



Waterford City
Childcare Committee Ltd.
Coiste Cúraim Leanaf Chathair Phort Láirge

Advancing Childcare & Early Education for **Every** Child

Executive Summary of Strategic Plan 2007–2010





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NCIP 2006–2010



EOCP 2000–2006



Foreword

The Executive Summary of the Childcare strategy for Waterford City, 'Advancing Childcare and Early Education for Every Child 2007-2010' is presented in this report. The strategic plan is designed to lead childcare developments in Waterford city over the next four years and beyond. It is the result of consultation with a wide range of stakeholders who have an interest and a role to play in the provision of quality childcare for all children in Waterford City. It is a four year strategic plan which marks a watershed in the development of childcare locally. The plan brings together childcare provider and stakeholder interests in a collaborative approach to the development of childcare in the city. In it the Neighbourhood Strategy approach envisioned in the City Development Plan has been adapted by dividing the city into eight cluster areas, each comprising a number of District Electoral Divisions based on geographic proximity. All Childcare facilities have been mapped into the relevant cluster and presented in a map prepared by City Council Planning Department.

The strategic plan is divided into three major sets of objectives for implementation which fall into one of the following three sub-committees

1. Childcare Co-ordination and Networking
2. Childcare Quality and Capacity
3. Childcare Infrastructure

This strategic plan is for every child in the city including children with special needs. It is therefore dedicated to shaping childcare provision across the city to reflect fully the changing nature of cultural, social and physical diversity. It aims to supply parents and children with a wide range of childcare options where the highest standard of indoor and outdoor facilities are available across the city to supplement family care. It does so, that children of all ages, including school-age children, have access to child-caring environments where they can make friends and play and develop.

I would like to thank all those who had an input in the development of the strategy including all those who participated in focus group discussions, responded to questionnaires, wrote to the committee, local and national organisations who made their research reports and plans available, committee members, staff team and Michael Rush who the Committee contracted to research and write the report. Finally I would like to express our gratitude to Pobal and the Office of the Minister for Children who guided the process of preparing the plan and provided the funding through the Equal Opportunities Childcare Programme (EOCP) and the National Childcare Investment Programme (NCIP).



Jim Hewison
Chairperson, Waterford City Childcare Committee

Executive Summary of Strategic Plan – 2007–2010

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1.i The Vision and Context of the Strategic Plan: Sustainable Childcare

This plan presents the Waterford City Childcare Committee's (WCITYCCC) strategic approach to the development of childcare in the city over the four-year period 2007–2010. The plan benefits from consultation with local stakeholders and childcare providers and depends upon local participation for successful implementation. It is set however within a national socio-economic and policy context. Ireland is a very prosperous yet unequal country by European standards, where concentrations of poverty and social exclusion persist and where social and economic problems provide the context for the integrated development work, which is ongoing in local communities.¹

The Waterford City Childcare Committee's long-term strategic vision is to act as a catalyst for the development of childcare for all children.² In accordance with the objectives set by the Office of the Minister for Children (OMC) and the National Childcare Investment Programme (NCIP 2006–2010), the WCITYCCC will over the next four years continue to work in partnership to serve the whole community. This strategic plan will therefore be delivered in order 'to support families to break the cycle of poverty and disadvantage; and to support a co-ordinated approach to the delivery of childcare, which is centred on the needs of the child'.³

The implementation of the Strategic Plan 2007–2010 will include a primary focus on the following four key aims of the NCIP (2006–2010):

- Improve the supply of early childhood care and education services for 3 to 4 year olds.
- Target the unmet need for school age childcare services.
- Support families and break the cycle of disadvantage.
- Further develop the structures for co-ordination between statutory and non-statutory actors in the sector.

¹ Pobal – (2006) Strategic Plan 2006–2008, Dublin.

² The term 'all children' reflects an anti-bias approach to equality and diversity and is used expressly to include but is not limited to people with a disability, the travelling community, economic migrants, black Irish, Irish language speakers, refugees, asylum seekers, children with gay or lesbian parents and families of minority religious faith [see *Diversity & Equality Guidelines for Childcare Providers*, 2006:4]. In the context of this strategic plan 'all children' also refers to children from all geographic neighbourhoods in the city.

³ Pobal (2005:2) Supporting Quality Improvement.

1.ii Strategic Mapping of Childcare Provision in Waterford City

The Waterford City Childcare Committee in a close working collaboration with the Waterford City Council Planning Department has carried out a strategic mapping exercise of the city. The strategic mapping exercise closely follows the Neighbourhood Strategy adopted by Waterford City Council.

The Neighbourhood Strategy is a major feature of the Waterford City Development Plan 2008–2014. The strategic mapping exercise allows for **a fresh emphasis on the development of childcare services in all neighbourhoods of the city**. The strategic mapping exercise relies heavily on the Childcare Services Audit carried out by the Waterford City Childcare Committee.

The Waterford City Childcare Audits

Table 1 combines the number of children enrolled in childcare⁴ with the numbers on waiting lists to arrive at an actual expression of parental-economic demand for childcare in the City.

Table 1.

Expression of Demand	2003	2006	Increase	% Increase
Children attending centre based childcare	1,157	1,768	611	Up 51
Children on waiting list	447	361	-86	Down 22
Total Expression of Demand for Childcare	1,604	2,129	525	Up 33

In the year 2000 the City Development Board identified 37 childcare centres in the city with waiting lists that included 431 children. In 2003 the Waterford City Childcare Committee Child Care Audit identified 40 centres with a waiting list of 447 children and a demand for childcare of approximately 1,600 children again based on those attending and those on waiting lists. This figure represented about 30% of children under 4 years of age.

