

## Dublin City Childcare Committee



Dublin City

CHILDCARE COMMITTEE LTD

COISTE CÚRAIM LEANAÍ CHATHAIR BHAILE ÁTHA CLIATH

## Local Implementation Plan 2016

## **Section 1 – Introduction to CCC 2015 Local Implementation Plans:**

Dublin City Childcare Committee's (DCCC) Local Implementation Plan 2016 has been developed in line with the Department for Children and Youth Affairs (DCYA) national priorities as per guidance documents provided to DCCC. DCCC's mission continues to be to create an environment that values all children, by guiding the ongoing development of an infrastructure of high quality edu-care that supports the holistic development of children in a family and community context throughout Dublin city. DCCC will support the DCYA in a plan of action to direct the shared effort of the ECCE sector to work collectively and collaboratively for the achievement of an early childhood care and education strategy which supports children and families into 2016 and beyond. DCCC's local implementation plan will also adhere to core guiding principles as set out within DCYA policy objectives

### **Objectives**

- To develop comprehensive childcare supports, infrastructure and services where the holistic well-being, needs and rights of children and families are fundamental.
- To enhance quality early childhood education and care and school-age provision.
- To consolidate investment in the sector in order to support the continuing development of a stable, integrated and sustainable infrastructure.
- Through ongoing professional development, build on the capacity of the ECCE sector to enhance and develop quality Ecce services for children and their families.
- To ensure effective and transparent collaboration, communication and consultation by all stakeholders involved in childhood care and education; optimising resources to support the implementation of the early childhood care and education strategy.

The Local Implementation Plan is also consistent with other government publications, including 'Right from The Start' report of the expert advisory group for the early years and 'Better Outcomes Brighter Futures' The National Policy Framework for Children & Young People 2014-2020 which states 'Children's learning and development outcomes will have been assisted through increased access to high-quality, affordable early years education'.

### **Vision Statement**

'A Dublin with a system of early childhood care and education that value all children in the context of families and communities and where children's rights and needs are upheld in all service provision'

### **Mission Statement**

'Work collectively and collaboratively for the achievement of an early childhood care and education strategy which supports children and families'

In addition DCCC staff during 2014 completed a review of core values which they bring to their work. These values underpin their daily work.

Our values serve as a compass for our actions and describe our approach and ethos

- Child Centre: We work to support the provision of Early Childhood Care and Education services, where children rights and needs are upheld in service provision.
- Collaboration: Work collaboratively with a range of interests to support the sector.
- Professional: Deliver high professional standard in all aspects of our work.
- Accountability: Efficient and transparent in our work, solution focused and accountable
- Passion: Committed and belief in the importance of the Early Years sector, making a difference
- Communication; maintain and encourage strong communication processes internally and externally so as to ensure our mission, purpose and objectives are clearly articulated.
- Value and Respect each other: Provide a positive, rewarding and safe working environment and encourage honesty and openness in the workplace.

Better Outcomes, Brighter Futures' establishes a shared set of outcomes for children and young people to which all government departments, agencies, statutory services and the voluntary and community sectors work, to ensure a coherent response for children and young people.

These outcomes are:

- Active and healthy, with positive physical and mental well being.
- Achieving their full potential in all areas of learning and development.
- Safe and protected from harm.
- Economic security and opportunity.
- Connected, respected and contributing to their world.

'Better Outcomes, Brighter Futures' prioritise the key cross-cutting transformational goals which require concerted and coordinated action to ensure the realisation of the respective outcomes:

- Supporting parents,
- Earlier intervention and prevention,
- Listening to and involving children and young people,
- Ensuring quality services,
- Strengthening transitions,
- Collaboration and coordination across government.

### **National & Regional Context**

Dublin City Childcare Committee is one of 30 childcare committees funded by the Department of Children & Youth Affairs (DCYA). DCCC is actively involved in various local, regional and national networks. DCCC has also strong working relationships with Voluntary Associations including Barnardos, Childminding Ireland and Early Childhood Ireland. Currently DCCC is an active member of Childcare Committee Ireland (CCI) a national network for all Childcare Committee's, current membership of this group is

The following is the elected rep group:

<b>Chairperson</b>	Joe Rynn
<b>Vice Chairperson</b>	Oonagh Fleming
<b>Treasurer</b>	Tricia McLaughlin (Chairs Rep)
<b>Area 1 Rep</b>	Avril McMonagle
<b>Area 2 Rep</b>	Eugene Waters
<b>Area 3 Rep</b>	Karen McCarty
<b>Nat Rep</b>	Breda McKenna
<b>Chairs Rep</b>	Dermot Leavy (Chairs Rep)
<b>Chairs Rep</b>	Clare Cashman (Chairs Rep)

The network continues to develop and provides an effective communication point for CCCs to discuss issues of concerns with both DCYA and Pobal. The group has worked very closely with DCYA and Pobal on a range of activities this year including

- Learner Fund - Consultation and working with DCYA / Pobal to ensure the effective delivery of the programme to learners and training providers along with finalizing Learner Fund 3.
- DSP - CCI has met with representatives of DSP to discuss roll out of the new CE childcare related training programmes and how CCCS can support local delivery of the programme.
- Consultation with DCYA & Pobal regarding 2016 Local Implementation Plan and Priorities
- The Childminding Task Group completed a review of current Childminding supports
- CCI Administration Budget – A formal resource proposal was prepared by CCI and submitted to DCYA for consideration. DCYA approved funding of 6k for 2015 and 25k for 2016.
- CE Childcare Scheme – CCI through the 30 CCCS conducted a survey of Community Services in relation to the new Childcare CE Scheme and to gather information, on a number of areas

including, for example, dependency on CE Participants as part of staff ratios and other relevant matters. The aim of this survey was to highlight potential impact the mandatory qualification may have on community services who are depending on CE to meet staff ratio requirements. CCI have highlighted this issue with both DCYA and DSP

- Inter Departmental Group on future investment in the Early Years Sector- CCI participated in a consultation meeting, the DCYA convened on future investment in the Sector.
- Inter Department Group on Children with additional needs- The Manager of Dublin City Childcare Committee has been invited to sit on this work group who will report to government with proposals by September.
- PIP – CCI through its representatives have been actively involved within the PIPs Communication sub group. This group includes representatives of DCYA, Pobal and CCCs. It acts as a central point for various communication and operational matters for PIP and seeks to address them collectively.
- Better Start- The CCI Reps group has worked closely with the national manager to develop clear processes as the new specialist service was launched. The CCCs fully support the introduction of the 'Better Start' Brand and the Early Years Specialist Service to the sector. The CCCs collectively have disseminated information for all services on the supports available
  - CCCs gather the Expressions of Interest (EOIs)
  - CCCs forward the EOIs to the QDS
  - CCCs will continue to engage with the process
  - CCI finalized a process template which will document the role and responsibility of CCC and the specialist support service.
- Practice Guidelines- CCI worked with the NCCA so as to support the delivery of training to all CCC staff members in the use of the Practice Guide. 3 training sessions were delivered one in Dublin, Cork & Sligo

The national network worked on various initiatives during 2015 and developed a range of collaborative proposals along with making a submission to Pobal & the DCYA on various issues concerning CCCs, including Capital allocation, collaborative work and programme management. DCCC has strengthened its working relationship with neighbouring Dublin Committees: South Dublin CCC, Fingal CCC and Dun Laoghaire Rathdown CCC. Over the course of 2015 DCCC has continued to work closely with its neighbouring committees in the promotion of 4 funding programmes. The national network through its representative group are meeting on a regular basis with both the Department and Pobal to strengthen communications between the CCCs. The Dublin City Childcare Committee was nominated to the National Representative Group and the DCCC Manager attends various meetings associated with this group and all national network meetings. The DCCC Manager was elected as Chairperson of CCI in September 2014.

In addition, CCI established a number of task groups to support it develop more effective planning and working together on topics of specific interest to the sector and CCCs. 5 task groups were established

- Communication Task Group - (improve communication within CCI and consider wider communication strategy)
- Sustainability Task Group
- Childminding Task group- Completed report on Childminding supports which was submitted to DCYA
- Governance Task Group
- NCCA Task Group
- Disability Task Group- provided input to the IDG group on special needs

Dublin City Childcare Committee also works very closely with Pobal in addressing and supporting them on various issues as they arise, DCCC also participate in all National Management meetings which are organised by Pobal. Both the DCCC Chairperson and Manager attend these meetings.

DCCC is actively involved in various local forums and networks operating in the City. Create linkages between the CCCs, LCRS and other relevant local agencies, organisations and groups so as to ensure co-ordination at a local level. DCCC supported the following over 2015 and will continue to be actively involved with them through 2016:

- Dublin Children Services Committee: Dublin City Children's Services Committee is an interagency committee set up in 2007 under the Office of the Minister for Children & Youth Affairs. Following discussions with various stakeholders' two committees have been formed in Dublin City one covers the North side and one for the South side. These two committees are supported by Co-ordinators. DCCC has been attending meetings of the Safe & Secure subcommittee who has responsibility for supporting the role out Meitheal.

DCCC was actively involved in the National Early Access Initiative projects in the City. Dublin City Childcare Committee is an active member of the consortium delivering the NEYAI in the South west inner City, the funding for this project has now come to end however the group continues to meet and work on a collaborative basis.

**ABC Projects;** The Area-Based Childhood (ABC) programme aims to improve outcomes for children, young people and their families in some of the most disadvantaged areas of the country. Funding for these projects is managed by Pobal. The DCCC has met with some of these initiatives, particularly in the context of their engagement with Better the National Quality Support Service for Early Years. DCCC has met with and has participated in various subcommittees of the following ABC projects.

- Ballymun Young Ballymun- DCCC is a member of Early Years Implementation Group
- Dublin North side Northside Partnership, Preparing for Life
- Finglas Barnardos Republic of Ireland Ltd. DCCC is a member of the consortium and sub group
- Grangegorman Dublin Institute of Technology (DIT)- DCCC has met with the group
- Dublin Docklands Early Learning Initiative, National College of Ireland (NCI)
- Ballyfermot Chapelizod Partnership

This work will continue during 2016 so as to further support DCCC co-ordinating role with service supports across the City.

## Supply

Figures in Dublin City show an increasing number of services providing sessional places as opposed to just full time places, this trend has been increasing with the introduction of the Free Pre School Year. Services is responding to parents who are seeking more flexible and affordable childcare.

Census population figures show Dublin City has increased by 3.8% to 527,612 people. A number of DEDES within Dublin City have shown marked increase and decrease which may impact on services located within these areas.

Dublin City	2011 Population Numbers	2011 Figure 0- 14	Full Day Places	Drop In Places	Part- time Places	Sessional Places	Total Places
Central area	113,323	14,207	670	17	663	1,560	2,910
North Central area	130,949	23,915	748	12	720	1,610	3,090
North West area	61,685	12,004	477	15	896	642	2,030
South Central area	117,822	18,751	870	30	976	1,646	3,522
South East area	103,833	11,152	1,699	18	874	979	3,570
<b>Total</b>	<b>527,612</b>	<b>80,029</b>	<b>4,464</b>	<b>92</b>	<b>4,129</b>	<b>6,437</b>	<b>15,122</b>

The Pobal 2014 annual beneficiary questionnaire also highlights specific trends which are relevant to Dublin City

- 92,448 childcare places available in facilities that responded
- An average of 35.7 childcare places available per childcare facility (45.8 in community facilities and 31.3 in private facilities)
- A total of 84,877 children attending the 2,592 facilities
- Average number of children attending per facility is 32.7
- 31% of services report being "full"
- A total of 4,109 children on waiting lists for childcare places required immediately
- Total of 19,309 vacant childcare places nationally
- Services open for an average of 30.3 hours per week
- Services open for an average of 42.3 weeks per year
- 13,152 lone parents accessing childcare services
- 48% of services have at least one child with a disability attending
- 3,899 children with disabilities attending childcare services

The Pobal Annual Beneficiary report refers to waiting lists and current vacancy levels within the sector. The reported noted that a county breakdown of waiting list and vacancy figures provides some insights into the distribution of supply and demand (see the series of tables below) around the country. The county-level data can itself mask significant variation;

- 31% of services report being "full"
- 30.9% of community facilities full; 31% of private facilities full
- 35.3% of urban facilities full; 27.8% of rural facilities full
- Total of 4,109 children on waiting lists for childcare places required immediately
- Total of 19,309 vacant childcare places nationally

Every county is showing a significant level of current over-supply of childcare places. This pattern was also evident in 2012. The starkest example is Cork County, where services have reported 1,757 vacancies at the end of 2013, 66.8% of them in private childcare services. (Given the response rate within that county, one could estimate that the real figure could be over 2,900). Other counties with high numbers of unoccupied places are

Kerry (1,024), **Dublin City (985)**, Galway (945), Wexford (925), Louth (860), Donegal (836) and South Dublin (835).

Dublin City may simultaneously have over 1,736 children on waiting lists for childcare places and 2,153 vacancies. A comparison with 2012 (extrapolations) for Dublin City shows that both waiting lists and numbers of vacancies have declined; waiting lists are down 17.6% (from 2,105) and vacancies are down 5% (from 2,263).

A further breakdown at county level, showing the numbers on waiting lists for, and numbers of vacant places in, the different service types in both community childcare services and private childcare services). **Dublin City has the largest numbers on waiting lists for community childcare services (570)**, followed by South Dublin (324) for private childcare services. (Again, it is worth noting that the real numbers on waiting lists in both areas are likely to be substantially higher given the lower response rate to the survey in these counties relative to other counties.)

In terms of vacancies, community-based services in **Cork County and Dublin City are reporting high levels of vacancies (584 and 506, respectively)**. These patterns are similar to those found in 2012 in the same counties.

### Current Challenges

- Early Years services are under ongoing pressures to manage and support the various funding schemes / programmes. Each of the programmes place additional administrative burdens on the service to manage.
- Early Years services are receiving large volumes of information on a daily basis, it is difficult for services to keep up to date on this in addition to their direct work with children
- Early Years Services are confused by the various layers of supports and varying contact point. CCCs will continue to seek to ensure they are the first point of contact on all supports
- New qualification requirements are putting significant pressure on services. Employers will need support to manage specific HR issues which may arise for them.
- The Early Years Sector is under increased scrutiny. This includes the new registration system, audit requirements connected to administration, funding programmes and the quality agenda i.e. national mentoring service and staff qualification requirements which all services must ensure are fulfilled.
- Managing and ensuring various frameworks including Aistear & Síolta are being implemented within services is time consuming and resource heavy for providers.
- Non-contact time - Services receiving no additional supports or funding towards non-contact time, despite its importance for administration, staff training/development, parental communication etc.
- Community Services continue to meet a wide variety of challenges working with many families who are often in difficult circumstances. Community services who are based in areas of disadvantage are working with increasing numbers of vulnerable families which places significant additional pressure on the service, its staff and impacts on children attending. Funding remains a really difficulty for these services as parents do not have the means to meet shortfall towards their fee as the CCS programme only partially covers this cost. Some services are in receipt of funding from Tusla, however, this is currently under review and changes to this would impact negatively on community services concerned.
- CE Staff and Ratio- DCCC complete a survey of all community services across the City in 2015 and identified that 17 services are currently dependent on CE staff to meet their staff ratios for the purpose of the current preschool regulations. Given the impending requirement that all who work with children must hold a minimum qualification the services concerned will now need to consider how they can best

reconfigure. DCCC has put in place a Community Business Support Programme to help services address this requirement, but services have been reluctant to engage. Many services are hopeful that an exemption may be granted and there is not a full appreciation of the impending qualification requirement and the need to plan for same.

