innovation amongst all stakeholder groups in the early years sector in Ireland and beyond.

• Production of clear evidence-based communication strategies for raising awareness, changing attitudes and changing behaviours across the early years sector in Northern Ireland and beyond.
• Learning and development activities and programmes for all players in the early years sector.
• Early Years – skilled and with the capacity to respond to external policy developments and to inform and drive new policy initiatives.
• Using research to make the case for legislative and policy change:
  o Building coalitions of likely and unlikely allies.
  o Engaged stakeholders – central government in policy change and investment decisions.
  o Local services delivering high quality practice and mobilised for children.
  o Local communities as advocates.
  o Parents engaged as advocates.
• Using the media for advocacy and public awareness training.
• Strengthening support for young children through the use of the media.
• Grassroots organisation and mobilisation of member groups and parents.
• Building a coalition of leaders from business, early childhood, labour, religion, health care, education and philanthropy, working in partnership with parents, grassroots leaders and state policy makers.
• Creating and developing a cutting edge, non-profit infrastructure within Early Years to facilitate the work of the advocacy and policy function.
Goal 5

Development of a strong evidence-based policy that leads thinking in the development of early years services in Northern Ireland and beyond.

Under this strand of activity Early Years will use the research and evidence base and will establish the organisation as a centre of international innovation and a key driver of early years policy in Northern Ireland.

In order to underpin this significant piece of work, it will be important for Early Years to have the backing of key influencers and decision-makers who will be able to engage and support the organisation and its aims during the ten year period. In particular, Early Years aims to become a key driver of early years policy in Northern Ireland. It will establish need from its core and project work with parents and children and through its knowledge management activities with stakeholders in the early years sector. The final stage of turning these research recommendations into funded Northern Ireland policy will require a tailored lobbying and influencing strategy.

- Relationships with key politicians, civil servants and peer organisations.
- Key stakeholders from among political parties, local government, civil services, NGO sector, academia and others who will have an influence on the development of early years policy in Northern Ireland are identified. Supporters and sceptics, through stakeholder mapping and profiling, are outlined.
- A timetable of public affairs activities is implemented based on stakeholder analysis.
- Local as well as HQ Early Years staff are skilled to act as advocates at a constituency level, ensuring that the Early Years message is consistent throughout Northern Ireland.
- Monitoring policy, information and enforcement.
- Policy analysis and research become a key function within Early Years.
- Data collection, issue analysis and research are used systematically to develop key messages.
Goal 6

Celebrating the contribution of Early Years (NIPPA) 2015-2016

At the end of this strategic funding period Early Years will celebrate 50 years of working with young children and their families in Northern Ireland. We see this as an opportunity to reflect on the journey of growth and development and to acknowledge the contribution of the community early years sector. We also see this as an opportunity to build a commitment and vision for the future of services for young children and their families.

- We will publish a book reflecting the journey of Early Years – the organisation for young children reflecting the values and principles, the contribution of volunteers and community development to policy change, contribution to peace-building and inclusion, cross-border initiatives and the emerging international agenda.
- We will advocate for an Early Education and Care Act for Northern Ireland.
- We will achieve the European Foundation Quality Mark.
- We will support 50 members to become model integrated centres for children.
- We will have in place a succession plan for key staff and members of the Board of Directors.
- We will host a major international conference and a number of key events throughout 2015 and 2016.
Goal 7
To build local, national and international partnerships that will improve outcomes for young children.

During the period Early Years will build upon and strengthen our local, national and international partnerships paying particular attention to developing new partnerships with unlikely allies in the business world.

- At local level we will play a key role in local early years forums, Childcare Partnerships, outcomes groups, pre-school education, community planning groups and any other emerging local partnerships.
- Regionally we will aim to represent the sector on relevant strategic planning groups such as the Stakeholder Group for the Early Learning and Education Strategy, the Childcare Strategy, the Social Investment Partnerships, the European Regional Funding Forum and other such regional strategic partnerships relevant to our strategic objectives.
- Nationally we will play a key role on the National Childcare Co-ordinating Committee and the Early Childhood Forum.
- Internationally we will continue to play a lead role on the International Network on Peace Building. We will foster and grow our relationships with the major international Early Childhood Networks and continue to work closely with our international partners.
- We will foster and grow the international support that we have developed through our International Advisory Group.
Goal 8

To invest in and support people to create change for young children.

During the period we will support the development of a highly skilled workforce within the organisation and our member groups. The full details of our Human Resources Strategy will be available in a separate document. It will include some of the following key activities:

• We will roll out the Masters in Peace Building with Young Children.
• We will ensure that all Early Years support staff are trained at HighScope Trainer of Trainer level.
• We will roll out a Participative Evaluation programme for the Early Years Board of Directors and key staff.
• We will roll out an advocacy training programme for staff and membership.
• We will develop an appropriate in service training programme for new and potential early years staff.
• We will explore the development of an apprentice type programme within the membership.
• We will grow the graduate leadership within the early years sector.
• We will grow the community management leadership within the membership.
• We will develop a succession plan for the organisation and the membership.
• We will achieve the Gold Investors in People standard.
Goal 9

To build financial sustainability.

During the period we will sustain and grow the financial resources available to support the work of the organisation. We recognise that during the period a dependence on public sources of funding will need to be replaced by growing new sources of funding. The full details of our finance strategy will be available in a separate document.

We aim to exploit the following financial strategies:

• We will maintain key support from our core funders in the Department of Education, the Department of Health, Social Services and Public Safety and the Office of the First Minister and Deputy First Minister.
• We will grow financial support from the European Union through grant support and tendering activities.
• We will grow revenue from our training, information and social media activities.
• We will maintain and grow our ethical sponsorship activities with the corporate sector.
• We will maintain and grow consultancy activity in a number of international markets.
• We will develop a social franchising model and license a number of services in a range of local and international markets.
• We will use green technology to reduce costs in travel, meeting time, printing, publications and paper usage.
• We will reduce costs in other key areas in line with strategic objectives.
• We will develop and utilise our reserves in line with our Reserves Policy.
Goal 10

To build environmental sustainability.

During the period we will work towards making Early Years a more environmentally aware, energy efficient and cost effective organisation that meets its environmental, ethical and social responsibilities. We will do this by taking forward the following initiatives:

- We will develop and implement an environmental action plan which will reduce waste and deliver cost savings.
- We will work with our members to promote environmental sustainability.
- We will harness current and new Information Technology to reduce costs and streamline activities.
Organisational Chart

Overview

Senior Management
Finance and Corporate Services

- Director of Finance and Corporate Services
  - ICT Manager
  - Information Systems Developer
  - Office and Facilities Manager
  - HR Manager
  - PA to CEO
  - Finance Manager
  - Principal Budget Officer
  - 2 x Receptionist
  - HR Officer
  - HR Administrator
  - 3 x Finance Officer

Knowledge Exchange

- Director of Knowledge Exchange
  - Fund Manager
  - Policy Officer
  - Webmaster (Community Mobilisation)
  - Events Officer
  - Community Development Manager
  - Inclusion/International Project Manager
    - Fund Management Co-ordinator/Development Worker
    - Fund Management Finance Officer
    - Fund Management Administrator
    - Community Development Adviser
    - Inclusion Programme Consultant
    - Community Health Co-ordinator
    - Senior Early Years Specialist Team
    - Business Development Adviser (Belfast)
    - Early Years Specialist Team
    - Information Officer
    - International Project Administrator
    - Membership Officer
    - Administrator