In 2006 a good deal of progress has been made with over a 50% increase in those attending childcare centres and with waiting lists down by 22%. The 2006 figures presented in Table 1 represent close to 50% of all children under 5 in the city. They illustrate an increasing trend towards combining home-care with out-of-home-care for young children or what is increasingly referred to in Ireland as 'combination care'.

The figures presented in Table 1 represent a great deal of progress in a relatively short space of time. For example EU guidelines recommended that by 2010 at least 90% of children over 3 and 33% of children under 3 should have access to childcare outside the home.⁵ What these figures suggest is that Waterford City is now beginning to approach EU standards for some age categories.

⁴ The total number of children enrolled is in excess of the total capacity of the services as notified by the HSE because a daily place may be used by more than one child in any one week. In the same manner a sessional place maybe used by more than one child in any one day.

⁵ Council Recommendations on the Implementation of Member States Employment Policies for 2002 Employment Guidelines –VII published at www.europa.eu.int/int/comm./employment social/emp&esf/ees en htlm, cited in Evaluation of the Equal Opportunities Programme 2000–2006 (April, 2003:15)

1.iii Strategic Targets under the National Childcare Investment Programme (NCIP)

The key target of the National Childcare Investment Programme is to create **50,000 new childcare places nationwide**. The NCIP targeting strategy has placed a strong emphasis on creating new places within both the community and the private sector. The NCIP targets for the development of a childcare mix nationwide are set out below.

50,000 New Child Places under the NCIP

- 56% – community sector
- 44% – private providers
- 20% (10,000 places) 3-4 year olds to provide Early Childcare Providers (ECE) focus
- 10% (5,000 places) School Age Childcare
- 17,000 Additional Qualified Childcare Workers by 2010

Strategic Guideline Targets for the City of Waterford under the NCIP

Table 2 shows that, according to the 2006 Census, Waterford City has a population of 45,775 persons,⁶ which constitutes about 1.08% of the overall State population of 4,234,923 persons.

Table 2

Census Demography	2002	2006	Actual Change	% Change
Waterford City	44,594	45,775	+ 1,181	+ 2.6
The State	3,917,023	4,239,848	322,825	8.24

It is possible therefore using a simple pro-rata approach to convert the national target of 50,000 new places nationwide into a local guideline target of **500 new childcare places for the City of Waterford**. The Committee expects to surpass the guideline with a target of 650 new places to be broken down in accordance with the breakdown recommended by the National Childcare Investment Programme, as follows:

650 New Childcare Places for Waterford City under the NCIP

- 364 – community sector places
- 286 – private provider places – which includes
 - 100 – places for 3-4 year olds to provide Early Childhood Education Focus, and
 - 50 – places for School Age Childcare
- 170 – additional Qualified Childcare Workers by 2010

Strategic intent for the period 2007–2010 requires a cognisance of national targets which provide a very useful benchmark. The maintenance of the proven track record of the WCITYCCC will in some cases however necessitate going beyond the pro-rata targets, for example in the case of school-age childcare provision.

⁶ Preliminary 2006 Census figures.

Demographic Profile of Children Aged 14 or Under Based on 2006 Census Data

Table 3

Census 2006 Age profile of children in Waterford City	Total Population	0–4 years	5–9 years	10–14 years	15–19 years
Male	22,622	1,632	1,501	1,363	1,650
Female	23,126	1,546	1,337	1,399	1,690
Total	45,748⁷	3,178	2,838	2,762	3,340

The total number of children aged under 14 in Waterford City enumerated in the 2006 Census was 8,778 which was approximately 19.1% of the total number of persons in the City. Nationally, children under 14 represented 20.38% of the population in the 2006 Census.

1.iv Large Scale Capital Investment Commitments for Building in 2007

Five community childcare centres are to be completed in Waterford City which have already been fully approved for Large Scale Capital Investment (EOCP) and have gone to contract before December 2006. In addition, the indicative budget for another community childcare centre has also been approved (NCIP). Thus in the course of the strategic plan 2007–2010, pre-approved large scale capital investment will guarantee the following new childcare places for the City of Waterford:

360 New Community based Childcare Places pre-approved for capital investment which will include at least 50 new school age places.

Legislative Regulation: New Places under the Planning Guidelines

The publication of Childcare Facilities: Guidelines for Planning Authorities (Department of Environment 2001), commits local Planning Authorities and Childcare Committees to increase the number of childcare places and facilities available and to improve the quality of childcare services for the community. The guidelines recommend the promotion of childcare facilities as a key element in the provision of sustainable communities in the following locations:

- Residential areas
- Places of employment
- Educational establishments
- City and town centres, neighbourhood and district centres
- Convenient to public transport nodes

In relation to new housing developments the planning guidelines state that depending on the particular circumstances of each individual site 'a standard of one childcare facility providing for a minimum twenty places for approximately seventy–five dwellings may be appropriate'. According to the Waterford City Development Plan 2008–2014 there is potential for 5,000 new households on stream for construction therefore creating the opportunity (according to the Planning Guidelines) for a potential supply of **1,300 new childcare places**.

⁷ Actual population (45,748) from Census results made available in May 2007 although preliminary population figure (45,775) has been used throughout the report.