- Recruitment Issues - the unavailability of suitable qualified people applying for the posts and the retention of staff given the low pay levels within the sector. In addition, community services find it difficult to fill Community Employment (CE) places. The community sector remains highly dependent on CE to maintain service provision and ratio requirements under the childcare regulations which is a cause for concern in terms of recruitment, staff retention and ability to provide a quality service to often time vulnerable children. Some services face the prospect of closure as without labour support programmes such as CE the service would not have the resources to employ direct staff to maintain service provision.
- Special Needs - the withdrawal of special needs supports has placed significant additional pressures on services in trying to support families and their children. Pobal 2014 Annual Survey of the Early Years Sector found 48% (1,254) of all services reported that they have at least one child with a disability in attendance. A total of 3,899 children with disabilities of varying types were accessing their services. (Were one to extrapolate based on the 61% response rate, this would suggest an overall total of approximately 6,392 children with disabilities attending across all services.) There is a significant difference between community and private services; 57.6% of the community services report having at least one child with a disability attending, as compared with 44.4% of private providers. The largest single category is that of "autism spectrum" disabilities; respondents reported a total of 881 children with this type of disability attending their services. This category was also the largest in 2012.
- Budget 2016- Further changes will arise from the budget, which will directly impact on Early Years Services. The details of these are currently being worked through. The changes will not necessarily address the ongoing sustainability issues which the sector faces including career progression
  - The additional pre-school year may put further pressure on existing full day care services
  - Consideration must be given to the current number of Early Years services versus the population size. Services are opening and competing for the same children to attend their service.

The recently completed report by the IDG group on supporting children with additional needs to access the Free Pre School Year identified some of the challenges which Early Year Services are managing and put forward a series of recommendations to government. A final decision is awaited; however reference to the work of the group is identified within the 2016 DCYA priority list

**Dublin City Childcare Committee** has produced a number of reports to highlight the ongoing sustainability issues which the sector faces this has included a case study report produced in 2013/14 and a report which was published in 2015 which identified current funding deficits. The reports identified key issues which also formed part of DCCC submission to the IDG group on future investment for the Early Years.

Compared with average hourly earnings for workers in Ireland- CSO statistics, published in Q3 of 2014, reported that the level of average hourly earnings for workers in Ireland was €21.07, which is 169% of the average hourly rate of a Room Leader in a privately-owned business. Furthermore, within the Education sector, which incorporates pre-primary childcare, the level of average hourly earnings was €32.97, which is 265% of the average hourly rate of a Room Leader in a privately-owned business.

If wages and salaries were increased within the childcare sector to reflect the average hourly earnings within the Education sector, €32.97, which incorporates childcare, the impact on childcare businesses would be detrimental to their financial viability.

### **Increase in current wages to support Career Pathways within childcare**

Respondents to a survey for the report were asked if they would expect to pay extra for staff with higher qualifications or experience. Responses showed that, on average, the childcare services would expect to pay an additional amount towards wages, ranging from 10% extra for an Early Years Educator and 20% extra for a Room Leader. An increase in wages would be detrimental to viability, without being accompanied by a significant increase in childcare fees.

### **Greater access to the higher ECCE capitation rate**

If the higher wages, described above, were implemented to reflect the employment of staff above Level 7 qualifications, the childcare services would have access to the higher capitation rate for the ECCE, which would mean a higher level of potential income. However, having reviewed the financial models, the higher capitation is not sufficient to address the viability issue arising from the increase in wages.

### **Incremental increases in wages and salaries**

If wages and salaries were increased in a similar incremental manner to the original scheme used for Primary Teachers, i.e. an increase of 3% per year, the operating profits for each of the childcare models, would be wiped out, numbers of children alongside a cost base that arises for less than 48 weeks of the year.)

### **Full-time and Part-time Staff**

Many of the childcare workers are employed on a part-time basis, which, in general, within the childcare sector, refers to employment for 3-4 hours for 5 days per week. An Average shows that 54% of employees of respondents are employed on a full-time basis, with 45% on a part-time basis. It is important to note that the part-time nature of the work performed by many childcare workers has significant impact upon their annual earnings within the sector, and is not conducive to the development of an effective career pathway within the childcare sector.

### **ECCE Capitation Rates**

For many private providers operating within Dublin City, the ECCE capitation rates (both general and higher rates) are either lower or only slightly higher than the current average sessional fee being charged by the private childcare services. At the moment, the ECCE is viewed by many private providers as a means of ensuring occupancy, but is not regarded as a means to improve their financial profitability. Services have mentioned that, in some cases, it is preferable to provide a childcare place for a service user that does not use the ECCE scheme due to the higher available fee.

### **IDG Report on Future investment for the Early Years Sector**

The IDG Report on Future Investment for the Early Years sector identified a suite of investment options for the government to consider. The report did not recommend a priority in any one area. A number of high level objectives are stated in the report which includes

- Identifying Inclusive Models of Care that Deliver Good Outcomes for All Children
- Ensuring Supply and Demand are Aligned
- Building Quality Capacity in Provision and the Profession
- Developing Governance and Regulation for Continuous Improvement
- Supporting parental choice and removing barriers to work
- Making services affordable and responsive to the needs of parents
- Building parent's understanding of and demand for quality

### Summary outputs from 2015 plan and issues for consideration within 2016 LIP

The DCCC 2015 plan set out an assessment of the current needs of the sector and a support plan to address some of these issues. Many of these continue, however DCCC has worked closely with the sector to address and provide support to address current needs. The following summarises the current work completed and trends which have emerged. Many of the emerging themes are aligned and identified as areas of work for DCCC in 2016 under the national priority list.

#### Objective 1- To develop comprehensive childcare supports, infrastructure and services where the holistic well being of children and families are fundamental

DCCCs target for 2015 is to deliver training to 166 services with a target of 316 practitioners attending, with a total of 5 trainers delivering the training in the City. This target was met and exceeded within the first half of the year.

#### National Early Years Children First Committee

Dublin City Childcare Committee has actively supported the work of this national collaborative group and hosts the national office and coordinator, the group is chaired by the Cork City Childcare Committee, Louth and Dublin City Childcare Committees sit on this national committee along with representatives of the VCOS and the Tusla. The committee has met 3 times this year, the main role to date has been to monitor the impact of the training across the country and consider the future development of the programme. This will frame future work of CCCs and their Implementation Plan. At the start of 2015 funding for this programme had not been formally approved, due to change over of staff in DCYA the amount agreed had not reflected the full budget request. Substantial additional follow up was required on DCCCs behalf to finalize this element. A total budget of €79,000 has now been allocated to support this national initiative and approved in Dublin City Childcare Committees overall all budget allocation.

- The Early Years Child Protection Programme is in its second year. One of its key aims is to deliver a standard child protection training module to early year's services.
- 60 Trainers are in place on the Early Years Child Protection Programme and they will deliver 3,500 child protection training places in 2015. Trainers are based in the Childcare Committees and CNNG and there is national coverage.
- 1,930 practitioners have attended in the first 4 months of the year (figures for May and June are still being gathered and compiled).
- One of the aims of the training is to target the lead people in services and to this end practitioners in 1,159 separate services have attended the training in 2015.
- The Early Years Children First Programme was the first sectoral child protection programme and has developed parallel to the development of the Tusla Training materials. These materials are now available and 2 Manual update sessions have been in held in Athlone and Dublin to move the Trainers to the most up to date materials
- The current phase of the early years child protection programme is focused on child protection policy implementation and the committee have developed and published: Developing a Child Protection & Welfare Policy: A Resource for Early Years Services. Services will also be offered a workshop on policy implementation which is currently in development.
- Quality Assurance is a priority currently and monitored sessions are being organized for all trainers
- An online resource for Early Years Care and Education Students is in development.
- Recruitment: DCCC as the host organization assisted and co-ordinated the recruitment of a part-time project officer role. The officer will provide support to the National Co-ordinator
- The table below details the training that has been delivered to date.

Details	2013	2014	2015	Total to Date
Practitioners Trained	160	4369	1,930	6459
Early Years Services Trained	102	2404	1,159	3665
Designated Liaison Persons Trained	80	2098	796	2974

- A new policy template document has been developed and this will support CCC trainers and development teams to provide guidance and support service in the development of their policies. This document has also been published in Irish.
- The policy document has now been completed and is available through all CCCs and VCOs, training has now been organized to take place during the 3<sup>rd</sup> Quarter of 2015.
- The National Co-ordinator has also facilitated review meetings with the 60 trainers nationwide to discuss the programme, revisions to the content, review policy documents and provide a forum for trainers to meet and discuss their experience in delivering the programme.
- Training Numbers – To date the total number of people trained is 2,092 in 1,097 services through the City & County Childcare Committees. The National Coordinator is now working the Children First Officers within the Children & Family Agency to develop a training module which will enable trainers to provide training to Designated Liaison Person.

**Childminders-** . The specific Child Protection module for home based childminders and single handed providers continue to be delivered. Total the first half of the year 30 childminders availed of the training. 15 of them are Voluntary Notified to DCCC, 3 are active childminders, one is Parent & Toddler group representative and 10 childminders from Fingal County, South County Dublin and Wicklow County. Since the Child Protection is a National Programme, we take childminders from other counties who wish to avail of this training. DCCC continues delivering full day training versus two evening modules as it works better for full time childminders.

### **Key Issues to Emerge**

#### **Child Protection Training**

From speaking with trainers, delivering full day training works better versus two evening modules. The training is very intense and contains detailed information that requires full concentration and active engagement from participants to achieve all learning outcomes. Therefore, participants connect easier, hold better attention and actively participate during the full day module. In addition, trainers have reported that jointly delivery the programme is more effective, however, this has implications on the number of training programmes which could otherwise be delivered.

#### **Referral Process**

Trainers have reported some inconsistencies from practitioners following the training. For example, two providers have attempted to make informal queries with their social worker, but were informed they cannot do so without identifying the child/family. There will be a need to ensure trainers have the capacity and confidence to advice and support early year's services when issues arise the correct course of action they should follow. Feedback from providers that attended the training has been positive. An issue that has come up among providers is that managers feel that they are now dealing with more child protection concerns on a regular basis.

DCCC has placed a specific focus on services that have not availed of any Children First Training through its records and will target services that have not availed of supports to participate in the training programme. The delivery of child protection has been identified as a key priority for 2016 and DCCC will put in place specific resources to deliver on this action through dedicate Child Protection Trainers whose main focus will be to provide training and work directly with services on policy development.

- DCCC through its dedicated trainers will aim to provide information workshops to over 400 childcare staff in the City. As was the case last year DCCC will seek to identify services that have not previously accessed any supports.
- Support services in reviewing child protection policies- DCCC will provide this direct support to services who have completed basic / foundation training during 20

## **Objective 2- To enhance quality early childhood education and care and school age provision**

Priority Area: Supporting the delivery of the three national programmes – ECCE, CCS, TEC

### **Update local implementation of ECCE in Dublin City**

DCCC supported **22 new services** to enter into the ECCE programmes. One to one support was given to all new services. **426 services** are contracted to deliver the ECCE programme within Dublin City. Five fee policy clinics were held in total, one in each LCRS area. All the childcare providers were invited to attend their local fee policy clinic. A time was appointed to each childcare provider. **110 services attended the clinics resulting with 101 policy approvals.**

### **Compliance**

DCCC has informed all services that Pobal compliance visits will be unannounced. Childcare services will have to have all relevant records available on the premises on the day of inspection. Pobal e-mailed all childcare services, notifying them of this update. Feedback from providers to DCCC indicate this will prove difficult to manage as many personal files and records for children are not always kept on site, however, to date no major issues has arisen as the compliance visits happen.

DCCC has received updates from the Pobal team on current compliance issues to emerge from compliance visits undertaken by them. To date compliance levels has been good, where issues have arisen the service has been referred back to DCCC to review and approve amended policy. On average, 10% of service were deemed non complaint or the red category. Following discussions with CCI Pobal facilitated a half day training session for CCC staff to discuss compliance issues. The session provided CCC Staff with a better understanding of compliance process and key issues to emerge from compliance visits. This training day took place on the 14th March.

### **Update local implementation of CCS in Dublin City**

**104 services** are currently in contract to deliver the CCS programme. The number of services in contract for CCS in Dublin City has risen during 2014. This is because a number of services were operating multiple childcare facilities within one CCS contract. The DCYA asked that these services enter into contract separately for each childcare facility. There are no new entrants to the CCS programme in Dublin City.

**10 services withdrew from the programme with 6 service closures.** No new entrants have been allowed to join the programme due to current financial constraints.

### **Local implementation of TEC in Dublin City**

DCCC supported **21 new services** to enter into the TEC programmes. One to one support was given to all new services. Currently **141 services** are in contract to deliver the programme. Fee policy clinics were held in each LCRS area, all the childcare providers were invited to attend their local fee policy clinic. A time was appointed to each childcare provider. The programme requires substantial administrative support from DCCC staff supporting parents to access childcare places and ensuring services have the necessary paperwork when making a formal request to DCCC for a place. The current programme has proved extremely difficult and time consuming to administrate and requires substantial input from DCCC staff to support the overall implementation.

DCCC supported services to enter into the CETS programme for 2014/2015. One to one support was given to all new services also. Fee policy clinics were held across 5 DCCC areas, however, due to the CETS fee policy not being available at the time DCCC could not approve this strand with providers.

Updates are constantly sent out to the CETS providers in relation to CETS Holiday top up requests and payment information. DCCC worked with the DCYA on cross checking CETS lists throughout the first half of the year. This process is time consuming in that DCCC must complete follow up with both service providers and parents to seek clarification on their application before DCCC an formally request a place. In addition DCCC must also complete a check of approvals against payment lists issued by DCYA to ensure full accuracy of payment lists

CCCs have highlighted some of the anomalies within the three programme strands and issues to arise around programme implementation:

- Tracking of places with services and tracking payment details for TEC is proving difficult. Running queries from the PIP online system is not available.
- Local issues appear to be the lack of communication from the DSP to the local DSP offices.
- Similarly with regard to TEC CE the communication regarding the requirements from DSP to the local level and the sponsors needs to be improved. There have been cases where CE supervisors have not informed CE participants that they qualify for a TEC place and also where DSP staff have not referred clients for ASCC places.

### **Promotional material for the Funding Programmes**

Providers requested DCCC information leaflet on the programmes again this year. The information helped them out greatly last year. DCCC & LCRS have issued these leaflets to all childcare providers participating in the programme.

