

# STRATEGIC PLAN 2014-2016

## OUR VISION

Providing healthy and nurturing learning environments for our children, families and community

## OUR PURPOSE

Through partnership and collaboration, deliver the highest quality care, education and services to our children, families and community

## WE VALUE:

- Being the best we can be
- Doing what we say we will do
- Accepting responsibility for what we do
- Recognising and celebrating achievement
- Our relationships with our families and community
- Our history of caring for children, families and the community

## OUR KEY FOCUS AREAS (KFAs)

### ACHIEVING BEST PRACTICE

Deliver the highest quality care, education & services so that we can better serve our children, families and community

### BUILDING A POSITIVE REPUTATION

Consolidate our reputation as a leader in the Early Years and Community sectors

### BEING AN EMPLOYER OF CHOICE

Being an employer that attracts and retains the highest quality staff

### FINANCIAL SUSTAINABILITY

Strengthening our long term financial viability

## OUR ENABLERS

### EFFECTIVE POLICIES AND PROCEDURES

EFFECTIVE ORGANISATIONAL  
STRUCTURE AND DEDICATED PEOPLE

### TRAINING AND DEVELOPMENT OF OUR STAFF

HEALTHY VALUES BASED  
ORGANISATIONAL CULTURE

## OUR STRATEGIES

### KFA: ACHIEVING BEST PRACTICE

**Driving Statement:**

*We will deliver the highest quality care, education and services so that we can better serve our children, families and community*

**How we will achieve this Key Focus Area:**

- Embedding the principles and practices of the Early Years and Quality Frameworks
- Identify the needs of our children, families and community and ensure our services meet or exceed required standards
- Engage effectively with our children, families and community in all aspects of service planning, delivery and review
- Maintain a culture of continuous improvement

### KFA: BEING AN EMPLOYER OF CHOICE

**Driving Statement:**

*We will remain an Employer that attracts and retains the highest quality staff*

**How we will achieve this Key Focus Area:**

- Identify the skills that we need to ensure the delivery of high quality services
- Provide attractive remuneration and employment conditions
- Sustain a positive organisational culture based on values-driven leadership, healthy working relationships, high performance, individual accountability, celebrating achievement and high expectation
- Invest in the learning and development of our staff
- Reward skill improvement through employment and career opportunities

### KFA: EFFECTIVE LEADERSHIP

**Driving Statement:**

*We will provide effective leadership in the Early Years and Community sectors*

**How we will achieve this Key Focus Area:**

- Invest in learning, development and innovation
- Nurture resilient and mutually beneficial partnerships with our people, families and community
- Actively participate in peak bodies and industry forums and proactively contribute to the advancement of the Early Years sector
- Regularly contribute to industry publications to promote our brand and profile our achievements
- Promote our successes and achievements
- Identify new services in demand following consultation with our families and community
- Identify new communities where there are opportunities for Gowrie to expand its service offerings
- Identify and develop strategic partnerships with like minded organisations

### KFA: FINANCIAL SUSTAINABILITY

**Driving Statement:**

*We will strengthen our long term financial sustainability on own source revenue*

**How we will achieve this Key Focus Area:**

- Prudent financial management
- Position ourselves to maintain and upgrade our assets
- Identify growth opportunities