Legislative Regulation: New Places under the Planning Guidelines (Continued)

A communiqué from the Construction Industry Federation (CIF) received during the strategic planning exercise endorsed the view that, so far, the full developmental potential of the planning legislation is being lost resulting in some cases in the following negative outcomes:

- Crèches being built and not utilised
- Crèches being built and proven to be not viable economically
- Lack of interest in crèches in new developments by childcare providers
- Negative impact on existing facilities
- Sites reserved for crèche facilities and not developed

The development of base-line data on planning approvals contrasted with actual new service establishment directly related to the Planning Guidelines (2001) is therefore a strategic imperative, as is a monitoring system for the delivery of additional new planning-related childcare places in the strategic period 2007–2010.

Childcare Infrastructure in Waterford City

Under the Auspices of the National Childcare Investment Programme it is important for the Waterford City Childcare Committee to establish a childcare agenda at the level of the city. To this end a major goal in the life of this plan is to establish an advisory group to support and guide the planning and development of the childcare infrastructure in the city comprising key stakeholders including the Health Service Executive, City Planners and the Construction Industry Federation.

1.v Methodology and Consultation

The Waterford City Childcare Committee has since its foundation developed an ever-evolving strategic and proactive approach to childcare development. The previous plan entitled a Strategic Programme for the Development of Quality Childcare in Waterford City 2001–2006 was published in 2002 following an extensive consultation and participation process involving all the local stakeholders.

This time around, the strategic planning exercise for 2007–2010 has involved regular meetings of the Waterford City Childcare Committee Strategic Planning Group (SPG). These meetings were open to all Committee members and were all highly participative and well attended. The strategic planning exercise was announced to the public through newspaper advertisements and to key stakeholders by e-mail.

A series of focus group meetings was arranged and advertised well in advance to maximise potential participation. It was decided by the SPG that individual members of the Waterford City Childcare Committee would host each focus group meeting to maximise the involvement of the Committee in the strategic-planning process. Focus group participation by the WCITYCCC members and staff alongside stakeholders and providers served to enhance an inclusive approach to the strategic development of childcare in the city.

The Waterford City Childcare Committee had previously commissioned a Review of the Strategic Plan 2001–2006, which involved one-to-one interviews with members of the Committee and sub-committees and interviews with all members of staff. The Review of the Strategic Plan 2001–2006 also included a review of action plans, annual reports and the organisation's Memorandum and Articles of Association.

The objective-setting exercise involved several meetings of the WCITYCCC. The strategic-planning process for 2007–2010 was also complemented by desk-based research. Collaboration with the Waterford City Council Planning Department in the Strategic Mapping Exercise was a critical element of the strategic-planning exercise and remains critical to the overall implementation strategy.

The matrix captures to some extent the degree of consultation which has gone into the strategic-planning process. Overall, the process relied on a multifaceted approach which included focus groups, neighbourhood assessments, surveys, meetings and attention to local area plans and project plans, a strategic review, the strategic mapping exercise and Committee deliberation.

Methodology Matrix

- The publication of a Review of the Strategic Plan 2001–2006 prepared by Ennis & Associates (2006).
- A strategic mapping exercise facilitated through representation of the Waterford City Council Planning Department on the Board of the Waterford City Childcare Committee.
- A postal survey of schools, childcare centres and parents councils on the need for School-Age Services (n29).
- An assessment of immediate area/neighbourhood childcare needs based on a door-to-door survey of parents.
- Focus group questionnaire/workshops carried out with two groups of young children attending centre-based childcare facilities.
- A childcare Services Audit Questionnaire.
- A comprehensive review of literature emanating from the Equal Opportunities Childcare Programme, The National Childcare Investment Programme, Pobal, the Childcare Directorate, and the Office of the Minister for Children, in addition to Local Authority Development Plans, local plans produced by Community Development Programme Centres and Family Resource Centres, local literature produced by disability and ethnicity interest advocacy groups, national and regional strategic policy literature, literature produced by the National Office for Economic and Social Development (NESDO, including the NESF) and the National Anti-Poverty Strategy (NAPS) also literature by the Centre for Early Childhood Development & Education (CECDE) and the National Council for Curriculum and Assessment (NCCA). Invaluable also was local research on listening to children, professional development and on the ongoing piloting of the Combination Childcare Integration Model and relevant academic debate.
- A communiqué from the Construction Industry Federation (CIF).
- Strategy development meetings with the SIM group, The Childcare Forum, The Rapid Programme Co-ordinator and the Waterford City Childcare Committee Staff.

A series of 11 focus group meetings with childcare providers and stakeholders in the city were hosted by individual WCITYCCC members or staff (shown in brackets).

1. **Local Parents Groups and Individuals** (Jarlath Fallon, Department of Education and Science and Paud Barry of the Parents of Children with a Disability Forum)
2. **Private Childcare Providers** (Dawn Murphy, Private Provider)
3. **Community and Voluntary Providers** (Margaret Mulligan, Waterford Area Partnership)
4. **Childminders** (Susan Power, Childminding Advisory Officer WCITYCCC)
5. **Pre-school Providers** (Vonnie Brennan, Health Service Executive)
6. **Training Professionals** (Clare Kelly, Waterford College of Further Education)
7. **Health and Education Professionals**
8. **CDB Social Inclusion Measures Sub-Committee** (SIM) and Rapid (Noirin Healy-Magwa)
9. **Children** (Noirin Healy-Magwa & Máire Cooke)
10. **WCITYCCC staff**
11. **The Childcare Forum** (Margaret Mulligan, Waterford Area Partnership)

1.vi Brief Overview of the Committee Structure

Full Committee (meeting monthly)

