



**STRATEGIC
PLAN
2024 - 2027**

Merri-bek Early Years Management

Strategic Plan 2024-2027

Introduction

This is the second Strategic Plan for Merri-bek Early Years Management MEYM (formerly known as Moreland Early Years Management). The first MEYM Strategic Plan was developed in 2020 at a time when the organisation was in its early stages and the newly employed General Managers shared the role of managing the operations of the business. The COVID-19 pandemic was at its peak which affected service delivery and general operations. The focus of MEYM during this period was to establish solid foundations by implementing organisational policies, procedures and protocols, employing a financial consultant and recruiting qualified and engaged members to its Board of Management. The General Managers also worked closely with staff to improve and establish the culture of the organization focused on the values.

The MEYM 2021-24 Strategic Plan was aspirational and provided clear direction to improve and enhance each of the four strategic areas that had been identified as priorities. A review of the plan by GM's, MEYM staff and MEYM Board in August 2023 showed that MEYM's achievements over the past three years had significantly surpassed the objectives and expected outcomes included in the original plan. The Strategic Plan was always intended to be a live document that was responsive and flexible. This is a great result for the organisation which is now well placed to grow and expand.

What Next?

At a workshop to consider the MEYM 2024-2027 Strategic Plan the MEYM Board identified the following key points:

- The organisation has performed well over the past four years so there is no real imperative to change the format of the strategic plan
- The four pillars identified in the previous strategic plan are embedded in our work and Board members unanimously decided to retain them
- The organisation is financially strong and in an ideal position to expand
- Acknowledgement of staff contribution and the development of staff to be a focus of the next strategic plan
- Market penetration is to be a priority with the possibility of extending beyond LGA borders
- It is important that the Strategic Plan aligns with the RAP and the QIPs of MEYM services and that the work of our educators is connected with outcomes in the Strategic Plan 2024-2027.
- There is an appetite for growth but not at the expense of quality
- Consultation with staff and families is essential to the success of the next plan
- Board development and recruitment and strong governance is a priority
- The RAP will sit alongside the Strategic Plan to guide the direction of the organisation.
- The Strategic Plan is a working document and will be added to in line with strategic priorities.

MEYM Strategic Plan 2024-2027

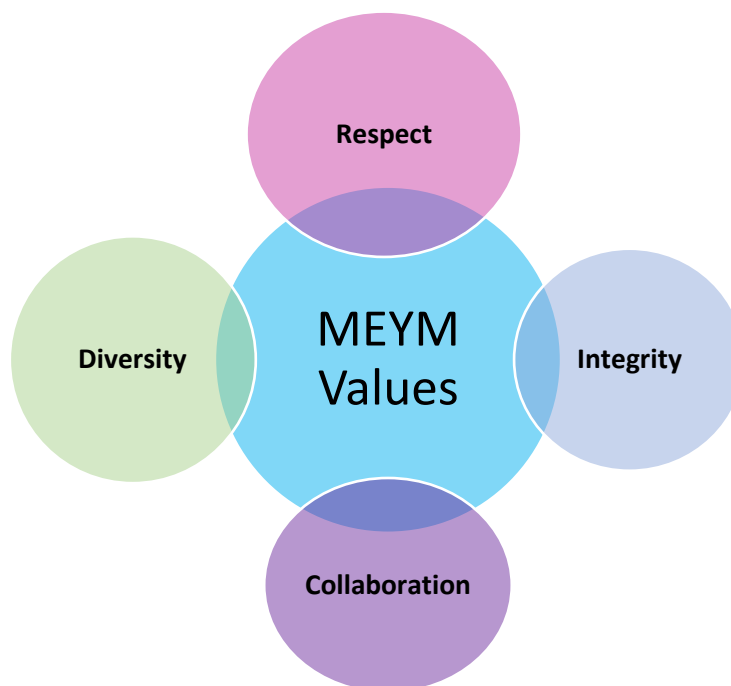
The revised strategic plan will build on the themes and outcomes from the MEYM Strategic Plan 2021-2024. Our vision statement, values and four strategic pillars will remain the same and will be reviewed in 2027.

At the March 2024 Board meeting, the members of the MEYM Board unanimously agreed to endorse the 2024-2027 Strategic Plan. An action plan will be developed for operational purposes to ensure the actions identified under the pillars will be implemented across all MEYM services.

Our Vision

MEYM is a thriving, diverse organisation where innovative educators deliver the best kindergarten programs and children and families are at the centre of everything we do.

