

Hawkesbury Early Childhood Intervention Service Inc.

STRATEGIC PLAN 2018

Previously known as the BUSINESS / ORGANISATIONAL /AND TRAINING PLAN



Hawkesbury Early Childhood Intervention Service Inc. (HECIS)

ABN 77 638 834 599

Incorporation No: Y1392033

Registered for GST : YES

DGR Registered : YES

Years of Operation: 26

Service Opened in 1991

Service Open: Monday to Fridays – 48 weeks per year (annual closure period Christmas/Jan each year)

2018 MANAGEMENT COMMITTEE

PRESIDENT: WARWICK BROWN

VICE PRESIDENT: EMMA CHARLTON

TREASURER: MARY WATSON

SECRETARY: JENNIFER BYFIELD

COMMITTEE: RUTH BACK, JACQUI FILIOS, CHERYL CHINZANI,

PUBLIC OFFICER: TRACY BROWN

LOCATION and OPERATING CATCHMENT

Catchment

HECIS is located in the heart of the residential and industrial area of South Windsor, which is located in the local Government Area of the Hawkesbury. We draw clients (children/families) from the area of the Hawkesbury LGA. Children must live or be attending a service within the Hawkesbury LGA (or on adjacent boundaries in some instances) to be eligible for our service.

Business Environment

HECIS is a community based educational support service to children with additional needs (0-6 years of age) and their families. In some instances we can continue to offer support to our client children as they transition to primary school, up to 8 years of age. The service provides assessment, referral, advice, program development, implementation, transition to school support and evaluation.

HECIS is also an NDIS ECEI Partner. We are contracted to provide NDIS pre-planning and review meetings with families of children under 7 years, support to participant families to engage with providers to implement plans, and 'light-touch' ECEI support to children 0-7 years not yet approved to be an NDIS participant.

Our workforce consists of both part time and full time staff with the Office Manager working up to 32 hours per week. The Educational and Support staff are itinerant in nature, being required to work at child care centres, primary schools (where appropriate), clients homes and other community environments etc. for much of the day.

HECIS has a strong working relationship/network with the local child care services staff, allied health professionals and other agencies within the Hawkesbury LGA. We also have formed relationships with early childhood intervention service agencies within the Nepean/Blue Mountains LGA areas.

The HECIS Advisory Service, provides screening of a child's development and communication skills, and a pathway referral service, and is free service to client/families.

The HECIS ECEI Program (funded by NDIS) provides 'light touch' early intervention support for a limited period of time, to child not yet accepted into the NDIS full scheme.

HECIS is also a registered NDIS Provider supplying Early Intervention supports to NDIS participants under their approved plan.

DEMOGRAPHIC PROFILE of the HAWKESBURY AREA – (2016 census)

Demographics		
Population Characteristics	Population no	64592
	Children 0-4	6.4%
	Children 5-14	13.5%
	People aged 25 to 34	12.5%
	People aged 35-49	20.1%
	FAMILY	
	Couples with children	49%
	Single parent family	16.5% / Single parent female 81%
ATSI people	2392	3.7 %
Education	Attending Preschool service	6.8%
Employment	Total labour force	33767
	Employed	(Full time) 62.5% / 40+ hours 47.9%
		(Part time) 28.6%
	Unemployed rate (%)	4.3
Language	English only	88.3%
	Non English spoken	9.3%
Home ownership	72.5% owned their home or were purchasing, and 24% were renting	
	Median Mortgage \$2080pm	Median rent \$360pw
Motor Vehicle ownership	None	3.9%
	1 vehicle	25.8%
	2 or more vehicles	67.3 %
Internet Connection	97.5% of households have internet connection (84.2% of which was a dwelling based connection)	

LEGISLATIVE FRAMEWORK

Our service and professionals working in our service are expected to adhere to specific legal systems to ensure compliance. These include Acts, Regulations, Standards, and Codes of Practice. Both State and Federal legislation govern the operation of our service.

NSW State Government:

- Children and Young Persons (Care and Protection) Act 1998 and Children's Legislation Amendment (Woods Inquiry) Act 2009
- Work Health and Safety Regulations
- Anti Discrimination legislation
- Privacy Act
- Associations Incorporations Act 2009

Federal:

- Anti-Discrimination Legislation
- Industrial and Financial Laws
- Privacy Act
- National Disability Insurance Scheme ACT 2013

Child Protection

The legislation in place to ensure the protection of children and young people includes:

- Children and Young Person (Care and Protection) Act 1998
- Commission for Children and Young People Act 1998
- Child Protection (Working with Children) Act 2012
- Child Protection (Working with Children) Regulation 2013
- Child Protection (Working with Children) Amendment Miscellaneous Regulation 2013

Children and Young Person (Care and Protection) Act 1998

The objects of this Act are to provide:

- that children and young persons receive such care and protection as is necessary for their safety, welfare and well-being, taking into account the rights, powers and duties of their parents or other persons responsible for them, and
- that all institutions, services and facilities responsible for the care and protection of children and young persons provide an environment for them that is free of violence and exploitation and provide services that foster their health, developmental needs, spirituality, self-respect and dignity, and
- that appropriate assistance is rendered to parents and other persons responsible for children and young persons in the performance of their child-rearing responsibilities in order to promote a safe and nurturing environment.