Social Partnership & Public Sector Agencies

Waterford City Council – John Andrews
 Dept of Education and Science – Jarlath Fallon
 Waterford Institute of Technology – Siobhan Fogarty
 Waterford College of Further Education – Clare Kelly
 Waterford Area Partnership – Margaret Mulligan
 Health Service Executive – Patrick Bergin
 Dept of Social and Family Affairs – Kay Scanlon
 FÁS – Paula Kinsella
 Trades Council – TBC

Civic and Childcare Organisations

Community Providers – Majella Cantwell
 Chamber of Commerce – Jim Hewison
 Parent Rep (C.Forum) – Jacqui Quinn
 Community Forum – Joe Kelly
 Parents of Children with Disabilities Forum – Paud Barry
 NVCC – Dawn Murphy
 Childminders – Brenda Colgan
 NVCC – TBC
 Childcare Forum – Rebekah Donnelly

Staff

Noirin Healy-Magwa	Co-Ordinator
Máire Cooke & Deirdre Lindy	Development Officers
Susan Power	Childminding Advisory Officer
Helen Clancy	Administrator/Information Officer

Sub-Committees

Meetings set in advance quarterly

Childcare Co-ordination and Network Sub-Committee

Childcare Quality & Capacity Sub-Committee

Childcare Infrastructure Sub-Committee

Executive/Finance Committee Meets quarterly

Strategic Policy R + D meetings and Staff Liaison Group meetings Open Meetings called by the Executive

1.vii Summary of the analysis of needs and priority objectives

Strategic Mapping Exercise and Neighbourhood Development

The 'strategic mapping exercise' undertaken in the second quarter of 2006 provides an analysis of the current profile of provision and supply of childcare. It does so by separating the 38 District Electoral Divisions (DEDs) of the city into eight Childcare Clusters that correspond closely with the Neighbourhood Strategy areas presented in the Waterford City Development Plan. Neighbourhood Development is a strategy for the consolidation of existing and the establishment of the new neighbourhoods or suburbs of the city.⁸ The conceptual device of a neighbourhood strategy which divides the city into the city centre and Waterfront supported by six distinct neighbourhoods has been reiterated in The Waterford City Draft Development Plan 2008–2014.⁹ This report uses the same conceptual device with the addition of the area known as Ferrybank, which is on the northern periphery of the city falling mostly within County Kilkenny.

⁸ Waterford City Development Plan (2002:73).

⁹ Waterford City Draft Development Plan 2008–2014 (2007:100).

Strategic Mapping Exercise and Neighbourhood Development (continued)

The underlying principle of the neighbourhood strategy is the sustainable development of neighbourhoods to support the expansion of the role of the city centre as an economic force and as a regional capital. The underlying principle of meeting childcare needs in the strategic period 2007–2010 is to maintain a balanced geographical distribution of childcare places across the city for environmental and social sustainability.

Analysis of the Profile of Provision and Supply

Table 4¹⁰ which gives data from the **strategic mapping exercise** and the **childcare services audit** suggests that the profile of the childcare infrastructure in Waterford city is fairly evenly divided between community providers (n26), private providers (n23) and childminders (n18).¹¹

However, the capacity is variable between different types of provider – for example, the capacity of a childminder in terms of quantity is much smaller than for example a large-scale community childcare provider. Also the definition community includes pre-school providers attached to national schools. Furthermore, it is clear from Table 7 that some clusters are better served than others, for example the city centre and the Ballytruckle clusters display a much greater service density than for instance Larchville-Lisduggan or Ballybeg. The closure of the Presentation pre-school which provided a valuable pre-school service to 75 inner-city children presents the WCITYCCC with a major crisis of provision on a scale with the loss of a major employer in a town. Replacement of this service over the course of the strategic plan is imperative.

The loss of a retail shopping centre service which provided short-term rest places for 11 children presents less of a challenge, but serves invaluablely to highlight the limitations of counting childcare places equally where a retail shopping centre place has equal value with an early education full-time long-term service for children.

Table 4

Cluster Services Audit	Pop. 2006	Total Attending	Total Waiting	Community	Private	Childminders	Primary Schools
1 North West	3,925	211	10	2	1	1	0
2 Ballybeg-Kilbarry	3,716	129	46	1	2	2	1
3 Ballytruckle-Grange	7,941	207	28	7	2	5	5
4 Grange Upper	4,809	201	14	0	3	4	0
5 Farronshoneen	6,710	207	0	0	7	2	0
6 Ferrybank	935	75	28	2	1	0	2
7 City centre	13,211	674	230	12	7	2	12
8 Larchville Lisduggan	4,528	64	5	2	0	2	1
Totals	45,775	1,768	361	26	23	18	21

¹⁰ The Childcare Services Audit was carried out in the summer of 2006.

¹¹ This figure of 18 childminders was recorded in May 2006 and has since increased to 30. All mapping data available was recorded in May 2006. In 2007 the number of private providers was 22 and community providers was 25.