### **Programmes Implementation Platform (PIP)**

DCCC as part of the Repts group of Childcare Committees Ireland has been involved in various consultation phases connected with the design and development of the system. In addition DCCC sits on the communication sub group established by DCYA to co-ordinate communication on the planned roll out of the system.

### **Local implementation of Parent & Toddler Grant Programme in Dublin City**

Currently 93 Parent & Toddler groups are on DCCCs database. DCCC has received confirmation of its funding allocation for 2015 of €13,118 DCCC will issue application forms and information packs to groups in the with the intention of approving applications at its October board meeting.

### **Local implementation of Childminding Voluntary Notification in Dublin City**

The continuation of the Childminding Development Grant is important as it provides a very important tool to encourage and engage with Childminders. DCCC through its core funding provides a voluntary notification support pack to Childminders.

#### **Active Childminders and Voluntary Notification:**

- 18 start-up queries received and follow up supports provided. The follow up supports included information on Voluntary Notification and training as well as one to one meetings, advisory home visits.
- 3 advisory home visits completed; further 3 are scheduled;
- 4 became notified to DCCC as Active childminders;
- 3 completed full Voluntary Notification;
- 4 are in process of being Voluntary Notified;
- Total number of Voluntary Notified to date: 60 childminders;
- Total number of Active childminders decreased: 3 childminders became Voluntary notified and 2 seized their service. Total number of Active childminders to date: 41
- Total number of Childminders engaged with DCCC to date: 101.
- Childminding Development Grant- 21 applications were received and approved. Total amount sought was €18,224. Total amount recommended by the DCCC Board and approved by Pobal was €17, 955

#### **Childminding Week:**

Over 1200 pieces of information/materials, including Parents Guide to Choosing a Childminding Service and Childminder or Notified Childminder cards and posters were distributed to all Dublin City Public Libraries, Public Health Nurses, Family Resource Centres and Citizens Information Centres. Workshop on 'Play' for childminders

was organized and delivered. 12 childminders participated. In addition, DCC organised a city wide seminar for childminders on 12<sup>th</sup> November.

### Parents Supports

DCCC has a dedicated parents section on their website. This covers information on the four funding programmes and also access to a searchable database of all HSE approved childcare services in Dublin City. Childminders and parent & Toddler Groups are also on the database.

The LCRS provide information services to parents also; they **received 491 parental queries** between January and June. Due to the location of the LCRS e.g. within the Dublin Partnership offices, they are constantly getting parents referred to them through Jobs Clubs, Citizen Information Centres, etc. This is a very useful way of assisting parents with general queries and providing them with information on local childcare in the area.

### DCCC Central Supports

- DCCC is the lead CCC on a collaborative publication for parents and childcare providers on all the childcare programmes available to them: **'An Easy Guide to Childcare Programmes'**. This is currently being disseminated to all childcare services and agencies within the childcare sector: Citizen Information Centres, Family Resource Services, Public Health Nurses, Home School Liaison Officers, libraries, parent and toddler groups.
- DCCC produced an **ECCE Parent leaflet** and disseminated it to all childcare services and agencies within the childcare sector: Citizen Information Centres, Family Resource Services, Public Health Nurses, Home School Liaison Officers, libraries, parent and toddler groups. The leaflet gave a brief summary of the ECCE programme: How to apply, age range, and optional extras etc.
- An ECCE date of birth calculator is maintained on DCCC's website also this year.
- DCCC produced a **TEC information leaflet** again this year; this was produced due to feedback from childcare providers. Some parents are not fully aware of the TEC programme and are unsure if they can avail of it or not.

### Parent Workshop

'BEHAVE - What to Do When Your Child Won't', a parenting workshop by Val Mullally was held on 20<sup>th</sup> of May, 2015. **39 parents**, childcare providers and home based childminders attended the evening. Val is the founder of Koemba. She is a parenting expert, relationship coach, and workshop facilitator and author. In this workshop Val shared positive behaviour management techniques, including 'HALT' – a key signpost to creating the home every parent desires. She also addressed some points of how to be a mindful parent and why this approach matters. DCCC Staff also provided all parents in attendance an overview of childcare options and childcare funding programmes and question and answer session for all participants to engage.

### Parent Supports

#### Parent queries and supports provided:

31 parent queries about childminding received and supports provided to all of them (Guide to Choosing Childminding Service; lists of Active and Voluntary Notified Childminders; differentiation between Active vs. Voluntary and Statutory Notifications explained).

Better Start was officially launched by the Minister for Children & Youth Affairs, the launch was well attended and highlighted the roles of both CCCs and VCOs within the overall brand of Better Start. The launch referred specifically to the role of the Early Years Specialist Support Services and the role of CCCs

Better Start- DCCC commenced promotional work with targeted services on the availability of the new Quality Development Support Service. Initially full day care services with 40 plus children are being prioritised for the specialist support. DCCC has, as agreed with the National Co-ordinator, initially targeted services who meet agreed criteria

- Services catering for 40+ children on a full day care basis
- Services catering for 25+ children on a full day care basis with 70+ children in total
- Group/chain providers within a County area
- Service for which special consideration is requested based

Following the initial criteria the Early Years Specialist Team proposed to amend the 2nd criteria to 25+ FDC with total of 50 children catered for. DCYA asked that the CCCs based on local and collective knowledge of services could identify,

- a) Approximately how many additional services would meet the proposed amended criteria
- b) whether the criteria should be lowered or amended further, particularly in rural area

DCCC held individual meetings with the National Coordinators to discuss how we can assist them in promoting the work of the Quality Development Service and encourage service to avail of Early Years Specialist supports. CCCs will need to hold further discussions around how we engage and support the wider service profiling piece. For the moment CCI Nat Reps have outlined that CCCS are accepting expressions of interests and providing information. 17 services have accessed support to ate.

DCCC recruited a Support officer to work on a 4 month contract, the specific focus of the role to complete further service profile work and to identify services to work directly with, The aim to encourage further services to avail of supports from the Early Years Specialist Support Team.

**Quality Training Support Programme**

The LCRS sought to identify services (10 services per LCRS area) and encourage them to avail of various quality supports and engage with DCCC through its support programme, DCCC will also facilitate other services in the City to participate in its various supports should places be available. In developing this programme DCCC has identified key themes which will be addressed during 2015.

- .Environments & Play
- Curriculum Planning and Documentation
- Legislative Compliance Workshop
- Behavioural Management

**Quality Support Programme 2015**

<b>Workshop</b>	<b>Attendees</b>
Developing Effective Leadership in Early Years Settings	12 services / 12 practitioners
The Language Garden	19 services / 19 practitioners
Play	11 service/ 19 practitioners
Social & Emotional Development for Afterschool Children	8 services / 12 practitioners
Promoting Positive Behaviour	23 services
Policies and Procedures for Early Years	15 services / 22 practitioners
Transitions	7 services / 37 practitioners

## LCRS Support Visits Summary & Outputs January to June 2015

	Support Visits	Queries	Child Protection Training	QAP Training	Network Meetings
Central	21 (2 services received repeat visit)	458 practitioner queries and 123 parental queries	60 services attended training delivered by the trainer	No specific training delivered for the quarter to services. Waiting listing in place	1 meeting
North Central	11 Support Visits	310 practitioner queries and 99 parental queries	17 services from area may have attended training in the other LCRS area	LCRS delivered Leadership training to 12 services from across the 5 areas	0 meetings
North West	16 support visits	137 practitioner queries and 86 parental queries	7 services attended 2 training sessions	Social & Emotional Workshop After School Children delivered with SC LCRS- 8 services	5 meetings
South Central	22 Support Visits	299 practitioners queries and 38 parental queries	30 training sessions. 21 services attended training 2 QSP	workshops covering play, language, social 30 services attended from across the City (38 staff)	8 meetings
South East	28 support Visits	257 practitioner queries and 94 parental queries	LCRS focused on service visits. 52 services attended training	2 Training Sessions -28 services attended training	4 meetings

### QAP

11 childminders have completed full 4-day programme; further 6 attended Paediatric First Aid training. There is a full waiting list for autumn QAP.

### Hanen Training

As part of the quality support programme, home based childminders were invited to attend **Hanen- Teacher Talk™ Training Series A - Encouraging Language Development in Early Childhood settings**. The training was delivered over three evenings (May, 27, June 10<sup>th</sup> and June 17<sup>th</sup>). In total 15 providers attended the training; 9 of them were home based childminders and one person from Parent and Toddler group. 8 childminders have completed full three evenings, total of 7.5 hours. One childminder will complete the full training in autumn, 2015. More information on the Hanen training is given in Objective 4, under Literacy and Numeracy action.

Some comments from childminders about the training: *'I have learned a lot how to encourage language development for the children and got great practical examples'; 'I found it very valuable'; 'the video segments and group work made sessions very enjoyable'*

## LCRS Delivery Structure UPDATE

As previously referred to DCCC fund 5 Local Childcare Resource Services, the contracts for the 5 services are awarded on an annual basis through a competitive bid process. 5 local development companies manage a local Childcare Resource service. The following 5 have been approved funding by DCCC for 2015

Ballyfermot Chapelizod Partnership-	South Central LCRS
Northside Partnership-	North Central LCRS
Ballymun Whitehall Partnership-	North West LCRS
Tolka Area Partnership-	Central LCRS
Rathmines Pembroke Partnership	South East LCRS

A public procurement process was used to select Local Programme Implementers who are tendering to deliver SICAP in each area in Dublin City. This tender process has been completed for the new Social Inclusion Community Activation Programme. Tenders were advertised in the following 5 areas

- Ballyfermot & Chapelizod
- Ballymun, Whitehall & Tolka ( merger of two existing partnership companies)
- Northside
- Canal, Rathmines & Pembroke ( Merger of two existing partnership companies)
- Inner City

Two of the current delivery partners Ballymun Whitehall Partnership & Rathmines Pembroke were not successful in their funding bids for SICAP.

## DCCC Organisational Review

As a result of the above structural changes within Dublin City these have impacted directly on our current delivery partners. Two of our current partners who were managing a local childcare resource service on our behalf in the South East and North West areas due to the loss of their funding and resources were not in a position to continue with the implementation of the LCRS as tendered for. The board of DCCC considered various options which were put forward, and have consulted with its funder the Department of Children & Youth on an agreed process. It was decided not to seek another host organisation for the areas concerned through a tender process for the remainder of the year until DCCC completed a full organisation review. The board of DCCC commissioned an external consultant to support it with this review and appointed Mark Tully of Meehan Tully & Associates to complete this review. The aim of the organisation review is to examine and consider the type of delivery support DCCC should provide over the short and medium term and the supports required in order to most effectively meet the needs of Early Years Services across Dublin City. This supported DCCC to consider the type and nature of supports required to support the sector in line with national priorities and the organisational structure connected to same. This review will inform the development of Dublin City Childcare Committees 2016 Local Implementation Plan and its longer term strategy. The review set out the following context

- Evaluation of the external environment which DCCC must consider
- Consultation with the wider sector on key supports and other partners, including DCYA, Pobal, the early years sector itself and current delivery partners
- Consideration of optimum delivery mechanisms and the type and nature of these supports in line with national policy objectives and emerging priorities.

## Update on School Age Childcare

**School Age Childcare (SAC)** – Current School Age provision in Dublin City is as follows

Number	Community	Private	School Based
No of services	42	58	12
Capacity	698	745	462
Number with waiting lists	17	10	3
Age Range	4-12	4-12	4-12
Costs	€12 to €315	€220-€650	€20-€140

DCCC is an active member of QDOSS a national network,

Dublin City Childcare Committee hosted a workshop, especially for school age childcare services. This workshop introduced the High Scope six step approach to conflict resolution, which can be used to help school age children identify conflicts and work together to solve them. It explored how adults view problem solving situations, and what children learn as adults support and facilitate this problem solving approach. 20 participants attended the workshop.

**School Age Working Group** The School Age Childcare Working Group did not meet between January – June 2015, due to low numbers. Due to feedback from the working group during 2014, it was decided that social and emotional development of school aged children would be a theme of the Quality Support Programme (QSP) for 2015. A workshop took place in March on this topic, facilitated by the North West and South Central LCRS, and feedback was very positive

### Key Issues to emerge Programme Management

- **Fee Policy Template Issue**- the process through PIP was extremely time consuming and inefficient
- **PIP**- The system has remained extremely administrative burdensome for DCCC staff to manage, the lack of forward planning and testing of the system has proven problematic and must be addressed in the any future programme developments and PIP.
- **Parents**- Daily queries from the general public about the ECCE programme: accessing services offering the ECCE programme and information on the age criteria, queries over optional extras being charged and the voluntary donation. **Parents are often very confused by the large volume of information and complicated eligibility criteria associated with the various funding streams.**
- Ongoing support and planning for the roll out of the three funding streams: TEC, ECCE & CCS, the. The TEC programme has required substantial time and staff resourcing to effectively support the programme implementation given the additional queries to arise due to changed programme criteria.
- ECCE (Fee policy and calendars). The review process through PIP was extremely cumbersome.
- Compliance Visits - DCCC has informed all services that Pobal Compliance Visits will be unannounced from now on. The compliance visits have reported 10% of services have been deemed non-compliant or in the red category. DCCC to review key areas to emerge as non-compliant.
- Fee Policy Clinics; This has worked successfully and, we will continue to encourage more services to participate in the clinics as it allows DCCC staff to sign off on policies in a very timely efficient manner.
- DCCC led CCC on a collaborative publication for parents and childcare providers on all the childcare programmes available to them: **'An Easy Guide to Childcare Programmes'**. This guide went into detail on the CCS programme from a parent and a provider's point of view. The guide was disseminated to all childcare providers and nationally to CCCs.
- DCCC will seek to build links with Citizen Information Services and in particular build their knowledge and understanding of the various funding programmes so they can play a more proactive role in advising parents.
- Childminding Development Grant-. DCCC will continue to place a specific focus on working with and resourcing childminders who notify in 2015 and will seek to make this a condition of engaging or availing of resources from DCCC

### **Key Issues identified during 2014- Quality Supports**

- Issues to be considered in the development an effective support structure:
- Revised delivery model will be put in place by DCCC which will seek to have a varied and skilled staff member who can bring a multiple skill set to deliver on the wide programme of work.
- Build and strengthen links with Better Start and using the Practice Guidelines as a support tool for services.
- **Pre School Inspection Reports**- The decision by Tusla to publish pre-school inspection reports on Pobal website has led to increased contact from service providers around supports to address specific issues and from parents seeking clarification on the reports. DCCC will work with both service providers to address areas of specific need.
- **New Registration Process** All Early Years Services in operation before 1 January 2014 will be deemed registered. However, these services will have to apply to the Child and Family Agency to be re-registered. The Agency will contact affected services in due course to advise when they need to re-register. In these cases, the two phases of the registration process will be taken together. Once service providers are notified that they need to re-register, they will be required to submit all supporting documentation in advance and undergo an inspection. DCCC envisage services seeking support and clarification on this process as it begins to take effect
- **Early Years Quality Support Service- DCCC will support to undertake and complete service profiles using agreed framework during the course of 2016**
- Pre Quality Supports- DCCC will support services with the development of various policies and procedures a key part in the development of a service
- Child Protection- This has been identified as a key priority for 2015 and DCCC will fully support the roll out of the national programme

### **School Age Childcare Key Issues identified during 2014**

- School Age Thematic Working Group - Working with QDOSS, which DCCC is a member of, we hope to further develop a national plan and standards for the sector. The working group has identified a number of services (estimated 15) who are not operating in CCS who may be eligible for entry to the programme.