Commission for Children and Young People Act 1998

The Act requires that all people commencing **paid** work that primarily involves direct contact with children where that contact is unsupervised must be screened,

This screening process incorporates:

- a relevant national criminal record check
- a check of relevant Apprehended Violence Orders, and
- a review of relevant completed disciplinary proceedings the applicant may have had in previous employment.

Under the Act employers **may** also screen current employees engaged in child-related employment and **unpaid** workers, such as volunteers. Screening these people, however, is not mandatory.

Child Protection (Working with Children) Act 2012

The new Act aims to provide better protection for children and is more consistent with other state and territory checks. A Working with Children check is a prerequisite for anyone in paid or voluntary child-related work in NSW. It includes a national police check and review of findings of misconduct involving children. The result is either a clearance or a bar. Barred applicants may not work or volunteer with children.

HECIS is a registered employer for Working with Children checks and must determine an employee/volunteer's clearance status using the online verification procedures at www.kidsguardian.nsw.gov.au.

NSW Ombudsman

The NSW Ombudsman is the organisation charged with the responsibility of implementing the Ombudsman Act of 1974. The NSW Ombudsman role is to respond, monitor and investigate allegations of child abuse by staff in services and to respond to any complaints about inappropriate handling of complaints or allegations against employees.

Anti Discrimination Law

This law which is covered by both Commonwealth and State Acts applies to both the employment of staff as well as to children and families using, or wishing to use, a service. It prohibits any employer from discriminating on the basis of race, religion, sex, marital, disability, carer's responsibility and homosexual and lesbian discrimination.

Privacy Act

The privacy act is also covered by both Commonwealth and State Acts.

Commonwealth Privacy Act 1988 - Privacy Amendments (Private Sector) Act 2000

This act applies to private sector organisations with an annual turnover of more than \$3 million and all providers of health services, regardless of size. Children's services can be considered health services

NSW Health Records Act 2001

The aim of the Health Records Act is to protect the privacy & management of personal health information.

NSW Privacy

In NSW public sector agencies are required to comply with the Privacy & Personal Information Protection Act 1998. The implementation of Information Protection Principles regulates the way in which the NSW Public sector handles personal information. The Act defines personal information as any information or opinion about a person, whose identity is apparent or can be reasonably recognised from the information.

CORPORATE GOVERNANCE AND MANAGEMENT

Form of Incorporation: **Incorporated body**

Committee Roles:

President:

Has a special responsibility for providing leadership, ensuring the Management Committee is focused on the business of the organization, that meetings are conducted properly and that an accurate record is kept of these meetings.

- Provide strategic leadership and vision to the Management Committee.
- Monitor the performance of Management Committee members in meeting their roles and responsibilities.
- Ensure regular meetings of the Management Committee are held.
- Encourage all Management Committee members to attend meetings and monitor attendance with the assistance of the Secretary.
- Draw up an agenda for the meetings with the assistance of the Secretary and the staff of the organisation.
- Prioritise agenda items and if necessary set time limits on discussion of agenda items.
- Monitor and ensure that the Management Committee gets through Management Committee business in a timely manner.
- Lead the meeting through the agenda, keeping discussion relevant and decision making clear and encouraging broad participation.
- Sign the minutes after they have been confirmed as an accurate record of the previous meeting.
- Ensure meetings are run in accordance with the Constitution and relevant governance policies and procedures of the organisation.
- Act as a spokesperson for the organisation.
- Act as the Management Committee contact person for the HECIS Co-ordinator.
- Stay in touch with day-to-day operations in the organisation.
- Exercise delegation of authority and expenditure as determined by the Management Committee
- Ensure the Management Committee understands its financial obligations.
- Ensure the organisation complies with tax regulations, such as GST, payroll tax and fringe benefits tax.
- Oversee the development and implementation of financial management policies and procedures.
- Ensure the organisation has appropriate procedures to protect against fraud and theft. Review all internal processes and reporting methods relating to financial management at least annually.
- Ensure financial record keeping meets Australian Accounting Standards and provides financial reports that will inform Management decisions.
- Oversee the development of an annual budget.

- Provide regular financial reports on year to date expenditure against the budget including analysis comparing actual financial performance against predicted financial performance.
- Ensure that Management Committee members understand the financial reports.
- Manage investments and monitor fund balances, main sources of income, main areas of expenditure, amounts owed.
- Ensure funds are available to cover cash flow.
- Ensure the financial requirements of funding bodies and other contractual obligations are met.
- Oversee the preparation and lodgement of returns with authorities such as the NSW Office of Fair Trading, Australian Securities and Investments Commission, and the Australian Tax Office (ATO).
- Ensure an audit of the books is prepared each year and that the accounts of the Association, showing the financial position at the end of the preceding financial year, is submitted to members at the Annual General Meeting. Identify and bring to the attention of the Committee any areas of financial risk to the centre.

Vice President:

- performs the chairperson's duties in their absence
- Assists the chairperson in performing their tasks.

Secretary:

Has particular responsibility for ensuring that the business of the committee meetings is documented, including decisions that are taken, and ensuring that the meeting papers are circulated in advance of meetings. The Secretary may also records the minutes in the meeting, or delegate to someone else and then check the accuracy of the minutes.

