



## **Strategic Plan**

**2015 – 2018**

Adopted by the Board of Playgroup Tasmania

November 2015

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## Vision

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Playgroups in Tasmania: connecting families, strengthening communities, and enabling children to learn through play.

## Mission

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To support a network of accessible playgroups in Tasmania, which are places where children are nurtured, parents are supported, and communities are created and sustained.

## Values

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Playgroup Tasmania values:

    Families and children:

- families with children aged 0 to 5 years learning and developing together through play
- parents as a child's first educator
- parents and carers supporting each other through positive playgroup experiences

Community:

- the power of playgroups to strengthen communities

Partners:

- our role as the peak body for playgroups in Tasmania
- integrity of purpose, performance and accountability in dealing with stakeholders
- the partnership between our staff and volunteers, and their expertise and commitment

## Strategic directions

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Having achieved core funding for the next five years, Playgroup Tasmania is well-placed to strategically focus on priority areas during the period of this plan.

To achieve our vision, we must ensure high quality service provision, planned growth, and sound business practices.

With this in mind, we have conducted an analysis of our strengths, weaknesses, opportunities and threats. We have identified the following strategic focus areas and goals for Playgroup Tasmania.

## Strategic focus areas

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1. Delivering exemplary playgroup and toy library services to children, parents and community
2. Growing Playgroup Tasmania
3. Developing mutually beneficial partnerships

## Goals

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For each of the strategic focus areas, Playgroup Tasmania has developed specific goals to be achieved during the period of this plan.

The goals for each of the strategic focus areas are:

## **1. Delivering exemplary playgroup and toy library services to children, parents and community**

- 1.1.** Ensure that Playgroup Tasmania delivers programs which meet the current needs of the members, potential members, and other stakeholders
- 1.2.** Grow the membership of Playgroup Tasmania and participation in playgroups across the state
- 1.3.** Ensure that the co-ordinators of community playgroups are trained and resourced to establish and deliver consistently high-quality playgroups

## **2. Growing Playgroup Tasmania**

- 2.1.** Ensure the financial stability of Playgroup Tasmania
- 2.2.** Strengthen the governance and operational practices of Playgroup Tasmania
- 2.3.** Revitalise the branding and visibility of Playgroup Tasmania

## **3. Developing mutually beneficial partnerships**

- 3.1.** Identify the potential for partnerships with other organisations operating in the sector
- 3.2.** Link with evidence-based research and practice in the early years sector
- 3.3.** Become and remain well-known as the peak body for playgroups in Tasmania, and the key advocate for the valuing of parents as a child's first educator

## Strategies and actions

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In order to achieve the goals, Playgroup Tasmania will pursue the following strategies and actions.

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### 1. Delivering exemplary playgroup and toy library services to children, parents and community

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#### 1.1 Ensure that Playgroup Tasmania delivers programs which meet the current needs of the members, potential members, and other stakeholders

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Identify the needs of members and potential members of Playgroup Tasmania	<p>Conduct a 'climate' survey of members and potential members</p> <p>Implement uniform data collection across playgroups (and consistent with data collection being carried out by other state and territory organisations) to capture information about the people who access playgroups</p> <p>Reach out to the state government and other organisations in the early years sector to identify gaps and needs</p>
Plan for and provide programs which fit those needs	<p>Deliver, or collaborate with other organisations to deliver, New Parent Groups</p> <p>Work with Playgroup Australia for the continued delivery of community playgroups</p> <p>Continue to deliver Playconnect and My Time</p> <p>Investigate alternative means of funding for the provision of supported playgroups, including possible special interest groups</p> <p>Prepare and implement an operational plan for the delivery of the toy library</p> <p>Investigate the intergenerational model of playgroup delivery, pop-up playgroups, and other innovations</p> <p>Assess the feasibility of offering adult education sessions on 'play'</p>

1.2 Grow the membership of Playgroup Tasmania and participation in playgroups across the state

<p style="text-align: center;"><b>Strategies</b> <i>What</i></p>	<p style="text-align: center;"><b>Actions</b> <i>How</i></p>
<p>Offer membership packages which are of value</p>	<p>Develop the ‘member value proposition’</p> <p>Develop membership packs</p> <p>Consider the format of the AGM and introduce strategies to increase member participation</p>
<p>Ensure that the information and support required to access the existing playgroup network is readily available</p>	<p>Partner with other organisations which may be points of referral</p> <p>Ensure that promotional material is always available and visible in hospitals, CHaPS clinics, community centres and local councils</p> <p>Ensure website provides clear and up-to-date information for people wishing to locate a playgroup</p> <p>Provide playgroup co-ordinators with material to assist in local promotion of their groups</p> <p>Introduce follow-up calls for all playgroup enquiries</p> <p>Identify and utilise opportunities to increase membership sign-ups, for example at special events or concerts, online membership form and payment options</p>
<p>Ensure that the information and support required to establish a new playgroup is readily available</p>	<p>Ensure website provides clear and up-to-date information for people interested in starting a playgroup</p> <p>Develop and make available the updated Playgroup Tasmania Manual</p> <p>Make available the Playgroup Tasmania resource, “How to Start a Playgroup”</p> <p>Introduce follow-up calls for all new playgroup enquiries</p> <p>Maintain a register of venues across the state that are available for use by new playgroups</p>

	<p>Identify and utilise opportunities to increase interest in starting new playgroups, for example at special events or concerts</p> <p>Consider means to encourage new playgroups in regional areas</p>
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**1.3** Ensure that the co-ordinators of community playgroups are trained and resourced to establish and deliver consistently high-quality playgroups