### **Supporting School Age Childcare Working Group**

CETS / ASCC Programme: It was felt by the group that there is a lack of understanding about this new programme, and that clarity is required on this.

Community Employment Schemes: There haven't been any major changes to date, the fear among community groups is that with the new CE scheme, they will lose other placements e.g. admin, cooking staff impacting on the ability of School Age Services to operate

Regulations- The introduction of regulations for the School Age sector has been discussed this will be monitored and in the event of any draft regulations being produced the groups will review and provided input

**Objective 3 - To consolidate investment in the sector in order to support the continuing development of a stable, integrated and sustainable infrastructure**

*Priority Area: Supporting sustainability and supporting childcare provider*

**Progress**

4 strands of funding were announced of which 3 were targeted for community, 1 for private and community providers.

Strand 1 - Relocation/Major Refurbishment of community-based early years services

Strand 2 - Essential Maintenance of community-based early years services

Strand 3 - Quality Improvement & Sustainability for community-based early years services.

Strand 4 - Quality Improvement ICT upgrade for private and community-based early years services.

**Capital Grant**

DCCC Supported 37 services in submitting their grant applications – some were phone calls, some required clarification from Pobal. Services also sought support around framing and drafting the application to ensure the project they were putting forward met the requirements and conditions of the funding. DCCC offered support and guidance, reviewing draft applications. One application in DCCC was brought forward for consideration under the large capital programme. CCCs are awaiting details on successful applications.

**Planning Enquiries**

DCCC and LCRS completed ten planning opinions for Dublin City Council within the first half of the year.

Areas: South Central

North West

North Central

Central

The LCRS database and the Pobal Mapping system were used and local general knowledge of the area from DCCC and the relevant LCRS, to complete the planning reports.

**Sustainability Supports Provided by DCCC include:**

- Training on how to manage the DCYA funding programmes to maximise the impact of these programmes. Information is provided to BOM's, new managers, new owners. This helps services to optimise the funding programmes to ensure that they are maximising the revenue that can be generated from programmes.
- Training on marketing is provided and tips on how to promote the service are discussed. We look at matching the service offering to parents needs and identifying potential new customers.
- Financial Supports are given. Accounts are reviewed and income and expenditure are analysed. We suggest changes and improvements where appropriate.
- Where services require in-depth financial analysis and business re-structuring, DCCC refers them to an external support. DCCC staff carry out an assessment with the group external support is provided. This assists the organisation in agreeing on key changes and to discuss implementation. DCCC Staff then provides follow up support.

**Financial planning with services**

- Groups that are encountering difficulties get in touch with DCCC for advice. Sometimes Pobal refer groups to DCCC if they notice that they are in financial difficulty.
- DCCC Business Support Officers have worked with 4 such groups this year so far with a further service currently engaging with DCCC. DCCC meets with them, discuss how their business is going and find out where the problems are arising.

**Mentoring Programme** - DCCC continues to use this resource to support services put in place sustainability plans and bring forward the necessary expertise to support boards of management to implement various recommendations.

- Groups are supported by a Business Support Officer from DCCC. Where further support is required, we engage the services of an external mentor.
- One-to-one meetings with groups to assist them with new start-ups: 2 services (2 meetings)
- One-to-one meetings with groups to assist them with sustainability in relation to programme management: 6 groups (7 meetings)
- One-to-one meetings with CCS group with major sustainability problems: 4 groups (4 meetings)

**Supports provided by DCCC included:**

-Programme Management –information provision for BOM's, new managers, new owners. Maximising the revenue generated from programmes.

-Marketing – promoting the service, matching the service offering to parents needs, identifying potential new customers.

-Financial Supports – review accounts, analyse income and expenditure, suggest changes

-In-depth financial analysis and business re-structuring are referred to an external support. DCCC staff meet the groups and external support is provided to assist the organisation to agree on key recommendations for implementation. DCCC Staff will then provide follow up support.

**Financial planning with services**

Groups that are encountering difficulties get in touch with DCCC for advice. Sometimes Pobal refer groups to DCCC if they notice that they are in financial difficulty.

**Level of Achievement Capacity Building Childcare Providers**

DCCC continued to maintain an online searchable directory all information on the database is gathered through 5 LCRS and central DCCC staff through a central database which all 6 offices are connected to. This ensures records are updated in a real time format. This information is then transferred to the DCCC searchable directory. The site has proved helpful in supporting providers accessing information on fee policies, learner fund, information on child protection training which DCCC has been rolling out over the last 6 months and general information on each of the funding programmes.

**Database**

Dublin City may simultaneously have over 1,736 children on waiting lists for childcare places and 2,153 vacancies. A comparison with 2012 (extrapolations) for Dublin City shows that both waiting lists and numbers of vacancies have declined; waiting lists are down 17.6% (from 2,105) and vacancies are down 5% (from 2,263).

**Update Database**

Online Searchable Directory - DCCC continue to maintain an online searchable directory. All information on the database is gathered through the five LCRS and DCCC staff. There is one central database which all six offices are connected to. This ensures records are updated in a real time format. This information is then transferred to the DCCC's searchable directory on the website. This element of DCCC's website remains important with **4,500 visitors** to the searchable directory between January – June 2015. The site itself has received over **70,000 visitors** between January and June 2015

### Key Issues to emerge during 2015

- Support and maintain the capacity of community services to manage and deliver effective ECCE services and ensure sustainability issues are addressed.
- **Service Closures-** 6 community services closed in 2014. DCCC has provided substantial supports to services through the development of various sustainability plans and other supports. **It is anticipated this will continue in 2016 as further funding changes will impact negatively on community services including the potential reduction in funding provided by Tusla.**
- **Capital Programme-** Services require further time to plan and prepare capital grant applications, programme time lines are extremely short and services are able to meet the deadlines.
- **Vacancy rates in private Services and Community Waiting Lists-** DCCC will support services and encourage referrals from services
- **Employment Supports-** DCCC have been receiving ongoing requests for supports around employment related issues; this has also been highlighted through workshop evaluations.
- **Leadership Skills-** Strong Leadership skill within management has been identified as a key driver of quality service delivery. DCCC will focus on supporting the Early Years to develop leadership skills within staff teams
- **Mentoring Programme-** DCCC will seek to place a specific focus on sustainability issues with community services and use mentoring programme to address them, uptake during 2014 was lower than subsequent years, however the support provided to the individual services was substantial given the variety of issues. DCCC feels the supports should remain in place.
- **Development of new services -** DCCC receiving ongoing queries with regard to start up of childcare services, support and assistance given

**Objective 4 - Through ongoing professional development, to build on the capacity of the ECCE sector to enhance and develop quality services for children and their families.**

*Priority Area; Supporting the National Strategy to improve Literacy and Numeracy among children and young people 2011-2020*

**Actions**

- Increase awareness around Aistear Curriculum and its application in primary schools (this will form part of Aistear action under Objective 2)
- DCCC will build on its city initiative with local library service to support access and increase awareness of literacy supports available. This will be implemented with the support the local childcare services and will build on specific initiatives developed during 2014.
- Speech & Language, Working collaboratively with HSE and other specialised agencies, DCCC will develop greater linkages with Speech & Language supports available in the City and create awareness of same along with offer additional training supports to childcare services. DCCC will place emphasis on the use of Hanen approach within services as evidence of by the NEYAI research projects. The Learning Language and Loving It (LLLI) Programme is designed to provide early childhood educators with practical strategies for helping all children build language and social skills, no matter what their learning and communication styles are.

***Level of achievement with various actions***

***Hanen Training***

**Hanen- Teacher Talk™ Training Series A - Encouraging Language Development in Early Childhood settings**

The training was delivered over three evenings (May, 27, June 10<sup>th</sup> and June 17<sup>th</sup>) to child care providers and home based childminders. In total 15 providers attended the training and 13 have completed full three evenings, total of 7.5 hours. Two providers will complete the full training in autumn, 2015.

Teacher Talk™ is designed to introduce early childhood educators to the Learning Language and Loving It™ approach and covers the key principles of *Learning Language and Loving It*, providing educators with core strategies that will help them create rich and stimulating learning environments for the children they work with. The workshops actively engaged participants through discussions, small/large group activities and analysis of video examples. Participants received handouts for each session.

*Teacher Talk™ Training A* addressed how educators can use everyday conversations, play and daily routines to promote the communication and social development of all children, including those with language delays and those who are second language learners.

Participants learned how to:

- Identify children's conversational styles and the role teachers play in interactions
- Implement six steps to following the child's lead: Observe, Wait and Listen, Be Face to Face, Imitate, Interpret, Comment, and Join in and Play
- Help children become better conversation partners by using appropriate questions, comments and turn-taking cues
- Use five important steps to ensure that no child is left out of the interaction during group activities.

**Learner Fund**

Learner Fund- DCCC will promote, administrate and manage the delivery of the learner fund across Dublin City.

**Learner Fund Progress**

LF2 launched in early November. Closing date extended until 2<sup>th</sup> November 2014, 185 applications submitted from services staff within Dublin City Childcare Committees area with 169 being approved, this in addition to 450 submitted under the first round brings the total number of learners who have applied to the programme to 619. Not all learners have commenced the programme and further follow up will take place with the people concerned.

We have also seen an increased number of people coming forward to avail of the 7 year exemption. 19 people have now signed Grand Fathering Declaration forms seeking an exemption from the requirement as it is the staff member's intention to retire from the sector.

The administration supports connected to the Learner fund continue to be difficult. Currently DCCC is working with over 25 colleges and overseeing quarterly payments to the college. This requires DCCC to review various invoices, confirm each learner has been approved funding with the programme along with tracking any learners who leave the programme. Additional follow up will also be required with learners who have been approved funding within the programme but have not taken up a place.

### **Qualification Requirement**

Community providers are concerned how the minimum qualification will impact directly on them. This requirement, set down by the DCYA, requires staff working in early years services to achieve minimum qualifications. This is a particular issue for services who are supported by Community Employment Staff as services are using these staff to meet staff ratio requirements as per pre school regulations.

Childcare Committee's Ireland (CCI) the national network for the 30 City & County Childcare Committees have undertaken a national survey of the numbers of settings currently relying on Community Employment participants within the settings. The aim of gathering this information is to inform policy makers of the needs of community services and how the changes to policy will impact on a particular setting and consider how this will be managed. The following services have highlighted a reliance on CE to meet current ratio requirements. DCCC will work with the services to seek possible solutions which allow them to address this issue

### **Training Sub Group**

Progress- The Training Sub Group role is to monitor training needs for the Early Years Sector. DCCC has maintained both the Training sub group and network and it is planned that both groups will meet during the second half of 2015

- The Training Subgroup will write to the various stakeholders as necessary.
- They will keep abreast of the different developments and make sure that groups link in with each other and monitor new decisions by FETAC/QQI.

Topics Discussed at recent meetings during 2015 include:

- Discussion around the impact that Job Path will have on the childcare. Job Path is a new programme of employment activation aimed specifically at the long-term unemployed (over 12 months) and those most distant from the labour market.
- The group has continued to highlight various issues of concern to the sector:
- DCCC Training Thematic Working Group wrote to the Teaching Council of Ireland regarding the accreditation of trainers for the early year sector. They responded stating that is not within their remit to accredit trainers in the early childcare sector.
- *Community Employment:*  
There are very few people coming forward to participate in CE. CE staff are currently allowed as part of ratios, but the new regulations will impact on this placing further pressure on sustainability of community services.
- *Early Intervention and Assessment Team:*  
There are delays in accessing assessments for children in the city. Early Childhood Ireland highlighted the difficulties that those working in the sector are encountering, such as the lack of support for children with special needs.
- Implementing Aistear:
- Preparing for Life (PFL) is working with 8 childcare services on an Aistear-based intervention. PFL will be making a submission around its work to date with the NCCA.

### Professional Development

- Work Force Development Plan - Support and create awareness of career options and continuous professional development within the sector. Encourage and attract both males and females to enter the ECCE workforce, highlight career options for those wishing to enter the sector in particular seek to support services to develop and implement apprenticeships.
- Association of Childcare Professionals- Support the ongoing development of Dublin Branch and the wider National Network. DCCC will work collaboratively with neighbouring CCC to support this action sharing and planning of resources with DCCC take the lead on this initiative.
- DCCC with other Dublin Committees will continue to build links with third level Colleges in the wider Dublin area. It will also develop links with PLAY.
- Collaborative Action – Training standards, collaborative group to be formed which will examine and develop common understanding of training aptitudes. DCCC will support the work of this group and recommendations which arise.

DCCC have a Training Guide uploaded to the website [www.childcareonline.ie](http://www.childcareonline.ie) there is an increase in the number of people accessing information on training and qualifications from the DCCC's website.

DCCC has worked collaboratively with the other Dublin CCC's and also the CCC's in Cork, Waterford and Kilkenny to support the development and launch of the National Association of Childhood Professionals.

DCCC has provided ongoing support to the Association of Childcare Professionals in the wider Dublin Area. DCCC attended a consultative forum organized by the national executive in early 2014 which provided an opportunity for key stakeholders to discuss current and future challenges for the early year's sector. In addition the ACP Dublin Branch organized an open forum meeting to further support the development of the branch.

### Key Issues identified Training & Professional Development

- Strong interest with services in accessing various training supports around occupational first aid, health and safety, manual handling and other relevant areas. **DCCC will continue to provide a coordination role to support services access training resources for childcare providers, as part of its commitment to support the ongoing professional development of the sector in the city**
- Learner Fund- The introduction of the learner fund has provided a valuable resource to support the sector to up skill to meet new requirements which come into effect on Sept 2015. Figures analysed by DCCC indicate there remains a large number of people who must fully complete their level 5 and level 6 awards. **The DCCC will be proactively promoting the deadline through regular bulletins and the countdown timeline on its newsletter and website.**
- **DCCC will manage the implementation of the learner fund within Dublin City with approved learners and colleges during 2016**
- Greater awareness and promotion of workforce development plan and how the new FETAC award system will work; DCCC will continue to provide clarity on various qualifications within the sector.
- ACP Branch- 7 CCCS who have been supporting the ACP development met in 2013 to agree key supports which they will provide. The branch as important role to play in support the ongoing professionalization of the childcare sector and the CCC will seek to support ACP to address this issue.
- Practice Frameworks- DCCC will place a particular focus in promoting the Practice Guidelines and provided CPD programmes using same.
- Our continued focus on the development of children's language and literacy skills highlights our commitment to promoting it as a key component of quality early years practice. DCCC will support services to develop these skills through various supports within the Hanen Programme.