- Ensure accurate minutes of all meetings are taken and that these are properly filed.
- Compile a correspondence list including letters received and sent, and bring to the attention of the meeting any correspondence that requires immediate attention.
- Ensure that correspondence is properly filed and up-to-date and is available for any member to examine.
- Ensure that copies of the minutes and any relevant agenda papers are distributed to Management Committee members before the next meeting with adequate time for minutes and papers to be read by Management Committee members.
- Keep a Register of members and Management Committee members.
- Maintain the Management Committee orientation kit and provide a copy to all new Management Committee on appointment to the Management Committee.
- Ensure the policies and procedures dealing with the business of the Management Committee are kept up-to-date and adhered to by Management Committee members.
- Exercise delegation of authority and expenditure as determined by the Management Committee.

Treasurer:

Has the responsibility for the financial management of the organization, and must make sure those payments due to, or by, HECIS are paid, that financial records are kept correctly, and that HECIS is working within an agreed plan.

- Ensure the organisation complies with tax regulations, such as GST, payroll tax and fringe benefits tax.
- Oversee the development and implementation of financial management policies and procedures.
- Ensure the organisation has appropriate procedures to protect against fraud and theft. Review all internal processes and reporting methods relating to financial management at least annually.
- Ensure financial record keeping meets Australian Accounting Standards and provides financial reports that will inform Management decisions.
- Oversee the development of an annual budget.
- Provide regular financial reports on year to date expenditure against the budget including analysis comparing actual financial performance against predicted financial performance.
- Ensure that Management Committee members understand the financial reports.
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General committee member's role

- Attend meetings as required. If a Committee member fails to attend (3) consecutive meetings without notice given to the Committee, their membership of the Committee will lapse
- Actively participate and contribute constructively to the productivity and outcomes of meetings.
- Declare any personal interest that might conflict with the interests of the organisation or your duty as a Management Committee member.
- Act in accordance with the Code of Conduct/Code of Ethics.
- Keep informed about the organisation's business.
- Act as a spokesperson for the organisation when requested by the Management Committee/HECIS Co-ordinator.
- Be a member of and/or chair of sub-committees/working groups as required.
- Sign letters or documents on behalf of the Association as required.
- Exercise delegation of authority and expenditure as determined by the Management Committee.

With other members of the Management Committee:

- Provide a clear and viable direction for the organisation, agree on priorities and oversee the development of an organisational plan.
- Oversee the development of an annual budget.
- Ensure the solvency and financial viability of the organisation.
- Establish clear expectations for the performance of all Management committee members, staff and volunteers.
- Make informed decisions on key issues.
- Establish accountability and reporting processes for Management Committee members and staff.
- Ensure that appropriate systems are in place for recruitment and the performance appraisal and management of staff.
- Monitor the implementation of plans, budgets, policies and decisions and be able to recognise and take action when these are not implemented in an agreed way.
- Ensure sound risk management is in place by establishing and monitoring a risk management plan, including appropriate insurance cover.
- Ensure compliance by the organisation with legislation, contracts and any other legal obligations.
- Ensure compliance with Work Health & Safety Act 2011 and other relevant WHS legislation.
- Ensure the organisation meets the requirements specified in its Constitution and The Associations Incorporations Act 2009. Ensure that the policies and procedures as set down in the HECIS Policies and Procedures Manual are followed.
- Oversee the signing of contracts.
- Monitor the performance of the Management Committee.
- Monitor the performance of the organisation and take action to ensure the organisation performs to its capacity and meets its contractual obligations.
- Ensure that the Management Committee is sustainable over time and that succession is well planned.
- Address any conflicts of interest within the Management Committee and across the organisation.
- Ensure that membership and community support are maintained.

Public Officer

- responsible for lodging the service's annual statements (and other required documents) to the relevant authorities

STAFF POSITIONS

HECIS Co-Ordinator

Advisory Service staff – assessments/reviews, assigning caseloads to staff

Application & supervision of funding grants & applications requiring early intervention qualifications

Early Intervention mentoring and support to EI staff

NDIS Partner – planner and support

Office Manager

Employment and training, - Staff management, reviews, training, WHS management

Administration - correspondence, filing, policies/procedures compliance/review, corporate compliance, risk assessments, building management, general reception & office management, staff meetings, Mgmt. committee reporting/liaison

Financial – budgets/payments, purchases/resource funding acquittals, funding body statistics.

Education Support Teachers

Plan, implement and evaluate individual programs for the child developed in consultation with the child's family and other support e.g. child care centre and allied health workers etc. working within the child care setting or home etc. To review/evaluate outcomes on a regular basis building a strong relationship with family to support them to participate in all aspects of service provision.

Education Support Workers

Implement and evaluate individual programs for the child developed in consultation with the supervising HECIS Teacher, child's family and other support e.g. child care centre and allied health workers etc. working within the child care setting or home etc. To review/evaluate outcomes on a regular basis building a strong relationship with family to support them to participate in all aspects of service provision.

Skill Development Support Worker

Assist and support client/families to enhance skills (capacity building) – coping skills, problem solving, ability to access/utilise resources, building referral pathways, establish/maintain supportive relationships within community/support agencies and partners enabling family participation in all aspects of service provisions.