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Provide appropriate resources for playgroup co-ordinators	<p>Deliver and promote Playmap to playgroup co-ordinators</p> <p>Develop and distribute the updated Playgroup Tasmania Manual, including uniform resources for data collection and reporting</p> <p>Support the promotional activities of playgroups through the provision of marketing material for local distribution</p> <p>Support the fundraising efforts of playgroups through the provision of information on fundraising, sponsorships and seeking grants</p>
Provide training and personal support to playgroup co-ordinators	<p>Develop a schedule to meet the training needs of playgroup co-ordinators, including investigating the possibility of partnering with adult education providers to offer training which may count towards formal qualifications</p> <p>Work with playgroup co-ordinators to assist them to succession plan for their playgroup</p> <p>Provide each playgroup co-ordinator with regular phone or in-person support from the Support and Development Officer</p> <p>Provide each playgroup with one facilitated session per year with the Support and Development Officer</p> <p>Include in a regular newsletter a segment on 'best practice' in playgroup delivery, including links to research on relevant topics</p>

	Survey playgroups that are disbanding or not re-affiliating to identify if there are any recurring trends, and respond proactively
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## 2. Growing Playgroup Tasmania

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### 2.1 Ensure the financial stability of Playgroup Tasmania

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Firm up terms of core funding	Negotiate funding sub-contract with Playgroup Australia for the remainder of the funding period  Submit workplans and outcomes-based reporting as required pursuant to sub-contract with Playgroup Australia
Investigate other funding opportunities	Investigate State government funding opportunities, including but not limited to for the continuation of the toy library  Investigate grants available from community and other funds
Diversify revenue streams	Investigate potential sponsorship opportunities, including preparing a sponsorships policy  Develop a fundraising plan  Promote our deductible gift recipient status, including encouraging gifts and bequests  Introduce financial ratios into Board reporting
Physical locations	Prepare a 5 year plan for the property at Holbrook Street, including a maintenance schedule, improvements and uses  Determine and secure an appropriate physical presence in Hobart and the North West
Eliminate debt	Develop a plan to repay the loan to Playgroup Australia, and any other debts by 2018

### 2.2 Strengthen the governance and operational practices of Playgroup Tasmania



<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Strengthen the Board and governance practices	<p>Operate with a full and skilled Board, and utilise the skill and experience of Board members</p> <p>Provide structured training for Board members, as well as opportunities for mentorship, up-skilling and growth</p> <p>Implement structured succession planning for the Board</p> <p>Develop a governance policies and procedures manual, including a Board code of conduct, a risk management reporting template and assessment procedure, and a compliance checklist reporting template and assessment procedure</p> <p>Measure progress against the strategic plan on a twice-annual basis</p>
Develop good management practices	<p>Develop an operational policies and procedures manual for staff</p> <p>Implement a performance management process for staff including induction processes, the setting of key performance indicators, identifying opportunities to up-skill and provide further training, and annual performance reviews</p>
Celebrate our volunteers	<p>Hold an annual event to connect and celebrate our volunteers</p> <p>Consider a means of keeping volunteers and members involved after their children begin school, for example alumni or life member events</p> <p>Build a volunteer base to aid with toy library and events</p> <p>Expand the volunteer base by drawing on resources outside the member base, for example TAFE students, Mission Australia, Centrelink Mutual Obligation Scheme</p> <p>Participate in Volunteer Week and Volunteer Awareness Day activities</p>

**2.3.** Revitalise the branding and visibility of Playgroup Tasmania

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Branding	<p>Work with Playgroup Australia and other state and territory associations with a view to developing uniform branding</p> <p>Be the trial site for Playgroup Australia’s uniform branding roll-out</p> <p>Work with Playgroup Australia with respect to a new website and social media platform</p>
Visibility	<p>Develop a communications plan including consistent messaging on social media, media outreach and content creation</p> <p>Produce a newsletter for circulation to members and stakeholders</p> <p>Review our annual events calendar in terms of supporting the vision and mission, quality, effort, return, staff and volunteer requirements and participant feedback. Identify new opportunities</p> <p>Explore ways to continue bringing affordable children’s entertainment to Tasmania that is sustainable for Playgroup Tasmania</p> <p>Continue the work of the Tasmanian Children’s Week committee, and maintain representation on the National Children’s Week committee.</p> <p>Identify working groups and committees that Playgroup Tasmania should be represented on</p>

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### 3. Developing mutually beneficial partnerships

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#### 3.1 Identify the potential for partnerships with other organisations operating in the sector

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Develop relationships with other organisations operating in the sector	Initiate networking events with other organisations operating in the sector

	<p>Investigate the potential for partnerships, for projects, programs, information sharing, funding and referrals</p> <p>Connect with sources of referrals, for example ante-natal classes, hospitals, CHaPS clinics, local councils, Launching into Learning</p> <p>Identify working groups and committees that Playgroup Tasmania should be represented on</p>
Be a source of information and referral to other services	Develop resources for staff and playgroup co-ordinators whereby they can assist parents and carers with information about other organisations and services

### 3.2 Link with evidence-based research and practice in the early years sector

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Access evidence-based research	<p>Link with the Early Years Framework as the basis for community playgroup planning and evaluation</p> <p>Support and access resources produced by the Early Years Foundation, where possible</p> <p>Link with educational facilities and research institutes that are exploring the benefits of play and playgroup</p>

### 3.3 Become and remain well-known as the peak body for playgroups in Tasmania, and the key advocate for the valuing of parents as a child's first educator

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>
Visibility	<p>Develop a communications plan including consistent messaging on social media, media outreach and content creation</p> <p>Produce a newsletter for circulation to members and stakeholders</p>

	<p>Identify working groups and committees that Playgroup Tasmania should be represented on</p> <p>Build relationships within state and federal government</p> <p>Develop a policy for use of the Playgroup Tasmania logo by affiliated playgroups</p>
Patron	Secure a high-profile and respected patron for Playgroup Tasmania