**Objective 5- To ensure effective and transparent collaboration, communication and consultation and optimum use of resources by all stakeholders in early childhood care and education.**

Priority Area; Ethos of collaborative working

- Board Capacity Building & Research - DCCC through members of the board will examine the impact of national policies on the sustainability of childcare delivery and impact of current funding streams. DCCC will work with other stakeholders in researching and raising awareness of the specific issues affecting both community and private childcare provision in Dublin City so as to ensure a co-ordinated and strategic research is completed

**Publication of DCCC Report on cost of Childcare  
Submission to IDG Group on Future Investment**

*Board Activity*

10 Board meetings and 10 Finance & General Purpose Group meetings took Place  
Annual Company Accounts completed and approved by the Company AGM held in April

All staff plans are completed and reviewed during the last 6 months, Bi weekly staff meetings take place. DCCC staff also completed a team building event to review work completed over the last six month period.

*Staff Training*

All staff undertook leadership development training jointly with Fingal & South Dublin Childcare Committee. This training was delivered by Common Purpose.

**Governance Code**

Dublin City Childcare Committee is in the process of adopting the new Governance Code. The board has completed a review of the organization as part of the code adoption, as part of this work DCCC have now completed and updated Directors Handbook. Once the board is satisfied that the organisation then complies with all aspects of the Governance Code, this compliance will be adopted at a board meeting. The board will then sign a one-page Governance Code Principles Statement which will be displayed publicly

**Dublin City Childcare Support Workers Network**

This group was reviewed in 2015 reconfigured using it as a wider forum for DCCC to discuss issues of concern with various support agencies who are working within the City and supporting the early year's sector.

**Progress;** This group has not met, but it will be reformed this year, it is intended to open this network out to a wider audience including ABC projects within Dublin City.

*Reporting Systems-* DCCC has developed comprehensive reporting structures so as to ensure successes and challenges for the sector are disseminated. DCCC will continue to put in place strong monitoring and reporting structures to ensure targets and key milestones as per its LIP are achieved.

Dublin City Childcare Committee has remained actively involved within CCI the national network. The Manager of DCCC sits on the National Representative Group of CCI and is currently Chairperson of the Network. Over the course of 2015 CCI has been actively involved in various forums which has strengthened communication with the CCCs and streamline communication for various Departments including, DCYA, Pobal, DSP and Tusla who work with CCCs on a day to day basis. Various structures operate which are supporting this

**National Representative Group-** This group meets with DCYA every 6 weeks to bring forward issues of concern on behalf of the 30 City & County Childcare Committees. The Reps group act as a single point of contact for DCYA on various issues of concern to them.

## Information Provision

**DCCC Website Online Searchable Directory-** DCCC continue to maintain an online searchable directory all information on the database is gathered through central DCCC staff through a central database. This ensures records are updated in a real time format. This information is then transferred to DCCC searchable directory. This element of the DCCC website remains important. Of **70,877 visits** to the site in the first 6 months of 2015, over **13,906** were to this element of the site to complete searches for childcare in the City.

2 Newsletters produced – April and September 2015. The newsletter is disseminated to all childcare services and agencies within the childcare sector (est. over 1,500 distributed): Citizen Information Centres, Family Resource Services, Public Health Nurses, Home School Liaison Officers, libraries, parent and toddler groups. DCCC also maintains a further database and information management system for the 3 funding programmes: TEC, CCS and ECCE. All information concerning the programmes is logged on an access database as opposed to excel based format.

DCCC produced an **ECCE Parent leaflet** and disseminated it to all childcare services and agencies within the childcare sector): Citizen Information Centres, Family Resource Services, Public Health Nurses, Home School Liaison Officers, libraries, parent and toddler groups. The leaflet gives a brief summary of the ECCE programme: How to apply, age range, optional extras.

A **TEC Leaflet** was produced and disseminated to all child care services in TEC in Dublin City; the aim of this was to assist childcare services in advertising the programme within their service and to make parents aware that they could avail of the programme within that particular service.

DCCC has updated a publication for parents and childcare providers on all the childcare programmes available to them: '**An Easy Guide to Childcare Programmes**'. This guide was disseminated to all childcare services and agencies within the childcare sector (est. over 1,500 leaflets distributed): Citizen Information Centres, Family Resource Services, Public Health Nurses, Home School Liaison Officers, libraries, parent and toddler groups. The publication will be sent to all CCC's in PDF format and available for print with their own local printers.

### Childminding Bulletins

3 quarterly Childminding Bulletins were distributed by email to all Active and Voluntary Notified Childminders. The number of bulletins produced has reduced from 12 per year to 4 due to budget constraints

## Highlights

### Fee Policy Clinics

The revised entry process which services are now completing as part of the PIP process has proven difficult and has required particular supports to assist services to manage the process. The fee policy clinics whereby one to one supports for service provider have been very beneficial in assisting DCCC with the approval of policies and to service providers to complete them.

### Attendance at LCRS QSP workshops

All QSP workshops organized were well attended and fully booked, with some being organized again due to waiting lists e.g. curriculum development. The themes this year are proving to be popular with services and the follow up support being offered by the LCRS.

### Child Protection Training Targets

DCCC met and exceeded the Child Protection Training target for this year within the first half of the year. It was decided to concentrate on the delivery of Child Protection training for the first half of the year. LCRS and DCCC are available to deliver additional workshops in areas of demand.

### **Better Start**

The official launch of Better Start and the Early Years Specialist support service is a welcome development. DCCC staff has access training in the practice guidelines and to date 19 services have sought support from the specialist support service. DCCC will continue to work with the National Coordinators to promote the supports which are now available.

### **Hanen**

DCCC staff has provided additional supports and training to services with the use of Hanen. Services have responded very positively to this support.

### **Sustainability Research**

DCCC launched its research report, which examined and considered a number of service types within Dublin City and sustainability issues. The event was very well attended and provided the sector to hear from various representative groups in particular to hear their policy positions on some key issues.

### ***Unplanned occurrences/Challenges Encountered***

#### *The Learner Fund*

The learner fund continues to place a significant additional burden on DCCC, managing payments to colleges and dealing with various individual queries from learners. DCCC will also need to follow up with learners who have yet to commence their programme. The decision by DCYA to extend the September 2015 date to September 2016 will provide valuable additional time to learners to complete their programme. The lack of clarity and a final list of accepted qualifications which the CCCs can circulate to all childcare providers is also an issue of concern for practitioners.

PIP- The system remains very time consuming for staff, and the level of staff time to support all elements of the system has not reduced. In particular the requirements associated with the fee policy review process require additional DCCC staff time. DCCC staff continues, to complete large elements of the PIP system on behalf of the services, this is particularly the case in completing programme information connected to the TEC programme.

CCS Approvals- Services provided report to DCCC the potential impact delays in formal funding approvals. Services are still awaiting final approvals and full confirmation of CCS funding allocations which is directly impacting on their cashflows.

LCRS- Two of current delivery partners due to restructuring in the number of local development companies operating in Dublin City has impacted directly on the DCCC delivery structure. DCCC has completed an organisational review to consider this and other related matters.

Office Move- DCC moved premises during the second half of 2015, the move did not impact on overall operations but required staff time to plan and complete the move.

Capital Programme- The programme is a welcome funding opportunity, however private services were disappointed with the low level of funding available to them. In addition the changing funding criteria within each funding call, makes it difficult for service providers to plan for future project developments.

Childminding- DCCC continues to see increasing numbers of parent accessing childminding as a choice for childcare due to the flexibility in care arrangements the willingness to care for babies. In addition DCCC has also seen increased queries from both parents in accessing au pairs.

### ***Emerging Trends***

All aspects of DCCC 2015 Local Implementation Plan have commenced, however a number of trends are evident and which may require further supports and resourcing during the remainder of the year. The areas identified:

**Sustainability** – It is clear from the number of services who DCCC has been working with particularly within the community sector this remains an area of particular concern. We continue to work with services seeking support from DCCC to put in place sustainability plans and to access various mentoring supports in order to manage necessary restructuring the services must put in place.

**Qualification Requirements**- The impending requirements that all staff must hold a level 5 qualification and preschool leaders must hold a level 6 has generated an increased number of queries around qualifications and staff seeking to access training. There has been particular concern among community providers who are currently depending on CE to meet staff ratio requirements. In addition, service providers are seeking a final list of qualifications which will be accepted as meeting the qualification requirement.

**New Registration System**- The new registration system announced by Tusla continues to generate queries as evidenced at various local network meetings, however the formal introduction of this has not taken place.

**Dept of Education Inspections**- The DES recently announced the inspection process which they will begin trialling with services this September, this will come into operation in January 2016. Service providers unsure what impact this will have on their services and the challenges it may present.

**LCRS**- Due to the closure of two LCRS in July 2015 DCCC completed an organisational review on its structures, the recommendations are reference within the following section of the report.

**DCCC Survey**- As part of organisaiton review DCC also undertake a city wide survey seeking input from Early Year Services on the type of support services required included

- More training supports on Child Protection
- Direct supports around the frameworks Siolta & Aistear
- The establishment of Manager Networks
- Funding levels and sustainability
- Direct supports with various issues on the funding programmes
- Strong voice to ensure needs of the sector are articulated and brought from within the Ciy

**What are the factors/influences affecting the work of the CCC**

DCCC in preparing its 2016 implementation plan has taken into account the current needs of both childcare providers and families in Dublin City. In developing the various objectives, DCCC has focused on ensuring that it plans to take into account current developments within the sector, while also ensuring that its service will be responsive to the needs of both families and providers. In addressing this broad aim, DCCC will ensure it addresses key priorities as set out by Pobal and DCYA.

**New National Strategy-** An expert working group established by the Minister for Children & Youth Affairs are currently finalising their input into the National Strategy for the Early Years Sector. It is hoped this document will offer a long term plan for the sector and its future development.

**National priorities-** As previously referenced the Department of Children & Youth Affairs established two Inter Department Groups to examine both future investment and current access issues for children with special needs. These reports have identified a specific priority area which each City & County Childcare Committee will deliver against. These high level priority areas are very much in line with current needs and demands for the sector. During the course of 2015 some feedback as arisen which DCCC will need to take into account as part of its planning process

**ECCE & CCS-** DCYA have announced additional funding for the Free Pre School Year along with CCS being opened to some private providers. It has also been proposed that the current CCS & TEC programme will be redrawn during 2016.

**PIP-** The system has remained very problematic and the level of support provided by DCCC staff to complete work assigned to it and to support services with the process has required a large level of staff time. It was hoped that the PIP system would allow lessen the administrative burden with the programme. The system has reduced the level of paperwork with the system; however the administrative support required by CCC staff teams has actually increased.

**Sept 2015 Figures:**

New Entrants:	21 new entrants to ECCE
Re-entrants:	Approx 426 re entrants to ECCE
TEC:	Approx 156 re-entrants to TEC / 21 new entrants
CCS:	106

The DCCC has a more direct role in the co-ordination of the program locally. Each placement requires specific support from DCCC, for both the parent and the provider which can be quiet time consuming for staff. We have also seen an increase in the number of parents contacting DCCC to assist them with their childcare needs and for clear information around the various government funded programmes and how they can access them. This work has strengthened our relationship with both providers and parents as we are the first point of contact for information. However the time and resources required by DCCC to manage this element has increased and additional resources are required to support the implementation of this element of the programme effectively.

**Child Protection-** This has been a priority area for all CCCs as local trainers has commenced the delivery of training to early years services. The first phase of this training programme has been rolled out and 400 childcare staff within Dublin City has accessed same. It is intended this training will be provided for all services over a 3 year period. In addition Policy development workshops will also be provided during 2016.

**Sustainability** - This remains a key concern for services, particularly community services who are providing a wide range of supports in areas of particular disadvantage and who are working with vulnerable families. DCCC has worked with a number of community services who have completed restructuring, however, further funding cuts and the requirement that CE staff cannot form part of staff ratios from September 2016 will impact on their long term sustainability potentially threaten their ongoing operation. DCCC expects that further supports will be required to support boards of management in 2016

**Quality (Better Start)** - During 2015 DCCC began the process of completing an audit of quality within services in order to identify and work with services so as to improve quality. 17 services have accessed support from the Early Years Specialists within Better Start DCCC put in place specific supports for quality in particular the provision of a standardised support programme across the City. The 2016 Implementation Plan will build on these developments, including the use of the published practice guideline documents, new registration system and regulations when published.

**Learner Fund & Qualifications** - The DCYA informed CCCs of impending changes to staff qualification requirements in order to participate in future funding programmes. The learner fund has required substantial resourcing from DCCC to manage the programme. This has included a large volume of queries from both learners and training providers to access and deliver the programme. Learners who have been approved by DCCC to participate in the programme have changed colleges, moved from the classroom to an online, while training providers are seeking support regarding payment and reporting requirements.

To date 400 learners have been approved through LF1 & LF2. DCCC has issued a further call to learners and they will be processed through an LF3. DCCC will need to work closely with both colleges and learners to ensure they complete their programme by the deadline and finalize payments to colleges during 2016.

**Community Services- DCCC** has identified that the new qualification requirements for early years services will directly impact on services which are staffed by Community Employment staff. Currently these staff forms part of the ratio requirement, however from September 2015 all staff must hold a level 5 award. As a result CE staff can no longer be included within staff ratio requirement as per regulations. This will again impact on the ability of some community services to continue operating. DCCC has identified 17 services that will require support.

**DCCC Organisational Restructure-** DCCC will not seek tenders for the delivery of Local Childcare Resource Services in 2016. The revised organisation will see additional staff being employed directly by DCCC during the first quarter of 2016. It will take an initial time lag to establish the revised structure which may impact on some work of DCCC.

## **What is impacting on the ability of the CCC to plan and deliver its programme of work?**

### **Identified Risks**

DCCC undertook a review of its budgets last year in anticipation of a possible reduction, this did not materialise, however further funding cut backs will directly impact services. DCCC has identified funding levels required to implement its plan for 2015 on the basis that funding levels are maintained at current levels.

**Current Economic Environment-** Due to the continued economic conditions service providers are finding it increasingly difficult to maintain their viability. This continues to present challenges for DCCC to engage with services to participate in various support programmes we provide. DCCC as part of its implementation plan will continue to engage with services via the childcare provider networks, the mentoring programme will provide direct support to both community and private providers in addressing particular management issues.

**Alterations or changes to funding programmes-** Changes to the programmes may have an adverse impact on Childcare providers; DCCC will monitor the impact of these **changes** for services which will further press both service providers and parents, this could potentially impact negatively on services

**Sustainability of Services-** DCCC will work with and support services to access various funding streams and provide a range of support measures to assist them with ongoing sustainability issues. 2015 saw a number of service closures within the city which has been directly linked to funding and sustainability issues. Further funding reviews, particularly on funding supports by Tusla to community services will impact on their long term sustainability

**Minimum Qualification standards and CE;** Community services remain reliant on CE programmes, the impending changes where all services staff must hold a level 5 qualification will have a direct impact on community services who current use CE programmes to support them meet current staff ratio requirements. These services will no longer be able to operate within such a structure and will have to employ qualified staff with CE or similar support programmes being considered supernumerary staff. This will impact on their long term survival. DCCC will complete a review to determine the numbers of services this may have a direct impact on.