Playgroup Co-Ordinator

To provide a play-based early education program to meet the individual needs of the children/families attending the HECIS Playgroup. This is undertaken in consultation with the family and reviewed and evaluated on an ongoing basis. Encouragement and support of the families will be paramount to building strong relationships and to provide opportunities for families to receive formal information regarding HECIS, and other support services.

STAFF

HECIS Co-Ordinator:	Tracy Brown (& NDIS Planner and support)
Office Manager:	Sheron Miller
Education Support Teacher:	Jenny Johnston Margaret Hardy Colleen McPherson (& NDIS Planner and support) Samantha Donnelly (& NDIS Planner and support) Rosemary Morrison (& NDIS Planner and support)
Education Support Worker:	Paula Madden Heather Kohegyi
Skill Development Support Worker:	Jo Treble
Playgroup Co-Ordinator:	Rebecca Brown

SURVEYS, FEEDBACK AND COMPLAINTS MONITORING RESULTS

- HECIS is committed to quality management and to building and maintaining a culture of continuous quality improvement.
- HECIS will involve staff, child care centre staff (key agencies) and families who receive HECIS service and other stakeholders in our service review processes.
- HECIS will gather information on performance by tracking complaints, incidents and achievements and use this information to inform continuous improvements.
- HECIS will survey staff, child care centre staff and families at least annually (and at other times e.g. upon leaving service) and the results will be collated and reported in the annual report, strategic plan and the website. These results will also be incorporated in the strategic planning each year to assist with service quality improvement.

Client Surveys 2017 Results

19 Client surveys completed. (some questions were not completed by respondents)

- | | |
|---|--------------|
| 1. How did you find out about the HECIS service? | |
| a. Referral from Child Care Service, Pre-School, Family day Care service | 13 |
| b. Referral from GP, Paediatrician, Community Health Nurse | 3 |
| c. Referral from Speech Therapist or other allied health | 2 |
| d. Recommendation from a HECIS Client | 0 |
| e. Internet/website search engine/other EI service | 1 |
| 2. If you were referred to HECIS was our service clearly explained to you by the person who referred you? | Yes 19 No 0 |
| 3. Enclosed in our appointment letter was a Brochure and Summary Info Booklet. Where these helpful? | Yes 19 No 0 |
| Was the information clear and easy to understand? | Yes 19 No 0 |
| Would you have liked any other information included? | Yes 2 No 16 |
| <i>Other services in area, more on NDIS (how to qualify)</i> | Blank 1 |
| 4. The letter included a link to our website, do you have access to the internet? | Yes 19 No 0 |
| 5. Have you visited our website? | Yes 13 No 6 |
| Was the information clear and easy to understand? | Yes 12 No 0 |
| Would you like anything else included? | Yes 0 No 13 |
| 6. Following your child's assessment, did the HECIS teacher clearly explain your child's assessment to you? | Yes 18 No 0 |
| 7. Was the report clear and easy to understand? | Yes 18 No 0 |
| 8. Was there anything you would like to see included that wasn't? | nil response |

Special Education Support Programs

- | | | |
|---|--------|-------|
| 1. Did your child receive regular visits from a HECIS special education teacher (ECT)? | Yes 19 | No 0 |
| 2. Do you think your child enjoyed/benefited from these visits? | Yes 19 | No 0 |
| 3. Did you receive feedback reports from these visits every time your child was seen? | Yes 19 | No 0 |
| 4. Was the information on the report clear and easy to understand? | Yes 19 | No 0 |
| 5. Is there anything you would like included in the feedback report? | nil | |
| 6. Were you contacted regularly by the HECIS worker supporting your child? | Yes 18 | No 1 |
| 7. Did you find these calls informative? | Yes 18 | No 0 |
| 8. Did HECIS actively seek your input & feedback (positive/negative about: | | |
| The program for your child | Yes 19 | No 0 |
| The delivery of the service | Yes 19 | No 0 |
| 9. Are you aware of the grievance and complaints procedure available to all client families of HECIS? | Yes 18 | No 0 |
| 10. Is there anything you think we could do to improve this service? | Yes 0 | No 17 |

FAMILIES TRANSITIONING INTO AN NDIS PARTICIPATION PLAN

- | | | |
|---|--------|------|
| 1. Have you chosen HECIS to be a provider of EI supports for your child? (16 eligible families) | Yes 17 | No 0 |
|---|--------|------|

HECIS MANAGEMENT COMMITTEE

HECIS is managed by a Management Committee made up of child care staff, interested professionals, community members and client/parents. Our committee meets 4 times a year at the HECIS building in South Windsor and typically meetings run for around an hour. New members are given information about the role and support ii provided by staff, other committee members and training (where applicable).