New Household Development

Large scale neighbourhood development of new households in the period 2007–2010 will be concentrated in the North-West suburbs (Childcare Cluster 1). Some new household development on a smaller scale is also on stream for the Ballybeg-Kilbarry neighbourhood (Childcare Cluster 2) and in the Kilcohan/Ballytruckle neighbourhood (Childcare Cluster 3). There is potential for some upper-end of the market low density housing development in the Blenheim vicinity (Childcare Cluster 5). Local consensus in relation to local development has in part been built through the publication of Area Action plans and in the case of the Inner City (falling within the City Centre - Childcare Cluster 7) through the publication of Waterford Inner City Needs Analysis. The city is currently undergoing a housing boom and **new housing development in the city affords a unique opportunity to generate a substantial increase in childcare provision in the city. The aim of the WCITYCCC is that any subsequent increase in childcare provision develops within an overarching framework of equality and diversity including a commitment to principles of community development.**

Capital Investment

Capital and staffing funding for monies of €10,395,822 was approved in the previous strategy. 22 grants were approved for providers, some of whom are still engaged in the building of new centres or extensions to existing facilities. When provision for the North-West suburbs is added to existing investment plans the total anticipated new childcare places to be created in the period 2007–2010 will be over 500.

Focus Group Findings – Four Distinct Networks of Childcare Provision

A major outcome of the strategic-planning process has been the identification of an appropriate range of childcare provision through the categorisation of providers into four distinct groups; pre-schools attached to national schools, private providers, community providers and childminders. A major finding of the focus group meetings was the demand within each group to establish a distinct and unique sectoral identity in terms of co-ordination, networking and capacity building within their own provision-sector. There is local evidence therefore that the childcare sector is emerging as a maturing sector within the national economy with its own sub-sectors.

Strategic Plan 2007–2010 – A Fresh Emphasis on the Needs of Childcare Providers

The Waterford Area Partnership in common with Area Based Partnerships nationwide is placing a new strategic emphasis on child well-being in replacement of an explicit support for childcare provider facilities. It is therefore serendipitous that a major objective of this strategic plan is **to enhance childcare networks appropriate to the range of childcare providers and workers in the city.**

RAPID Areas & Community Partners

The institutional embedding of four new childcare providers' networks consisting of childminders, private providers, national pre-school providers and community providers into the WCITYCCC infrastructure during the course of this plan provides a major outcome in itself and requires a contemporaneous shift in emphasis by the WCITYCCC towards support for childcare provider networks.

RAPID Areas & Community Partners (continued)

The RAPID areas of the city have been prioritised in terms of social inclusion. An Inner city Needs Analysis has for example recommended initiatives to support the childcare needs of children in one-parent families. The idea of a flagship childcare service in the RAPID area for children with a disability was also tabled in the focus groups. Such an approach is fully in keeping with a developmental depiction of Waterford city as regional capital. The WCITYCCC continues to work closely with the Waterford City Council Planning Department, the Waterford Area Partnership and the Childcare Forum to meet its targets. A fresh national emphasis on social disadvantage and social inclusion within the NCIP is already proving helpful for the development of local working synergies.

Schools: School-Age Services & Pre-School Services

A shift in emphasis towards pre-school childcare for 3-4 year olds and school-age childcare services will to a greater extent characterise the strategic approach during the course of this plan. An important feature of the consultative process was a postal survey involving national schools and secondary schools, parents councils and childcare providers which sought to establish the extent of institutional and parental engagement with the issue of school-age care. The main findings of the questionnaire were:

- The majority of respondents agree that there is a need for school-age services.
- Approximately 50% indicated that school-age services should be available within the school premises.
- Approximately 50% were willing to work with the WCITYCCC for the development of school-age services.

The Head of a National School attended a Focus group meeting as did a Home-School Liaison Officer. An emphasis on school-age care and pre-school care coupled with a CDB/SIM group and DEIS (Delivering Equality of Opportunity in Schools)¹² emphasis on the links between childcare providers and national schools means that an increasing contact with parents' councils and school-age education providers will be a characteristic priority of this strategic plan. The strategic plan is strengthened in this regard through the active participation of the Department of Education and Science representative. The Childcare Directorate (2005) guidelines published under the heading Developing School-Age Care provides an overall policy context.

Sub-Committee Structure

The implementation of the work of the WCITYCCC is around the following three sub-committees:

- Co-ordination and Networking – improving the developmental policies, procedures and practices of childcare provider networks and stakeholder networks alongside community partners.
- Capacity and Quality – involving training and professional development organisations such as FÁS, WIT, the College of Further Education, the VEC and National Organisations such as the CECDE, the NCCA, and the NVCOs.
- Infrastructure – mapping and targeting investment capabilities: involving civic and statutory agencies including the Waterford City Council Planning Department and the Waterford Area Partnership.

Summary Objectives and Goals

The Waterford City Childcare Committee has set 26 goals for the course of this strategic plan. These 26 goals are located within 13 Objectives and responsibility for their implementation is designated to one of three sub-committees. In this way the three-strand system of organisation once again becomes the vehicle for the implementation of goals and objectives. The objectives and goals set out below can be considered priorities and to some extent provide a pre-requisite for the achievement of other goals and objectives.

¹² National Childcare Strategy 2006-2010 and National Action Plan for Social Inclusion 2007-2016.

Summary Objectives and Goals (continued)

Objective 1

Enhance and develop Co-ordination at all levels.

Goal 1

Maintain a sub-committee for the implementation of co-ordination and networking by inviting membership from community partners (WAP and Childcare Forum) and the appropriate range (4) of providers, parents and other stakeholders including NVCOs.

Objective 2

Promote initiatives targeted at the support and inclusion of childminders – including the development of voluntary notification with the local HSE.

Goal 2

Consolidate childminding capacity within the city by support for entrepreneurial/professional development in the childminding network.

Objective 3

Enhance childcare networks appropriate to the range of childcare providers and workers in the city.

Goal 3

Enhance childcare networks by facilitating the formal establishment of four separate provider networks: childminders, pre-school providers, private providers and community providers.