**National Standards-** the impending introduction of new national standards which services will be inspected against and the new registration process will impact on services and is raising concern with the sector.

**Protecting Capital Investment-** Substantial capital investment has taken place within Dublin City over the lifetime of the National Childcare Investment Programme. DCCC will work with services to address sustainability issues and in turn support capital investment that has been injected into the city. The provision of additional capital funding during 2014 saw a small uptake which will require further focus and supports from the DCCC, however, there remains a demand for funding to meet upgrade works

**Capacity of Community Childcare Providers Boards of Management-** DCCC identified the need for ongoing supports to local boards of managements, services are experiencing difficulties in maintaining volunteer levels and meeting all reporting requirements which they must fulfil.

**PIP-** PIP will require ongoing support for services in managing the various programmes, this will require strong local supports from the CCC to ensure the process is smooth

**Vacancy Rates-** A number of large community services are reporting high vacancy rates; this has been further highlighted in the Pobal Annual Beneficiary questionnaire and through the recently completed ECCE return. This is a matter of concern as increasing vacancy rates will directly impact on the long term sustainability of the services.

**Local Childcare Resource Services & Partnership Companies-** DCCC will not seek tenders for the delivery of Local Childcare Resource Services in 2016. Following the closure of 2 LCRS in July 2015 the board commissioned an external review to consider its delivery structures in the future. The review concluded

**'The board of Dublin City Childcare Committee believes a key requirement of the organisation in the future will be that a very flexible approach will be required from the City & County Childcare Committees nationally. The flexibility will be required to adapt to changes that are not determined by CCCs themselves but, rather, by changes in sectoral approaches to be implemented by the Department of Children & Youth Affairs (DCYA) and these emerging priorities as set by them. The board of Dublin City Childcare Committee believes such a flexible and responsive approach will not be entirely possible under the current tendering structure. As a result the organisation must prepare a model of delivery where it can exert greater control over all aspects of the work and the implementation of same. In addition, the board of DCCC must not, under any new structure, be dependent upon, the services of other organisations to provide any future services that are at the core of the DCYA priorities and the national strategy, which DCCC must implement'**

In light of this decision DCCC delivery structure will change over 2016. This change will take place during the first quarter of 2016 and may have some impact on outputs as the transition takes place. **The 2016 plan provides for operational cost for one month so as to ensure orderly wind down of the three remaining contracts and funds have also been allocated to meet restructuring cost connected to the staff concerned.**

**DCCC Board Structure-** Revised structures put forward by the DCYA must support the ongoing development of boards and ensure board members remain fully engaged. It is important that the continuity of board membership and various skills they bring to the board be maintained. A CCI Task group on governance is currently examining this issue and will report to DCYA.

**Risk Assessment**

Step 1 : Risk Identification	Step 2: Risk Assessment		Step 3: Risk Management				
List of Possible Risks	Likelihood H/M/L	Impact H/M/L	What are we already doing about it? (mitigating factors)	What more can we do about it?	Timescale	Person Responsible	Reviewed Level of Risk
<b>2016 LIP</b>							
Programme Targets not been achieved as per operational plan due to restructuring of DCCC	L	M	Monitor implementation of the plan on monthly basis	Implementation of quarterly staff plans	Quarterly	Manager	L
Policy decisions which directly impact on Early Years Sector	H	H	DCCC through its national network will consult with DCYA on any policy changes and implications	Realign LIP should new priorities emerge	To be determined	Manager with Board	M
Closure of Early Years Services due to sustainability issues i.e. CE	H	M	DCCC has put in place a support plan to work with services concerned	Monitor implementation of Support plan	Ongoing	Manager	M
New Regulations and impact on services i.e. qualifications requirements	H	M	Support services to access Learner Fund, Provide information and updates on new national standards	Maintain regular updates to Early Years services	Ongoing	Manager	L
<b>Dublin City Childcare Committee Specific Risk</b>							
<b>Funding</b> Reduced funding impacting on the organisations ability to deliver effective service across the City	L	H	The DCCC has received an indicative budget from the Department of Children & Youth Affairs this provides clarity on the funding position up until 2015	DCYA & Pobal to provide confirmation of funding and contingency budgets	Dec	Manager	L
<b>Governance</b> Reduced numbers of Agencies available to serve as directors on the Board of DCCC,	L		DCCC board reviews board membership throughout the year and have previously used Board	DCCC board to review membership every quarter	Ongoing	Board	L

the board requires a minimum number of Directors at all board meetings to maintain a quorum and operate in accordance with the Articles of Association for the Company		L	Match to address any skills shortage within the board				
<b>Staff</b> Retain Current Staffing and knowledge within staff team	L	M	Ensure staff roles are developed so that skills and core knowledge on all programmes and activities are shared across the organisation, knowledge will be built within the company and shared across staff team	Shared knowledge to be built and retained across the whole DCCC staff team	Ongoing	Board & Manager	L
<b>IT Systems</b> Loss of Data from central Server	L	H	DCCC has established a daily back up of its server, this is completed automatically through a scheduled scan run to an external hard drive. This is changed weekly. The external hard drive is held by the Administrator. DCCC to examine alternative storage option i.e. cloud computing	Review policies with external IT Support company	Ongoing	Manager & Administrator	L
<b>Office Closure</b> Loss of facilities due to external causes beyond the Companies control this could include flooding of building, water damage and or fire	L	H	DCCC currently finalising a contingency plan to manage such a situation should it arise	Ensure a contingency plan is available to address an issue should it arise	Review policy yearly	Manager	L
<b>Website</b> hacking of DCCC Website	M	M	DCCC website is hosted on an external server, reducing security exposure to central server. Website support provided to DCCC by Click media, site is hosted by Black night. Weekly backup of the site contents, this is maintained of site by Click media.	Ensure necessary firewalls are in place to protect site from any possible infringements	Ongoing	Administrator & Information Officer	M

<p><b>Financial Management</b> Misappropriation of Funds and over spending of budget</p>	L	H	<p>DCCC has developed strong financial procedures which are reviewed by the Board. Monthly financial reports are provided to Board which are reviewed and monitored by them. In addition full year Audit completed by external Audits along with verification visits completed on Expenditure by Pobal on behalf of DCYA</p>	<p>Financial procedures are reviewed by the Audit Risk &amp; Finance Committee</p>	<p>Review policy yearly</p>	<p>Finance Committee with Manager and Administrator</p>	L
<p><b>Insurance</b> Inadequate Insurance Coverage</p>	L	M	<p>DCCC Insurance provides Employers &amp; Public Liability along Directors Insurance. The policy is reviewed on a yearly basis to ensure adequate coverage is in place. This takes place in September of each year</p>	<p>Insurance needs of the Company are reviewed every 12 months</p>	<p>Once a year at renewal</p>	<p>Finance Committee with Manager</p>	L
<p><b>Health &amp; Safety</b> Breach of Health &amp; safety Welfare Act</p>	L	M	<p>DCCC have put in place a full Health &amp; Safety Statement which includes a yearly risk assessment which is completed by external Health &amp; Safety Consultant. Risks identified through this process are addressed</p>	<p>Policy will be reviewed yearly and risk assessments to be completed</p>	<p>Review policy every years</p>	<p>Manager &amp; Administrator</p>	L
<p><b>Child Protection</b> Protection and safety of children forefront of organisation supporting care of children</p>	L	H	<p>DCCC staff are not directly working with children however it is important that organisation put in place strong child protection policies so that it can demonstrate to services examples of good practice, policies and procedures should a child welfare issue present itself.</p>	<p>Policy to be reviewed and additional training provided to all staff on Children First</p>		<p>Manager</p>	L
<p><b>Garda Vetting</b> Ensure no staff or board member have convictions or</p>	L		<p>Garda Vetting policy in place which all staff and board members</p>	<p>Maintain as part of the recruitment process for al staff</p>		<p>Manager</p>	L

case pending against them which would have child welfare concerns		H	comply with it	and board members		
<b>Security;</b> Security Breach / robbery	L	L	The owner of the complex locks all offices along with providing front office security and CTV in the complex		Manager	L

<b>Date to be reviewed</b>	<b>29<sup>th</sup> October 2015</b>
<b>Person/Group responsible for review</b>	<b>DCCC Audit Risk Finance Committee</b>

## **Operational approach to manage and plan the resources assigned to deliver the 2016 LIP.**

### **DCCC Structure**

DCCC is a company limited by guarantee not having a share capital. This is a legal structure and means that all profits are reinvested into the company. DCCC has a separate legal identity. It can carry out activities in its own name e.g. self employ, borrow money, buy or lease property, take or defend legal proceedings. Board members of DCCC are requested to become a director of the company.

### Board Approach to be taken to deliver listed components

The Board of DCCC has ultimate responsibility for the delivery of agreed actions as outlined in the local implementation plan. The Board has ownership of the plan and will be held formally accountable to Pobal in relation to its financial expenditure and the delivery of its agreed objectives. The board of DCCC is responsible for guiding the Committee in implementing the strategy; the board is also responsible for delegating authority to the Manager and Sub Committees of DCCC. DCCC holds facilitated consultation sessions for the Board of DCCC, around the development of its plan, structure and implementation. Actions are reviewed on an ongoing basis by the board through the Manager's reports which includes a full update on all actions. This report is presented at monthly board meetings by the Manager.

The full Board of DCCC meets 11 times per year. The directors are elected at the AGM by the members. The directors are responsible for:

- Adhering to the rules of the company as set out in the companies Memorandum & Articles of Association
- Delegating responsibilities to the Manager and/or the Sub Committees
- Guiding the Committee in the implementation of its year plan

DCCC held its AGM on 2<sup>nd</sup> April 2015

The following are the elected Officers of DCCC:

Chairperson	Myrtle Thompson
Vice Chair	Carmel Brennan
Treasurer	David Hollahan
Staff Liaison Officer	Aisling Ni Dhoibhilin

The following Committees are responsible for implementing the annual operational work plans:

### **Board of DCCC**

Chairperson: Myrtle Thompson

### **Audit, Risk & Finance Committee**

Chairperson: Carmel Brennan

DCCC has established a number of Thematic working groups, the purpose of this approach to build strong representative structures at a citywide level that can contribute to the work of DCCC and to wider fora.

### **Training Thematic Working Group**

Board Member: To Be Agreed

### **School Age Childcare Thematic Working Group**

Board Member: To Be Agreed

### **Childcare Support Workers Network**

DCCC Manager

**DCCC Staff Team**

The staff team of DCCC currently consists of a Manager, an Administrator, two Business Support Officers (BSOs), One Programme Support Officer, One Information & Research Officer (IRO) and one Childminding & Development Officer (CM & DO). All staff members report to the Manager through weekly staff meetings and monthly support and supervision. The Manager reports to the Chairperson of DCCC. Throughout 2015 there was positive staff support given by the board of DCCC, with board members giving their expertise and time to support the manager and staff in their roles. The importance of supporting staff and assisting staff in the delivery of DCCC's work is recognised by the Board. Regular staff meetings occur within DCCC and by having a Performance Management Development System (PMDS) in place, DCCC Manager, staff and Board are able to have a streamlined working relationship.

In addition DCCC Chairperson and Manager meet twice yearly to complete Manager review. The Manager and Chairperson also meet with its Pobal officer to discuss its Local Implementation Plan, review midyear report along with hold discussion regarding compliance visits and other operational matters which are of relevance to both DCCC and Pobal

**LCRS Staff-** As outlined DCCC currently manages 3 Local Childcare Resource Services, these are contracted through an open tender process and the staff concerned are employed by a third party. The staff are not employed by DCCC. The work of this outreach office is determined through a Service Level Agreement with DCCC. The remaining **3 LCRS will close on 1<sup>st</sup> February 2016. Funding for this 1 month period is reflected in the 2016 budget and any potential restructuring cost to arise from the closure.**

**Additional Staff** – DCCC will begin the process of recruiting additional staff to work with the DCCC staff team in February 2016. The revised DCCC staffing structure will include 3 additional staff members, this will be in addition to the current 7 member staff team

Current DCCC Structure

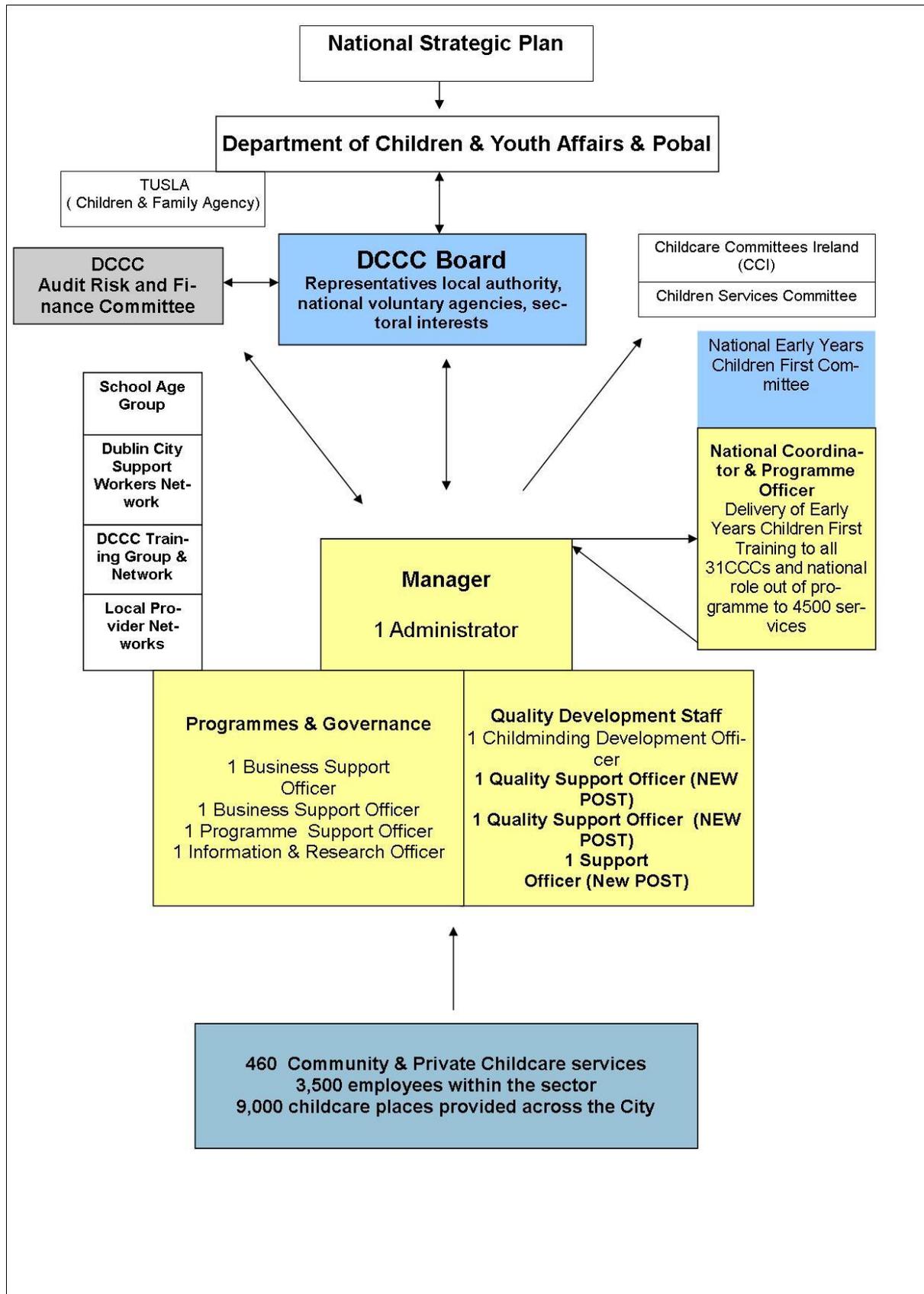
- 1 Manager
- 1 Administrator
- 1 Programme Support / Clerical Officer
- 2 Business Support Officers
- 1 Childminding Development Officer
- 1 Information & Research Officer

**Additional Staff**

**2 Quality Support Officers**

**1 Support Officer**

**New DCCC Structure**



## **2016 Local Implementation Plan**

In developing its 2016 Local Implementation Plan Dublin City Childcare Committee have placed a particular focus on learning and issues which have emerged during 2015. The 2015 LIP will place a particular focus to support and address learning and evidence of the need which has emerged and reference previously in this report. The 2015 plan focuses on the implementation of 5 national objectives and the key priorities as specified by the Department of Children & Youth Affairs & Pobal.