- | | | | |
|--|---------------------------|-------|---------|
| 1. Would you be interested in joining our committee? | | | |
| | Yes 1 (anonymously given) | No 18 | Maybe 1 |

Result – overall positive

SERVICE STRENGTHS

- 27 years continuous operation – Early Childhood Services are aware of our service and what we do.
- The willingness and flexibility of the committee and staff of the service to listen to, reflect on and adapt care and program to meet the needs of the children and families within the service.
- The high quality and individual nature of the interactions between staff and children/families.
- Strong networking between HECIS and child care centres and allied health professionals.
- NDIS Partnership as a NDIS Partner under the NDIS ECEI Program
- WHS policy implemented and followed.
- Effective communication with the families to ensure the experience of the children/families accessing our service is a positive and friendly one.
- Continual maintenance program which has enabled upgrading and replacing our equipment, materials and resources through good financial management.
- Highly trained, experienced and motivated staff.
- Strong focus on training and staff development.
- HECIS accepts all eligible children/families regardless of need and diversity.
- Strong advocacy skills to assist and support our families.
- Strong commitment to building capacity within the families of children we support.

BUSINESS RISK ASSESSMENTS

Identification/Definition	Assessment of each risk		Control Strategies	Implementation of control strategies	Responsible Officer	Monitoring and review of effectiveness
	Impact	Likelihood				
Fall in Client numbers	High	Low	<ul style="list-style-type: none"> • Increase networking with Child Care Centres and other professionals • Build/maintain a strong partnership with the NDIS • HECIS Referral Pathway promoted through Playgroup 	<ul style="list-style-type: none"> • Actively develop/ maintain networks with others 	All staff	Review Date: June Yearly
Resignation of Co-Ordinator	High	Low	<ul style="list-style-type: none"> • Annual performance Reviews • Salary Package that is comparable with competitors • Succession (cross) training of staff in key role 	<ul style="list-style-type: none"> • Open communication • Review salary package annually • Review fully documented procedures & HECIS Co-Ordinator manual 	President HECIS Co-Ordinator	Annual Review: Due Dec annually Review annually
Resignation of Office Manager	High	Low	<ul style="list-style-type: none"> • Annual performance Reviews • Salary Package that meets market rates • Succession (cross) training of staff in key role 	<ul style="list-style-type: none"> • Open communication • Review salary package annually • Review fully documented procedures & Office Manager manual 	President Office Manager	Annual Review Due Dec annually Review annually
Resignation of Education & Support Workers	Medium	Low	<ul style="list-style-type: none"> • Annual performance reviews • Salary Packaging & Gifted Leave Policy • Flexible work arrangements 	<ul style="list-style-type: none"> • Open communication • Review market rates annually 	Office Manager	Annual Review due Dec annually
Major Breach by Service for failing to comply with Regulations	High	Low	<ul style="list-style-type: none"> • Regular checks by schedule 	<ul style="list-style-type: none"> • Schedules checked monthly 	Office Manager	Legal Compliance Registered – ongoing review dates
Major safety & other equipment failure	Medium	Medium	<ul style="list-style-type: none"> • Regular maintenance • Budget for new equipment 	<ul style="list-style-type: none"> • Program of regular checks undertaken by Council contractors 	Office Manager	All equipment working
Personal & Professional Liability	High	Low	<ul style="list-style-type: none"> • Maintain insurance policies for general, public & professional liability, Directors/Officers Liability 	<ul style="list-style-type: none"> • Risk assessments completed prior to renewal each year 	Office Manager	

OTHER RISK ASSESSMENTS Risk Assessment Forms completed for: (completed annually and copies attached)

- Admin and Information Technology
- Legal Requirements and Governance
- Services and Activities
- Management and Operations
- Human Resources
- Loss of reputation and Business relationships
- Finance, Fraud and Corruption
- Insurance – General, Public Liability, Professional Liability and Directors/Officers Liability
- Workers Comp. Insurance
- Staff Provisions
- Cash and Portable Business Assets (Laptops, Ipads. etc)
- Bomb Threat. Emergency Spill, Flammable Liquid or Gas leak
- Telephone Bomb Threat
- Controlling Infectious Diseases
- Emergency Evacuation – Fire, Earthquake, Thunderstorm, Severe Storm, Flood
- Improperly Discarded Needles, Syringes and Foreign Objects
- Lifting and Manual Handling
- Medical Emergency
- Suspicious Mail Package
- Using a Hazardous Product or Substance
- Cleaning up after the Spill of a Hazardous Product

LEGAL COMPLIANCE REGISTER and SCHEDULES (maintained by Office Manager)

- Yearly Compliance Schedule *including*:
 - Safety and Other Maintenance schedule – Fire & Safety equipment, TMV, Electrical testing, Air Conditioning
 - All Legal and funding body requirements
- SDS expiry date schedule
- Staff Drivers Licence & Motor Vehicle Registration/Insurance expiry schedule
- The HECIS Manual (Policies & Procedures) review schedule
- WHS Manual 10 Commandments of WHS DVD viewing schedule
- Emergency Evacuation drill due schedule
- Risk Assessments due schedule
- Working with Children Check due schedule
- WHS Manual Staff First Aid Training schedule