Our Values



MEYM Strategic Pillars



1. Children and Families are at the Centre

Our Objectives

We will do this by:

2024

- Focusing on children’s agency, children’s voice, children’s identity and children’s autonomy at all levels of the organisation,
- Providing the best support for children at our services with additional needs and advocating for this to happen
- Ensuring that MEYM facilities, buildings, equipment and outdoor spaces provide exemplary opportunities and experiences for all children attending our services
- Educating MEYM families and carers about the importance of the work that we do in Early Childhood Education
- Involving parents and carers in the kindergarten programs and engaging them at service level and with the wider organization.

2025

- Having a connected and active Parent Fundraising Group at every MEYM service
- Introducing more opportunities for families to offer direct feedback to their service and to MEYM management
- Developing organizational policies and procedures in line with the Best Start Best Life reform strategies by the Department of Education to implement 30 hours of kindergarten for eligible 4 year olds.

2026

- Communicating policies and approaches that will change the way kindergarten is delivered to families and carers including the Best Start Best Life initiatives

2. The Best Staff to Deliver the Best Programs

Our Objectives

We will do this by:

2024

- Developing an MEYM Workforce Plan in preparation for the implementation of the Best Start Best Life initiatives and implementing strategies in line with funding agreement.
- Sharing SRF funds across all services
- Implementing specific points of internal MEYM management contacts in areas to support staff in areas such as Child Protection, OH&S and Child Safe Standards and Reportable Conduct
- Formalising the student placement process at MEYM and strengthening relationships with tertiary institutions
- Evaluating the Pedagogical Leader role.

2025

- Continuing to engage with the Workforce Plan strategies to inform recruitment and development for current staff in MEYM.
- Establishing career paths within the organisation by providing opportunities for suitably qualified staff to act up in management and service coordinator roles
- Introducing incentives and workplace initiatives that reward staff and encourage retention of staff
- Conducting more whole of organisation training to encourage consistent approaches across MEYM
- Operating programs with two Early Childhood Teachers when possible and looking at a model for 2ICs in services to support Service Coordinators
- Providing Co-educators with increased opportunities to become more involved in program development
- Encouraging staff to become experts and supporting them to attend training that increases their knowledge in particular areas of interest
- Supporting staff to present at conferences and seminars
- Support staff to engage with and start delivering programs in line with the Best Start Best Life reform agenda.

2026

- Focusing on critical reflection at a service level and at an organisational level and implementing relevant ideas and strategies using a continuous improvement approach

3. Striving for Excellence and Innovation

Our Objectives

We will do this by:

2024

- Growing the organisation while ensuring the continued delivery of high-quality Early Years programs
- Implementing nature play and bush kinder at services where it is achievable.
- Identifying services that require renovations and upgrades and sourcing relevant funding and support.
- Development and use of documents that track improvement across the organisation in areas such as Quality Improvement, Ped Leader role, Strategic Plan and the RAP.
- Developing a marketing and social media strategy for MEYM
- Maintaining an active and responsive MEYM Board
- Installing an intranet component to the MEYM website for all staff to access
- Continuing the implementation of the RAP outcomes and seeking feedback and contributions from staff at all levels

2025

- Working towards achieving Exceeding ratings for all MEYM services
- Preparing and planning for the Best Start Best Life initiatives with relevant partners
- Focusing on professional learning for all staff and the MEYM Board

2026

- Increasing MEYM management and staff networking and promotional activities

4. A Thriving, Sustainable Organisation

Our Objectives

We will do this by:

2024

- Ensuring sustainable practices occur at all services where practicable.
- Using the experience, knowledge and skills of MEYM staff rather than bringing in external providers
- Responsible purchasing and spending at the service level
- Using and sharing current and existing resources rather than purchasing new resources and equipment
- Regularly reviewing and updating MEYM frameworks and policies
- Continuing to share our facilities with other groups in the Merri-bek community

2025

- Working towards achieving Exceeding ratings for all MEYM services
- Preparing and planning for the Best Start Best Life initiatives with relevant partners
- Focusing on professional learning for all staff and the MEYM Board
- Regularly reviewing and updating MEYM frameworks and policies

2026

- Introducing a digital platform for administrative processes and aiming to be a paperless organization by 2030.

Evaluation

Feedback regarding the progress of the Strategic Plan will be provided at monthly MEYM Board meetings and the GM Report format will encompass the four pillars of the Strategic Plan. MEYM staff will also receive and provide regular updates at All Staff PD Days and Service Coordinator meetings about the progress of the 2024-2027 Strategic Plan.

There will be opportunities to change and add to this plan as priorities change for the Early Years sector.