### **1. Operations**

- i. Support the delivery and implementation of the three national childcare programmes (Early Childhood Care and Education Programme, Community Childcare Subvention Programme, Training and Employment Childcare Programmes), including any changes / extensions to these programmes and a review of fee payment policies.
- ii. Support the delivery and implementation of the Programmes for Implementation Platform, including the on-going development of the data infrastructure to inform the development of policy and programmes.
- iii. Support the delivery and implementation of the Early Years Capital Programme (if any), including the Childminding Development Grant and the Parent and Toddler Group Grant.
- iv. Roll out service quality profiling (phase 1) via the Better Start System.
- v. Plan for the roll out of service quality profiling (phase 2) via the Better Start System.
- vi. Develop and implement internal governance arrangements, including financial management and human resource management.
- vii. Continuation of CCI, which will be resourced to provide a collective delivery, implementation and consultative body to the DCYA.
- viii. Communicate policy/regulation updates on behalf of DCYA to parents, services and stakeholders

#### **1.1 2015 Priority – Supporting the delivery of the three national programmes – ECCE, CCS, TEC**

Support services to fully use PIP as each phase is developed and implemented, the new online system will streamline the administrative processes across the three national childcare funding programmes (ECCE, TEC and CCS).

#### **Action Local implementation of ECCE in Dublin City.**

- Supporting services approved under 2015/2016 programme.
- Implement various aspects of the programme as assigned to DCCC by the DCYA including returns process in September with the use of PIP
- Administrate application process for 2015-2016 programmes (Support new applicants to the programme).
- Informing parents of ECCE services. Provision of support and guidance to parents of children with special needs so as to avail of the Free Pre School Year. DCCC will work on a collaborative basis with other Dublin committees on the development of information and promotion of the programmes.
- Fee policy development and approval. **Provision of fee policy clinics for services to support with submission of policies, particularly with the use of PIP**
- Review and approval of Pre School Calendars. Co-ordination of all returns on behalf of DCYA

#### **Local implementation of CCS in Dublin City.**

- Provide support to services within the programme, support new entrants and parents to access and avail of the programme, circulate and utilize promotional material among CCC so as to further share resources.
- Work with services who are currently not participating in programme to access CCS funding, including after schools services operating within the City. DCCC has identified some groups who are eligible for inclusion in the programme and not have currently done so.
- Assist providers with PIP return.

- Support Pobal and address any local issues referred by them to DCCC
- Local implementation of TEC in Dublin City.**
- Support parents and providers in applying and re-applying for the TEC programme in September 2015.
  - **Support providers with applying for TEC places once in contract particular to ensure new IT system PIP is being fully utilised.**
  - Provide one to one support and phone support. Promote TEC programme and the various strands connected to the programme among stakeholders: providers, parents. Co-ordinate all returns to the DCYA.

## **1.2 Support Implementation of PIP**

**All programme work will be implemented directly by PIP as reference under 1.1**

- 1.3 Action** Capital Grant Approvals under the National Childcare Investment Programme. Support services to access funding under any capital programmes announced by the DCYA. Ensure services that have become operational through the Capital programme are in direct contact with DCCC and are participating in various national funding programmes. **DCCC will place specific focus in working with services directly so as to assist them complete their applications.**

### **Local implementation of Parent & Toddler Grant Programme in Dublin City.**

- **Action** Promotion and implementation of Parent & Toddler Grants Programme. 73 P&T groups currently registered with DCCC.
- Co-ordinate the grant programme.

### **Local implementation of Childminding Development Grant in Dublin City**

- **Action** Promote current grant programme to existing and new Childminders to further support quality development within their setting

## **1.4 & 1.5**

**Roll out service quality profiling (phase 1) via the Better Start System and Plan for the roll out of service quality profiling (phase 2) via the Better Start System.**

**Action** DCCC to engage within Better Start and offer pre developments to support services to engage with both Síolta & Aistear along with using various tools developed including the National Practice Guidelines. CCCs will support Better Start during 2015 through phase 1 and further roll out of quality profiling. It is anticipated that information and training supports which services have availed off will support CCC to build a service profile along with national practice guidelines. The national management system which is currently being built for Better Start will support CCCs in this work. In addition, subject to staff capacity and resources CCC staff will access support / training on the new national practice guidelines when published so they can ensure supports provided are in line with these guidance documents.

## **1.6 Develop and implement internal governance arrangements, including financial management and human resource management.**

**Action** Dublin City Childcare Committees will maintain appropriate governance structures to ensure it maintains strong governance, financial management and human resource management.

The board of Dublin City Childcare Committee will review and maintain appropriate management systems to support these objectives. These are further supported by a subcommittee of the Board Audit Risk and Finance Committee who review all operational issues on a monthly basis with the Manager. This committee updates the board on a monthly basis on relevant matters and decisions reached. The DCCC will maintain appropriate systems to support the implementation of the 2016 plans, this includes

- Monthly board meetings
- Review and approval of 2016 plan and budget

- Monthly reports from the Manager
- Monthly financial reports to the Board
- 6 monthly review and financial return to Pobal & DCYA
- Audited Accounts by the Company which are submitted to funders
- Review of internal financial procedures and staff handbook

**1.7 Continuation of CCI, which will be resourced to provide a collective delivery, implementation and consultative body to the DCYA.**

**Action** DCCC as a member of CCI the national network will support and work on various aspects of it work. The DCCC will attend various national meetings of the network long with subgroups.

**1.8 Communicate policy/regulation updates on behalf of DCYA to parents, services and stakeholders**

- DCCC will maintain up to date information on various policy / regulation announcements and communication these through various tools, including website, local newsletters and various workshops and meetings which will be organised with the sector.
- Collaborative Work- Publicity / Parents Information, additional parent events and forming links with other national parent organisation i.e. National Parents Organisation, Dublin City Childcare Focus Group and Family Resource Centres & Citizen Information Centres. DCC will also work with neighbouring committees in the Dublin area to develop common projects and information for parents as the needs arise.
- The DCCC will work on a collaborative basis to develop shared resources and information for parents with the support of CCCS regionally and with neighbouring Dublin Committees. It will seek to promote and utilise various publications so as to ensure no duplication of resources arise.
- Information Provision (Use of information tools including DCCC website, Newsletter, Wall Planner , Social Media, IT System and various publications. This will enable DCCC to provide unambiguous childcare sector messages to be communicated to the public and policy makers.

## 2. Quality

- i. Provide on-going support to providers (including childminders and Parent and Toddler Groups) in accordance with the Better Start Model through the provision/promotion of training and Continuing Professional Development supports, quality supports, information and advice, sustainability and financial planning supports.
- ii. Develop a national information resource for service providers '*Governance and Management of Early Years Services*'.
- iii. Provide on-going support to parents (e.g. information and advice).
- iv. Support the on-going delivery of the National Early Years Children First Programme.
- v. Contribute to the roll out of Siolta QAP (including training of eligible CCC staff as Siolta Mentors and raising awareness of Siolta QAP and opportunities for services to gain validation
- vi.

*2.1 DCCC will engage and work within the Better Start through the provision/ promotion of training and CPD supports, quality supports information advice and sustainability and planning support*

### **Action Quality Supports Early Years Services**

As a collaborative measure agreed by Childcare Committees Ireland, DCCC will continue to support early childhood services at local level to engage with and implement the two national practice frameworks Aistear and Siolta at local level in a way that is progressive and complementary to other national quality development initiatives. This work is important not only to ensure a constant raising of practice standards but also due to contractual obligations with DCYA, the introduction of the Aistear/Siolta Practice Guidelines and the central role of Aistear and Siolta within the forthcoming Education Focussed inspections. CPD activity to support the practical implementation of the national practice frameworks. This will include training events and practical supports to help the workforce to engage with the principles and learning themes. Further but not exclusive aspects of the good practice such as reflection, planning and assessment, interactions and transitions will be supported through this action on a needs led basis.

DCCC will prioritise services who are not currently engaged or accessing direct supports from the Early Years Specialist within Better Start or from a mentor within an ABC programme. DCCC will promote its direct supports to services who do not wish to avail of direct supports from Early Years Specialists or are not meeting specific criteria for supports.

### **Aistear Siolta Practice Guide**

The National Council for Curriculum and Assessment (NCCA) has further developed both Siolta and Aistear quality frameworks into a practice guide for ECEC practitioners to aid them to continuously develop quality in their services. DCCC will deliver ongoing supports, including CPD workshops to support services uses the practice guide. 1;1 mentoring or support visits will be offered to services who request visits.

DCCC will place focus on specific CPD workshops taking into account 6 pillars within the practice guide

- Introduction & Curriculum foundations
- Building partnerships with Parents
- Creating using the learning environments
- Learning through play
- Nurturing and extending interactions
- Planning and assessing using Aistear Themes
- Supporting transitions

### **Hannen Training**

In line with the Communicating Theme of Aistear, supporting and developing professional educator communication techniques and strategies through the delivery of CPD sessions on early language/literacy

### **EECERS/ITERS CPD for educators/ CCC staff \* as appropriate**

In line with Aistear and Siolta themes and standards, supporting educators/CCC staff to assess and reflective on various aspects of practice using the ECERS/ITERS measurement tool. Educator/CCC staff skills and techniques in reflective practice and quality practice measurement in a variety of core areas. Baseline to quality practice monitoring and measurement process under development/in place in early childhood services.

**Revised Regulations-** The DCYA are to publish revised regulations and new standards. DCCC will provide supports to services through local workshops on the revised regulations and implications of same.

**DES Inspections-** The Inspectors will complete surveys on the quality of educational provision in early years settings participating in the Early Childhood Care and Education (ECCE) Scheme and in-depth studies of related aspects of the education system. The inspectors will advise practitioners and settings on the promotion and achievement of excellence in the areas of setting management, teaching and learning, the effective use of support services, and the effective use of self-evaluation processes  
DCCC will raise awareness of this new inspection process and liaise with services who wish to access further Supports.

### **Action Childminders - Local implementation of Childminding Voluntary Notification in Dublin City.**

- Promotion of voluntary notification and increase awareness among parents of childminding. Increase number of voluntary notified childminders to 60 within the City.
- DCCC will also support specific initiatives connected to National Childminding week organized by Childminding Ireland on an annual basis.

Support and sustain childcare places within this sector and further support the development of childminding in Dublin City through the provision of training i.e. Q.A.P's. DCCC through its Childminding Officer will provide 2 QAPs for new notified childminders, specific training to support childminders to provide a safe and secure environment for children in their care. DCCC will place a specific focus on support currently notified childminders in their ongoing professional development and will target those childminders with its supports.

- *Review of Policies & Procedures in each service*
- *Child Protection Policies are in place*
- *Promotion of Garda Vetting*
- *Specific training needs child safety, environments, behaviour management and literacy and numeracy*
- *Introduction of Siolta & Aistear to Childminders*

**Action Parent & Toddlers-** DCCC currently only provide and information support to P & T Groups and engage with them in order to apply for funding under the P & T capital grants.

During 2015 DCCC will seek to strengthen links with the existing Parent & Toddler Groups in the City. This will be achieved through holding specific training events for P & T Groups.

- Information meetings for parents on how to choose childcare and funding supports currently available
- Training supports for P & T Groups to run an effective session

## Action Sustainability

Early childhood services face the ever increasing burden of compliance with a range of governance, legislative and employer responsibilities. The ongoing challenge of sustainability in light of fluctuating enrolment numbers and capitation levels is an onerous task, particularly for community managed early childhood services. In addition, constant challenges faced by the workforce often result in conflict situations needing impartial support from the CCC DCCC will continue to support early childhood services at local level to develop and comply with an effective code of corporate governance, financial sustainability and effective HR procedures and practices.

- **Capacity Building Childcare Providers-** Maintain and build the local capacity to establish and sustain childcare places/services across all categories of childcare providers.
  - DCCC will maintain local forums / networks to support engagement with local childcare providers
  - Support start up services, induction pack and one to one meeting
  - Employment Supports and HR Workshops for Services
  - Leadership & Management Skills for Early Years Services
- **Business Support-** Direct support available from DCCC to support services around issues affecting their sustainability. Advice and support will be provided for services to address issues around funding, delays in payments, rates payments, cash flow issues, fees. DCCC will complete site visits with services and if additional expertise is required a mentor will be appointed.
  - 20 services to avail of supports through Business Support Officers
  - Financial management and Accounting Tools (Training Supports)
  - Financial Support Programme, Identify with Pobal community based services that have potential financial management issues and seek to support boards to address them
  - Mentoring Programme- DCCC will continue to support and provide a mentoring programme so childcare services can access additional supports around **human resource management, marketing, business planning, and management - Síolta Standard 10 Organisation**. Services to be supported access additional supports through a mentoring programme as required. DCCC will work with both South Dublin and Fingal CCC in the development of its mentoring programme.
- Community & Private Providers - Provision of support to service to ensure greater efficiency and sustainability. Provision of additional governance supports where required around business planning, administration, financial, and programme management through DCCC's Business Support Officers. **Síolta Standard 10 Organisation**
  - 10 Community services to avail of reviews
- Maintain and build the local capacity to establish and sustain childcare places/services across all categories of childcare providers/services. Maintenance of service directory which will be mapped and updated annually and supporting updating of Pobal maps.