Objective 4

Through the CCC role in the NCIP application process, establish a strategic and proactive approach to childcare development at city level.

Goal 4

Maintain a balanced geographical distribution of childcare places across the city for environmental and social sustainability.

Goal 5

Establish an advisory group to support and guide the planning and development of the childcare infrastructure in the city comprising key stakeholders including the Health Service Executive, city Planners and the Construction Industry Federation.

Objective 5

Identify and promote initiatives targeted at the development and support of school-age childcare in the city.

Goal 6

Improve the profile of existing school-age provision and increase the level of existing provision by 50% in the community and private sectors during the life of the plan.

Objective 6

Maintain and build the local capacity to establish and sustain childcare places/services across all categories of childcare providers/services.

Goal 7

Improve strategic capacity of childcare providers by developing managerial training programmes tailored towards representatives in the childcare providers networks.

Objective 7

Identify training needs, developing a relevant strategy in consultation and collaboration with relevant training bodies/agencies.

Goal 8

Establish a realistic and sustainable level of training demand through consultation with local training organisations and institutes for local implementation of the National Training Strategy.

Goal 9

Create a regional childcare training capacity and infrastructure network by collaborating with the other Childcare Committees and FÁS.

WCITYCC Sub-Committee Structure & Strategic Objectives

Executive/Finance Committee

Capacity and Quality Sub-Committee

Staff – Marie Cooke

Committee – Clare Kelly & Jarlath Fallon

Objectives

- Maintain and build the local capacity to establish and sustain childcare places/services across all categories of childcare providers/services.
- Develop & promote quality standards and targets for childcare in the city.
- Identify training needs, develop a relevant strategy in consultation and collaboration with relevant training agencies.

Infrastructure – Sub-Committee

Staff – Noirin Healy-Magwa

Committee – John Andrews & Margaret Mulligan

Objectives

- Promote service-provision initiatives that target disadvantage-and social-inclusion issues.
- Establish a strategic and proactive approach to childcare development at city level in the NCIP application process.
- Identify initiatives targeted at the development and support of school-age childcare in the city.
- Improve the supply of early childhood care and education services for 3 to 4 year olds.
- Attract resources from local, regional and national sources to implement/supplement specific initiatives.

Co-ordination & Networking Sub-Committee

Staff – Deirdre Lindy, Susan Power

Committee – Siobhan Fogarty & Kay Scanlan

Objectives

- Enhance and develop co-ordination.
- Establish and develop a relevant support strategy for childcare providers at a local level.
- Promote initiatives targeted at the support of childminders – including HSE voluntary notification.
- Enhance childcare networks appropriate to a range of childcare providers.
- Develop and Improve information-sharing and learning systems.

Equality and Diversity

A significant emphasis is placed on Equality and Diversity at a national level. The National Childcare Strategy 2006–2010 has published diversity and equality guidelines¹³ where diversity is defined as follows:

The diverse nature of Irish society for example in terms of social class, gender, returned Irish emigrants, family status, minority groups and the majority group. (2006:vi)

Under the guidelines minority groups include but are not limited to: people with a disability, the Travelling community, economic migrants, black Irish, Irish language speakers, refugees, asylum seekers, children with gay or lesbian parents and families of minority religious faith.

The WCITYCCC has shown a commitment to addressing diversity and equality through its previous establishment of a separate committee to address the issues. It has now decided to take a mainstreaming approach to diversity and equality. The WCITYCCC carried out an extensive action research exercise in 2003 which focused specifically on children in Traveller families, children with a disability, children in gay and lesbian families and refugee and asylum seeker children.¹⁴

¹³ Diversity and Equality Guidelines for Childcare Providers (2006) Dublin: Office of the Minister for Children.

¹⁴ Rush, M. (2003) Children, Diversity and Childcare, Waterford: WCITYCCC.

1.viii Local Linkages and Co-Ordination

Strengthening Participatory Representation on the Waterford City Childcare Committee

The WCITYCCC has institutionalised joint working relationships with key public sector and civic organisations through representation on the Committee. This includes representation from private sector providers. In total there are 17 different public sector, semi-state agencies, social partners and community agencies represented (one organisation currently to be confirmed). The WCITYCCC members have committed themselves to participatory representation since the foundation of the Committee. During the lifecycle of the current strategy participatory representation is to be widened and strengthened through the establishment of four distinct childcare providers' networks and through their working representation in the sub-committee and full-committee infrastructure. The facilitation of local operation linkages between stakeholders (for the development of combination care packages involving interaction between the childcare mix and education and health providers) is a critical outcome.

1.ix Synopsis of Evaluation and Monitoring Systems

Implementation of the Strategic Plan

Implementation of the strategic plan will rely on a three complementary-strand approach involving the:

- Committee
- Staff
- Sub-Committees & Executive Committee

Widening and Deepening Representative Participation

The implementation of this strategic phase involves a widening and deepening of participation within the WCITYCCC. The sub-committee triad of Co-ordination and Networking, Infrastructure and Quality and Capacity provide for an increased sense of ownership and implementation. The support for an appropriate range of provider networks – pre-school, community, private and childminding generates a greater density of institutional responsibility. The provider networks strengthen the representative nature of the WCITYCCC.

Monitoring Progress at the Local Level

Progress at the local level is monitored through accurate and timely reporting and through the publication of annual reports and quarterly reports. Half-yearly reporting to Pobal involves the provision of clear numerical indicators under a range of target headings.