Asset Register

Asset Register Number	Location	Asset name	Require Replacement 1 year	Require Replacement 2-3 years	Require Replacement 4-5 years	Require Replacement +5 years
	Reception Office #4	Desktop Computer		✓		
		Printer HP NPI044134				✓
		Reception Desk				✓
		Workstations (2)				✓
		Office chairs (3)				✓
		Filing Cabinets (3)				✓
		Phone System (5 handsets)			✓	
		2 seater sofa (blue)		✓		
		Storage Cabinets				✓
		Laptop (Rosemary)			✓	
	Archive Storage #3				✓	
		Projector				✓
		Storage shelves				✓
	Office #1	Laptop (Co-Ord)			✓	
		Laptop SDW (Jo)			✓	
		HP Printer NP13CECF3			✓	
		Office desks (3)				✓
		Chairs x 3				✓
		Filing cabinets(3)				✓
	Kitchen (off #4)	Fridge			✓	
		Jug			✓	
		Microwave			✓	
		Vacuum			✓	
	Kitchen(Main)	Fridge			✓	
		Microwave			✓	
		Jug			✓	
		Coffee Machine			✓	
		Breville Sandwich			✓	
		Zip Urn			✓	

	Location	Asset name	Require Replacement 1 year	Require Replacement 2-3 years	Require Replacement 4-5 years	Require Replacement +5 years
	Office #2	Desktop Computer/Monitor			✓	
		Laptop (Colleen)		✓		
		Laptop (Jenny)			✓	
		Laptop (Heather)			✓	
		Desks (3)				✓
		Chairs (5)				✓
	Office #3					
		Laptop (Sam)		✓		
		Laptop (Paula)			✓	
		Desks (2)				✓
		Chairs (2)				✓
	Hallway Space	HP Printer NP10D2C77			✓	
		HP Printer NP13961FF			✓	
		Shredder				✓
	Main room	Sofa (3)			✓	
		Coffee table				✓
		Small tables				✓
		Children's chairs				✓
		Storage Cabinets – (6)				✓
		Children's furniture toys				✓
		Laminator				✓
	Storage room	Resources Small toys			✓	
		Storage shelving				✓
	Craft Store room	various craft equipment				✓
	Outside Playground	Outdoor Play Equip				✓
		Sandpit / cover		✓		
		Soft-fall path			✓	
	Outside store shed	Play equipment various		✓		

BUILDING ASSETS

Address of centre: 12 Stewart Street, South Windsor NSW 2756

Building/s Owned by: Hawkesbury City Council

Rent Per annum – Nil (HECIS contributes to centre expenses)

Other outgoings Electricity, Phone, Water, Security, Air Conditioning and other safety equipment maintenance

Responsibility of Major Building Maintenance belongs to: Hawkesbury City Council

Responsibility of other maintenance belongs to: HECIS (to meet costs)

General Condition of Buildings- Very good

General Condition of Grounds- Good

Maintenance Requirements – Medium/Long term

- Security fencing extended to side yard

Maintenance Requirements – Ongoing

- Gutters cleaned
- Light fittings cleaned and tubes replaced
- Weekly cleaning
- Playground lawns and gardens maintained
- Floors sealed

HECIS SERVICE CURRENTLY –THE CHALLENGES

The current challenges for HECIS are to ensure the current strong network with the local of Education & Care Services is maintained and strengthened to ensure the HECIS footprint in the Hawkesbury LGA is not lost to other EI services entering the market.

HECIS will need to develop and build a strong management team (committee) to oversee the activities of HECIS and guide it through the ever-changing landscape of Early Childhood Intervention as the NDIS continue to mature.

HECIS SERVICE – IN 5 YEARS TIME

HECIS aims to remain fully compliant with all legislative requirements relevant to the NDIS, competing in the marketplace as a private NDIS provider, catering to children aged 0-8 years and their families.

Our goal is to continue to provide comprehensive early intervention services to children with a developmental delay or disability who met the requirements for funding under the NDIS, in the Hawkesbury LGA recognised as a 'best practise service' provider.

To maintain our financial viability through the next 5 years, HECIS will need to:

- Engage sufficient clients to meet the ongoing budgetary requirements of the service. As our client/families will progress onto school (usually within 1 -2 years) and exit our service we will need to ensure we actively pursue new clients to maintain our income stream.
- To always maintain and strive for improvement in all programs and services provided by HECIS to ensure our reputation as a leader of best practice in the ECI space.
- Continue to build a strong reputation with the NDIS (as a Partner and ECEI Program provider) until the end of the current funding
- To market our Staff's valuable skill set under the ECEI program (NDIS planning/review and light touch ECEI services) to the successful tenderer for the ECEI program, post 30/6/2018 with a view to collaboration/amalgamation of services.

SHORT TERM GOALS

Goal Area	Objectives	Strategies	Resources	Date for Completion	Who	Performance Indicator
Expand current workforce	To increase the capacity hours of HECIS to enable additional clients to be supported	Advertise position of Special Education Support Teacher (up to 38 hrs pw) in: <ul style="list-style-type: none"> • Local Papers • HECIS Website • CCSA Website • ECIA Website • Amongst current ECI networks 	<ul style="list-style-type: none"> • CCSA Membership • HECIS Website • HECIS Job descriptions • ECIA membership 	June 2018	President, HECIS Co-Ordinator, Office Manager	Successful employment of additional Support Teacher