**2.2 Action** DCCC will support and utilize a national information resource for service providers on Governance And Management of Early Years Services when completed by the national collaborative

**2.3 Action** DCCC will maintain and provide ongoing support to parents through the provision of information and advice

- DCCC believes parents are a core part of the Early Childcare & Education Sector and further supports should be available for them in order to access Early Childhood Care & Education services. Childcare services are dependent on parents being informed of the various supports providers offer and how they can be accessed. DCCC will act as brokers providing a range of supports to parents so as to ensure they access the national childcare funding programmes.
  - Up to date information maintained on DCCC website.
  - Full list of services and searchable directory of all services, participating in the programmes will be maintained.
  - DCCC will update ECCE date of birth calculator on its website; this will help parents in determining when their child is eligible for the free preschool year.

- Promote the Free Pre School Year where uptake is particularly low, as identified through primary schools enrolment of Junior Infant Classes.
- Information Provision to Parents. (Information systems / information evenings)
- Collaborative Work- Publicity / Parents Information, additional parent events and forming links with other national parent organisation i.e. National Parents Organisation, and Family Resource Centres & Citizen Information Centres. DCCC will also work with neighbouring committees in Dublin area to develop common projects and information for parents as the needs arise.
- DCCC will work on a collaborative basis to develop shared resources and information for parents with support of CCCs regionally and with neighbouring Dublin Committees. It will seek to promote and utilise various publications so as to ensure no duplication of resources arise.

**2.4 Action** DCCC will support the ongoing delivery of the National Early Years Children First Programme

**Action** Within the National Strategic plan Childcare protection has been identified as key priority which both CCC's and voluntary organisations should address. This has been reinforced by the sector itself who are seeking further supports around Child Protection and new Children First Guidelines.

- Child Protection – Encourage the provision of general information sessions on Child First training for all childcare providers including home based childminders.
- Support work of the Early Years Child Protection Committee, which has set about to establish a national standard for child protection training, including the necessary supports, resources and the individual agency role to see this plan implemented. DCCC will remain an active member of this committee and will act as employer of the National Co-ordinator subject to the continuation of resources. The national committee has agreed that training will be rolled out over a 3 year period with the intention that all services will have access training over this period in any one area.
- DCCC will ensure adequate trained staff to roll out the national programme, 1 central staff member along with availability of external trainer. As part of its reconfiguration additional staff within Dublin City will complete the train the trainer programme so that the delivery of this programme will continue. DCCC will place a specific focus on services that have not availed of any child protection training through its records and will target services that have not availed of supports, **target of 150 new services**. In addition DCCC will also provide policy workshops to support services with policy development.
- DCCC to deliver policy workshops with a target of 20 services per session. DCCC will provide specific training supports for services who have undertaken the foundation / basic training in 2014 & 2015 to complete a review of their policy through specific policy workshops. **Target of 150 services**.
- Each accredited trainer to deliver a minimum of 4 training sessions each with 20 staff attending each session.
- DCCC will review its Child Protection Policy and provide all staff with training using national policy templates developed by the National Committee.
- Childminders -Target voluntary notified childminder and support them to avail of dedicated Children First Training. **In addition DCCC will work with the National Committee to develop resource materials for Childminders during 2016.**

**2.5 Action** DCCC will contribute to the roll out of Siolta QAP (including training of eligible CCC staff as Siolta Mentors and raising awareness of Siolta QAP and opportunities for services to gain validation

### 3. Policy

i. Contribute to the development of the Better Start Strategy / contribute to the work of the Better Start Strategy Steering Group

**Action** DCCC will support the development of the strategy through its national network CCI.

ii. Undertake research and/or consultation to inform policy/programme development, where required

**Action** DCCC will engage with national network CCI to support relevant research and data collection.

iii. Support the delivery and implementation of the Early Years Strategy

**Action** DCCC will disseminate relevant information on the strategy when published.

iv. Work collaboratively together with all other stakeholders/initiatives/projects, nationally and (subject to availability of resources) locally (e.g. with the Area Based Childhood Programme, the Child and Family Agency, the Children and Young Peoples Services Committees, the Early Years Specialist Service, the Health Service Executive, the Inspectorate at the Department of Education and Skills, the National Early Years Inspectorate, the National Voluntary Childcare Organisations and Pobal, among others).

**Action** DCCC will continue to support and engage with its national network CCI, at a City level a number of local structures are in place which DCCC will continue to engage with and support

- Dublin City Council Planning queries. DCC will provide general information on current early years provision for the purpose of any planning application.
- Dublin City Childcare Support Workers Network. . This group was reviewed in 2015 and reconfigured using it as a wider forum for DCCC to discuss issues of concern with various support agencies who are working within the City and supporting the early year's sector.
- Childcare Committees Ireland – DCCC will participate in various collaborative project initiatives identified for implementation, including Children First Early Years Committee.
- Dublin Children Services Committee. DCCC will monitor the ongoing work of the two Committees and seek input into the work of the committees, particularly for actions directly concerning the Early Years sector. In addition, it will continue participation in the Safe & Secure Sub Committee of the Children Services Committee and as a member of the South Dublin City Children Services Committee.
- Local Development Committees- DCCC will monitor the work of the committee and provide input where appropriate on any particular issued directly relevant to the Early Years sector.
- DCCC will also continue to build links with other Early Years initiative in particular ABC projects in the City so to ensure clear support structures are in place for services, avoid duplication. DCCC continues to engage with the Preparing for Life Programme in Darndale and seek to support early years services who were participants in various elements of this programme. DCCC will also continue to work with the Young Ballymun team and the early year's service currently participating in their programmes.
- City Wide Networking- Develop and build relationships with area based partnerships in Dublin, community organisations , Ombudsman for Children, DESSA network and participate in various forums connected with the Network and input into policy matters which arise.

v. Develop a complaints management system

**Action** DCCC will support the work of the collaborative group which will examine the development of a complaints management system

#### 4. New Developments

- i. Support the delivery and implementation of actions arising from the Report of the Inter-Departmental Group on Future Investment in Early Years and School-Aged Care and Education:

- a) The administration of a Learner Fund to support Continuing Professional Development

**Action-**This priority will be supported by DCCC's Training Thematic Working Group and Citywide training network group who will continue to focus on a number of work areas including Siolta/Workforce Development Plan, Modular Degree Programme and updated training guide.

DCCC will promote the ongoing professionalization of the sector and pathways to access training, this will be provided through the DCCC website and DCCC newsletter. *DCCC will promote, administrate and manage the delivery of the learner fund across Dublin City.*

- b) The development of a national information resource for parents '*Choosing Childcare*'

**Action** DCC through its national network CCI will contribute to this action

- c) The development and implementation of a national system to enable non formal childminders to migrate from voluntary to mandatory requirements

**Action** DCCC Childminding Development Officer is currently a member of the CCI Childminding Task Group who completed a report on Childminding supports. This report has been submitted to DCYA / Pobal and will form the basis of the work of the collaborative group for 2016

- d) Contribute to the working group who will develop quality standards for after-school and out-of-school care

**Action** DCCC will contribute and provide input with the support of its School Age Childcare Thematic Working Group. DCCC will maintain updated information on School Age childcare Services in the area.

- o Through the work of the school age group and in consultation with afterschool services identified particular training needs of the sector and respond to those.
- o Support services with planned quality standards for the sector

- e) Contribute to the working group who will develop a single childcare support programme

**Action** DCCC will support the work of this group through its participation in the national network CCI

- ii. Support the delivery and implementation of the model to support access to the ECCE Programme with children with a disability through:

- a) The administration of a Learner Fund for designated Inclusion Officers

- b) The development of revised Diversity and Equality Guidelines for Childcare Providers, the development of a National Code of Inclusive Practice and a review and incremental roll out of the Equality and Diversity Programme

- c) The development of a national information resource for parents and providers '*ECCE Supports and Services for Children with a Disability*'

**Action** DCCC will work to support the delivery and implementation of this model as part of its 2016 plan.

- iii. Support providers to comply with forthcoming Childcare Regulations/ National Quality Standards through:

- a) The administration of a Learner Fund for all remaining unqualified staff

- b) The development and implementation of a support plan for community-based early years services to address current dependency on Community

**Action** DCCC has commenced work on this element and have in place a support plan which will assist services to complete a sustainability review. The Support plan will be completed in two phases, phase 1 reviewing current staffing numbers and identify full detail of dependency on CE, phase 2 examine and prepare sustainability plan for the service to implement.

- c) Support the consultation on the National Quality Standards.

**Action** DCCC will facilitate a number of consultation meetings across the city on the National Quality Standards once they are published.

## 5. National Collaboratives

- i. Plan for the roll-out of service quality profiling (phase 2) via the Better Start System  
**Action;** DCCC through its national network CCI will contribute to its development
- ii. The development of a national information resource for service providers '*Governance and Management of Early Years Services*'.  
**Action** DCCC through its national network CCI will contribute to its development
- iii. Contribute to the roll out of Siolta QAP (including training of eligible CCC staff as Siolta Mentors and raising awareness of Siolta QAP and opportunities for services to gain validation)  
**Action** DCCC release appropriate qualified staff to participate in and avail of training
- iv. The development of a complaints management system.  
**Action** DCCC through its national network CCI will contribute to its development
- v. The development of a national information resource for parents '*Choosing Childcare*'.  
**Action** DCCC through its national network CCI will contribute to its development
- vi. The development and implementation of a national system to enable non formal childminders to migrate from voluntary to mandatory requirements.  
**Action** DCCC through its national network CCI will contribute to its development
- vii. The development of revised Diversity and Equality Guidelines for Childcare Providers, the development of a National Code of Inclusive Practice and a review and incremental roll out of the Equality and Diversity Programme.  
**Action** DCCC through its national network CCI will contribute to its development
- viii. The development of a national information resource for parents and service providers '*ECCE Supports and Services for Children with a Disability*'.  
**Action** DCCC through its national network CCI will contribute to its development
- ix. The development and implementation of a support plan for community-based early years services to address current dependency on Community Employment.  
**Action** DCCC as part of its sustainability support plan will work with community based services in question.

**Standard Programmatic Activity**

DCCC currently employs 6 central staff and funds 5 Local Childcare Resource Services who provide a local point of contact for parents and childcare providers on various issues which further support is required on

DCCC Central Staff  
 One Manager  
 2 Business Support Officers  
 1 Information & Research Officer  
 1 Childminding & Development Officer  
 1 Administrator

**Recruitment of Additional Staff to DCCC Staff Team**  
 2 Quality Support Officer  
 1 Support officer

	<b>Private Services</b>	<b>Community Services</b>
<b>Central Area</b>	41	34
<b>North Central Area</b>	92	21
<b>North West Area</b>	35	28
<b>South Central Area</b>	46	65
<b>South East Area</b>	77	11
<b>Total in Dublin City</b>	<b>291</b>	<b>159</b>

Dublin City Childcare Committee Staff has key responsibility for ensuring the overall strategy or the Local Implementation Plan is implemented, this is achieved through centrally managing all programmes with a local support role provided by the LCRS to delivery child protection, quality support, transitions and support around service profiling as determined by the National Quality Support Service. DCCC will take the lead in issuing all relevant programme information and management of the application process. Given the numbers of services participating in the programme and the population base which DCCC serves, the three programmes generate substantial volumes of work for the organisation to manage which has been previously referred to. In providing local support around the programmes DCCC has found that the ECCE programme requires resourcing for over 6 months of the year due to the number of returns which are required from services, through new entrants, existing entrant returns, parental queries, service returns and queries.

PIP will reduce the administrative burden connected to the programs, i.e. reduce the volume of paper based returns, but it will take some time before DCCC will see a direct impact on the work currently managed at a central level. This is further evidence given the increased number of services, accessing the programmes, increased elements within TEC and the number of parental queries supported by the central office. In addition the recent announcement by the Department to extend the Free Pre School Year and reform the CCs & TEC programme will impact on service providers. The summary table outlines the key milestones and anticipate actions DCCC will focus on. In addition the Learner fund will require additional resourcing during 2016 to ensure its full delivery.

TEC including, CETS, the After School Programme and CE will require ongoing supports connected to new entrants and service returns which DCCC will be asked to administrate locally, however the volume of queries connected with the programme continue on a re-occurring basis throughout the year, particularly from parents.

CCS- The programme of activity for CCS indicate a number of clear peaks, January through completion of supplementary returns, February / March new entrants, financial returns and service returns in October

Action	Time Line ( Subject to DCYA dates)	Dublin City Childcare Committee Central Office
ECCE Programme	<p>March / April</p> <p>April</p> <p>April / May</p> <p>May / June</p> <p>May / June</p> <p>August / September</p> <p>September / October</p> <p>Recurring issues every Month</p>	<ul style="list-style-type: none"> <li>○ Management of new entrant application forms through PIP</li> <li>○ Re-entry process for all service providers</li> <li>○ Submit service details to the Pre School Inspectorate for review</li> <li>○ Fee Policy Clinics</li> <li>○ Approve fee policies</li> <li>○ Services to provide information on Pre School LEADER qualifications</li> <li>○ Contracts to be returned via PIP</li> <li>○ Approve Pre School Calendars (PIP)</li> <li>○ Higher Capitation Forms</li> <li>○ Ensure Services are maintaining up to date information and are aware of any programme changes</li> <li>○ Provide ongoing support to parents with regard to queries around eligibility and qualifying criteria for programme</li> <li>○ Support Services with completion various returns as they arise</li> <li>○ Provide support infrastructure for services to access the PIP system</li> <li>○ Services seeking support around payment delays</li> <li>○ Submission of new entrants</li> <li>○ Service seeking to accommodate a service transfer</li> <li>○ Parents seeking clarity on fee policies and charges</li> <li>○ Work collaboratively with Pobal on compliance issues as they arise</li> </ul>
TEC Programme	<ul style="list-style-type: none"> <li>○ March / April</li> <li>○ April</li> <li>○ Ongoing throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>○ DCCC to managed new entrant application process</li> <li>○ Provide support where required with re-entry process to TEC</li> <li>○ Provide clear support role to services to access new or additional places under the programme. This will require specific supports to both parents and service providers seeking places under the programme</li> </ul>
CCS Programme	<p>January February</p> <p>March</p> <p>April</p> <p>May</p>	<ul style="list-style-type: none"> <li>○ Supplementary Return</li> <li>○ DCCC to manage the new entrant process to CCS</li> <li>○ DCCC to hold relevant meetings to review applications and submit applications to DCYA and Pobal.</li> <li>○ Approval of new entrants</li> <li>○ Financial Returns via pip</li> </ul>

	<p>September</p> <p>Recurring Issues</p>	<p>Parental Queries- DCCC deal with ongoing queries from parents seeking to access affordable childcare with support of CCS.</p> <p>Maintain up to date information on services, participating in the programme</p> <p>Provide information on how you qualify for a CCS place</p>
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