Methodologies and Responsibilities

The Committee is responsible for strategic planning and development; implementation-delivery procedures, policies, and operations of the organisation. It is also responsible for good corporate governance, leadership, and oversight management control of the organisation. The members of the Committee are representatives of key stakeholder agencies / departments / bodies / organisations / groupings in Waterford City. The Committee meets on average 11 times a year. The number of places of the Committee for the duration of the Strategic Plan 2007–2010 is eighteen (two to be confirmed). The WCITYCCC consists of three complementary strands as outlined above.

1.x Finance and Governance

In relation to finance and governance the Executive/Finance Committee ensures the following:

- The frequency of Board/committee meetings and the efficient distribution in advance of all WCITYCCC documentation and meeting correspondence.
- The appropriate experience of committee members.
- Adherence to best practice as set out in the Manual of Accounting Procedures and Practices.
- Adherence to good employment practice.
- Submission of performance monitoring, financial returns and annual progress reports to Pobal in an accurate and timely fashion .
- Development of performance monitoring systems for staff.
- Development of a customer charter which will include a complaints procedure.

It is fitting that a customer focus completes the strategic plan offering a timely reminder over the next four years that the end users of the National Childcare Strategy are children, and their parents/guardians are the customers.

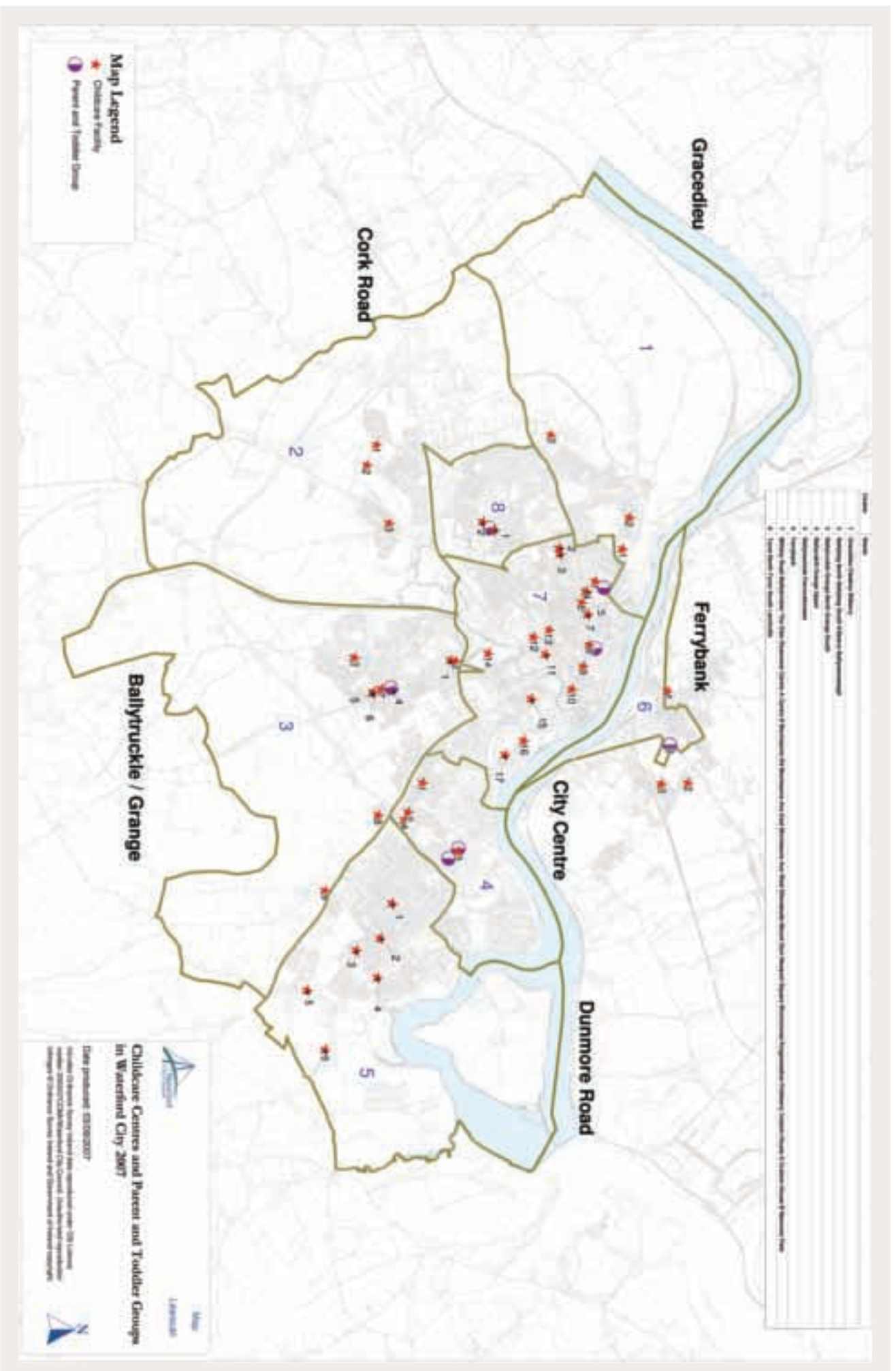
Childcare Services, Childminders and Parent & Toddler Groups