LONG TERM GOALS

Goal Area	Objectives	Strategies	Resources	Date for Completion	Who	Performance Indicator
Therapy Services	Expansion of services to include Allied Health professionals as part of HECIS	<p>Previous attempts to engage an experienced Speech Therapist for HECIS has not been successful as it would appear there is a shortfall in the market after the introduction of the NDIS. Applicants were unsuitable due to lack of experience, and HECIS being unable to mentor a new graduate therapist.</p> <p>Seek a partnership or shared arrangement with other NGOs and services to share therapists</p>	HECIS to network with local Allied Health professionals and their member organisation to source a suitable Speech Therapist to work with HECIS	Dec 2018	HECIS Co-Ordinator	HECIS services will include allied health professionals
HECIS Reputation	To build on current reputation as a 'best practice' service in the Early Childhood Intervention space	Build on the current relationship with ECIA (as a Presenter and Panel Member) regarding the NDIS ECEI program and as a provider in the new NDIS Marketplace.	<ul style="list-style-type: none"> • Membership of the 0-8 Service Provider meetings chaired by the ECIA • ECIA membership and panel member for ECIA conferences 	Dec 2018	HECIS Co-Ordinator and all staff	HECIS will be recognised as a 'best practice' service provider
	To build on the current relationship with the NDIS (as a Partner) until June 2018 when current program funding ceases	Provide NDIS planning /review services and ECEI Program supports to best practice standards, at all times	<ul style="list-style-type: none"> • Feedback from NDIS (Skye Vale & Karen Hargens) on plans submitted into CRM • Feedback from client families using satisfaction surveys, grievance procedures 	June 2018	HECIS Co-Ordinator and all staff	NDIS partner ECEI program – nil complaints

Training Plan

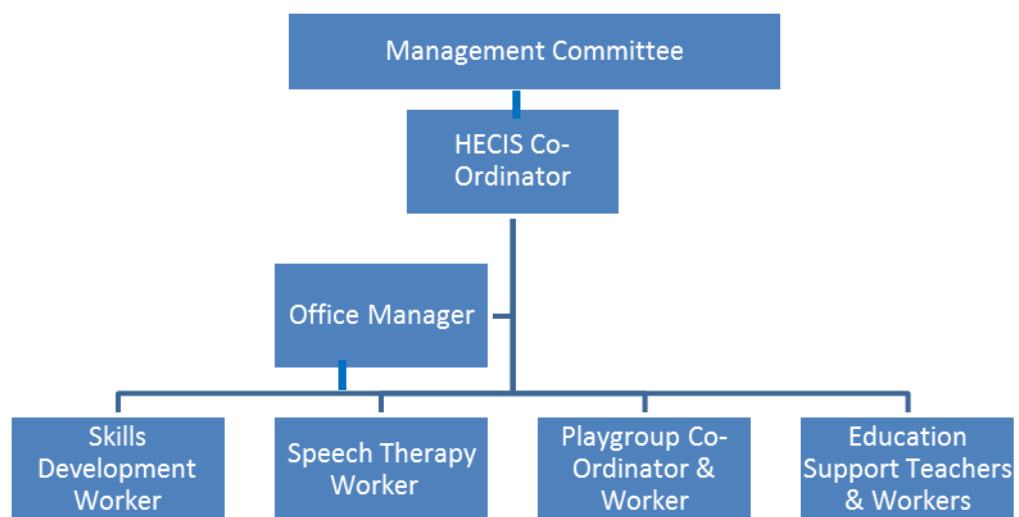
Staff Member	Proposed Training Goals
Tracy Brown	Apraxia of Speech training
Paula Madden	Managing anxiety in children training
Margaret Hardy	Administration/paperwork management, time management training, brain development training
Jenny Johnston	Time Management/Caseload Management within the allocated support timeframes, Self-confidence skills
Sheron Miller	Accidental Counsellor training
Colleen McPherson	Accidental Counsellor training ,NDIS Plan writing/review and CRM training
Sam Holloway	Counsellor 101 training, Speech/language training
Jo Treble	Aboriginal Cultural Awareness training, Counsellor 101 training
Rosemary Morrison	Circle of security training
Heather Kohegyi	Accidental Counsellor training, Tony Attwood training, Anxiety in children training
All Staff	IEP writing and evaluation (continue in-house mentoring amongst staff
	CALD Training - relevant FWTDP Workshops when available

SUCESSION PLANNING

Management Committee	Risks	Solution
President	Resigns role, does not reapply at AGM	Actively seeking suitable and interested parties for this role from our networks, client base and the community, and within the existing management.
Vice President	Resigns role, does not reapply at AGM	Actively seeking suitable and interested parties for this role from our networks, client base and the community and within the existing management. Vice President moves into President Role.
Treasurer	Resigns role, does not reapply at AGM	Actively seeking suitable and interested parties for this role from our networks, client base and the community and within the existing management.
Secretary	Resigns role, does not reapply at AGM	Actively seeking suitable and interested parties for this role from our networks, client base and the community and within the existing management.
General Committee Members	No applications received at AGM	Actively seeking suitable and interested parties for this role from our networks, client base and the community.
Staff		
HECIS Co-Ordinator	Resigns role, long term illness (leave)	Essential role. Training existing staff (succession/cross training) in Advisory Role (assessments etc). Co-Ordinator Role Manual available.
Office Manager	Resigns role, long term illness (leave)	Essential role. Office Manager Manual available. Recruit as required. Temporary agency staff may be required for long term illness/leave.
Skills Development Worker	Resigns role, long term illness (leave)	Not essential role. Recruit as required. Existing staff are encouraged to undertake counselling training when available/suitable.
Playgroup Co-Ordinator	Resigns role, long term illness (leave)	Not essential role; may be covered by existing staff. Recruit as required.
Education Support Teacher	Resigns role, long term illness (leave)	Not essential role; may be covered by existing staff. Recruit as required.
Education Support Worker	Resigns role, long term illness (leave)	Not essential role; may be covered by existing staff. Recruit as required.