No	Name	Tel Number	C/P <small>(Community/Private)</small>	F/T, P/T, S ¹	Vn/N ² <small>(Childminders)</small>
Cluster 1: Childcare Centres					
1.1	Naiónra na Deise	843741	C	S	
1.2	Jigsaw	592033	P	F/T	
1.3	Waterford Childcare Centre	353913	C	F/T	
Childminders					
1.4	Tess Wall	355378			Vn
1.5	Donna Mc Kenna	372847			Vn
Cluster 2: Childcare Centre					
2.1	Early Start	375175	C	S	
2.2	First Steps	379980	C	F/T	
2.3	Kidz Inc	377066	P	F/T	
Childminders					
2.4	Tara Collins	504405			N
2.5	Yvonne Thornberry	384869			N
2.6	Elizabeth Brophy	086 3915743			Vn
2.7	Vicky Egan	358209			Vn
Cluster 3: Childcare Centre					
3.1	Birchwood House Pre-School	843891	C	S	
3.2	Our Lady's Nursery School	086 8788142	P	S	
3.3	Tip Toes Pre-School	306728	C	S	
3.4	Butler Centre PlayGroup	086 3938729	C	S	
3.5	Seans Eile	855734	C	S	
3.6	Killure Grove After School	855734	C	P/T	
3.7	Focus Ireland	879810	C	S	
3.8	Home from Home	306992	P	F/T	
3.9	Little Scholars	844238	P	F/T	
Childminders					
3.10	Martina Falconer	843934			N
3.11	Ruth Hanamy	871722			Vn
3.12	Janet Murphy	870240			Vn
3.13	Carmel Coleman	841648			Vn
3.14	Susan Wyse	858468			Vn
3.15	Martina O'Flaherty	857542			Vn
3.16	Nicola Cummins	087 2183925			Vn
3.17	Avril Hutchins	086 3575881			Vn
3.18	Susanne Rea	086 3303159			Vn
3.19	Susmita Barua	873638			Vn
3.20	Daniela Kaiwellis	872887			Vn
Parent & Toddler Group					
	Butler Centre	876907			
Cluster 4: Childcare Centre					
4.1	Hurphy's House	301867	P	F/T	
4.2	Jigsaw(Williamstown)	858967	P	F/T	
4.3	Jigsaw (Ardkeen)	858967	P	F/T	
4.4	Williamstown Childcare	873918	C	F/T	
Childminders					
4.5	Brenda Colgan	877848			N
4.6	Phil Ryan	854056			N
4.7	Maire McAuliffe	874274			Vn
Parent & Toddler Group					
	Ardkeen Library	849755			
	Burns, Bobes and Beyond	380669			
Cluster 5: Childcare Centre					
5.1	Tiny Toes	858001	P	S	
5.2	Park Montessori	858151	P	P/T	
5.3	Little Explorers & Jennys Afterschool	087 9273188	P	S	
5.4	Woodland Creche	086 9063134	P	S	
5.5	Scillywags	087 6537086	P	S	
5.6	Bluebells Play Group	879292	P	S	
Childminders					
5.7	Adrienne Byrne	858487			N
5.8	Juliet Johnston	051 820715			Vn
5.9	Annette Duggan	087 2919300			Vn
5.10	Carmel Coffey	874840			Vn
5.11	Janet Foley	820651			Vn
5.12	Kelly Sheehan	086 3341512			Vn
5.13	Richa Yadav	855545			Vn
Cluster 6: Childcare Centre					
6.1	Tir Na nOG	087 2749132	C	S	
6.2	Bumble Bees	860542	P	F/T	
6.3	Stepping Stones Playgroup	087 6521517	C	S	
Childminders					
6.4	Linda Murphy	833669			Vn
Parent & Toddler Groups					
	Ferrybank	851168			
Cluster 7: Childcare Centre					
7.1	Mercy Pre-School	877134	C	S	
7.2	Play Days Childcare/Kids Inc	353828	P	F/T	
7.3	Play Together Pre-School	086 3821194	P	S	
7.4	St Bridget's Pre-School (Travellers)	375261	C	S	
7.5	Busy Bees - St Bridget's	375261	C	S	
7.6	Jeanne's Montessori	383144	P	S	
7.7	St Josephs Childcare Centre	843512	C	F/T	
7.8	Stephen St Pre-School	871716	C	S	
7.9	Sacred Heart Centre	877707	C	S	
7.10	The Children's House	852990	C	S	
7.11	Waterford Women's Centre	351918	C	F/T	
7.12	VEC	852803	C	F/T	
7.13	Mount Sion Pre School	377947	S		
7.14	Early Years Pre-School	087 9860190	P	S	
7.15	St Declan's Pre-School	855200	C	S	
7.16	Waterford Montessori	873354	P	S	
7.17	Newtown Montessori	086 8194705	P	S	
Childminders					
7.18	Miriam Ryan	357442			Vn
7.19	Bernie Power	371223			Vn
7.20	Ann-Marie Phealan	358746			Vn
Parent & Toddler Group					
	St Patrick's United Church	841164			
	Down's Syndrome Group	856143			
Cluster 8: Childcare Centre					
8.1	St Paul's Playgroup	087 2749132	C	S	
8.2	St Paul's Pre-school	087 6834915	C	S	
Minder & Toddler Group					
	Larchville/Lisduggan	351343			

¹ **F/T: Full-time service:** a childcare place that is available (at) for more than 5 hours per day and (b)in a facility notified to the HSE as providing full day care, **P/T:Part-time service:** a childcare place that is available for more than 3.5hours up to and including 5 hours continuously per day, **S: Seasonal service:** a childcare place that is available for 3.5 hours per day or less

² **V.N:** Voluntary notified: a childminder caring for 3 children or less, **N: Notified:** a childminder notified to the HSE- minding 4 or more children – max 6

Appendix 1: Map





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NCIP 2006–2010



EOCP 2000–2006