Organisation structure

Figure 1: *Proposed organisation chart.*



Committee Members Qualification and Experience

President	Warwick Brown	Community Representative Psychologist BSc (Psych) Director/Psychologist - At Work OH&S
Vice President	Emma Charlton	Greenhill's CCC Qualifications unknown
Secretary	Jennifer Byfield	Elizabeth Street Ext Hours Preschool Qualifications unknown
Treasurer	Mary Watson	McGraths Hill CC Inc. (Director) Extensive experience child care industry Qualifications unknown
Committee Members	Ruth Back	Teach-A-Tot PreSchool Extensive experience child care industry Qualifications unknown
	Jacqui Filios	Richmond Preschool (Director) Extensive experience child care industry Qualifications unknown
	Cheryl Chinzani	Hawkesbury Presbyterian Preschool Qualifications unknown

Additional Key skills available to Management Committee (if required)

Financial Advice: Mtwo accounting partners
134 March St, Richmond NSW 2753
Phone 02 4578 4333
Email : karend@mtwo.net.au

(Appointed to provide annual audit and financial reports for HECIS service)

Legal /Solicitor: Adams Partners Lawyers
443 High Street, Penrith NSW 2750
Phone: 02 4722 6600
Email: info@adamslawyers.com.au
Website: www.adamslawyers.com.au

Governance, Management, Compliance Business and Workplace Relations: CCSA
(Community Connections Solutions Australia)
P O Box 118, Katoomba NSW 2780
Phone: 02 4782 1470
or 1800 991 602
Email: office@ccsa.org.au
Website: www.ccsa.org.au

(HECIS is a current member of CCSA – valid to 6/2017)

WHS : Workcover NSW
Phone: 13 10 50
Website: www.workcover.nsw.gov.au

(Workcover provides online resources and fact sheets, access to a Business Advisory Officer, training resources and access to a mentor program for businesses.)

Key personnel and role requirements

Job Title	Name	Skills required	Training required
HECIS Co-Ordinator	Tracy Brown	Degree – Bachelor of Education Special Education Qualifications	Financial Management Training
Office Manager	Sheron Miller	Cert 4 in Business or other business/admin qualification Financial/Budget skills eg. Budgets, payments, funding acquittals etc Corporate Compliance knowledge eg. Payroll, Super, PAYG, W/Comp, Employment Awards BAS & GST knowledge, MYOB Computer skills e.g. Microsoft Office, CSTDA Statistics, WHS knowledge including risk assessments, safety etc Staff management e.g. reviews, training, meetings etc General Admin & reception Purchasing of stationery, equipment & resources	
Education Support Teachers	Jenny Johnston, Colleen McPherson, Margaret Hardy Sam Holloway Rosemary Morrison	Teaching Degree, and Early Childhood Education/Special Education Experience (extensive preferred) working with children with a disability Bach. Of Teaching, Master of Special Education Dip. Of Teaching, Master of Special education	
Education Support Workers	Paula Madden, Heather Kohegyi	Early Childhood experience, working with children with additional needs	
Playgroup Co-Ordinator	Rebecca Brown	Degree/Diploma in Early Childhood Education, Special Education qualification and relevant experience	Rebecca currently has 4 units to complete
Skills Development Worker	Jo Treble	Relevant Family Support worker qualification and/or experience	

Skill building strategies

A **HECIS Co-Ordinator** manual has been prepared for the role to assist an existing Education Support Teacher to undertake the Advisory Role duties.

Education Support Teachers mentor and provide support to each other within the HECIS service with additional mentoring support being provided by the HECIS Co-Ordinator.

Education Support workers are supervised and mentored by the HECIS Co-Ordinator in their roles.

The Skills Development Worker Jo has a lot of experience in a family worker role and brings this to us. This role continues to develop and evolve with Jo's assistance and the feedback from our clients and staff training and development in this area is still evolving according to need.

The Speech Therapy worker We have yet to establish this role. We have obtained substantial funding for this role (by a generous benefactor) to develop this role as part of the HECIS service.

The Office Manager role is a varied and somewhat specialised role and HECIS does not have planned succession from within. An Office Manager Manual has prepared detailing this duties and requirements of this position, together with a yearly schedule of legislative and other obligations. HECIS would need to recruit or employ a contract admin worker to fulfil these duties, with the assistance of the Office Manager Manual.

Training programs

Training requirements are discussed with staff at the Annual Staff Development Review and at other times as required. HECIS provides a 'training budget' for staff development each year and the Staff are able to nominate applicable training and workshops to attend and providing sufficient budget is available HECIS will approve this. HECIS Staff are very generally very experienced in their roles and confident and competent in their work.