



Victorian Inclusion Agency Consortium Prospectus

Community Child Care
Yooralla
KU Children's Services

May 2016



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Summary Statement

The Victorian Inclusion Agency Consortium (VIAC) is uniquely positioned to deliver the Inclusion Agency in Victoria due to the synergies that the collaboration of Community Child Care Association (CCC), KU Children's Services (KU) and Yooralla, supported by Victorian Aboriginal Education Association (VAEAI), fka Children's Services Inc. (fka) and AMES Australia (AMES), represent:

1. VIAC has deep knowledge and expertise in early and middle childhood education service provision combined with recognised leadership in the provision of inclusion support and disability services. This offers Early Childhood Education and Care (ECEC) services the “best of all worlds” as VIAC will be able to draw from its expertise in ECEC programs, practice and inclusion support to provide tailored support to individual ECEC services.
2. CCC is recognised as an ECEC sector leader in Victoria and collaborates on a daily basis with ECEC services and stakeholders on all aspects of service operation and inclusion.
3. In addition to our long history of quality ECEC service provision, KU is recognised as the leader in ISA service provision at the National level and currently supports over 2,500 services in Vic. and NSW.
4. Yooralla is a leading disability services provider and supports 252 ECEC services through the Kindergarten Inclusion Support Program. Yooralla is also an RTO with a broad pool of skilled staff to draw upon, enabling any professional learning for Inclusion Professionals to be mapped to Community Services Training Package competencies.
5. Yooralla and KU are also NDIS service providers and will readily assist ECEC services to understand the scheme and the implications for their service delivery. KU currently manages an ISA in the Barwon trial site and is supporting ECEC services and EI providers to navigate the roll out challenges.
6. All three organisations have a focus on quality, innovation and research and have partnered with a variety of universities to fully understand young children, their education and care needs. This demonstrates that all members are committed to understanding best practice and latest research in our area of expertise.
7. CCC has partnerships with a carefully vetted and selected team of external consultants and community services with considerable consultancy and support experience in delivery to ECEC services across Victoria. These successful partnerships are supported through regular electronic and face-to-face communication on impacts, trends and issues in the sector and what can be improved in service delivery. Therefore, the VIAC have capacity to engage experts in any area required to support knowledge development within the organisation or across services in Victoria.
8. All three members pride ourselves on ethical program design and conduct. VIAC members have consistently demonstrated sensitive and client-focussed work with families experiencing multiple levels of disadvantage and vulnerability, culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander peoples and communities. We are committed to using interpreters and to providing material in home languages whenever possible. Our communication is always culturally appropriate (in content and form) and respects the rights of all participants. Our work is underpinned with confidentiality and informed consent. The Department can therefore be assured that VIAC's delivery of the Victorian Inclusion Agency will be ethically and respectfully delivered.

Background

The three member organisations began discussions and meetings in late 2015 to explore how they might collaborate to deliver the Victorian Inclusion Agency for the Australian Government. The Victorian Inclusion Agency Consortium (VIAC) was formed with the members being Community Child Care (CCC), Yooralla and KU Children's Services. CCC as lead agency, will subcontract VAEAI, fka and AMES to deliver specialist advice and support for VIAC's IA delivery (see Service Model below). During late 2015 and early 2016 the consortium began to build agreement on the vision, approach and models of delivery and governance for this new program. The consortium believes that the synergy created by the three organisations' knowledge, experience and values makes it exceptionally well suited to deliver an innovative, responsive Inclusion Agency across Victoria.

All three agencies have a variety of experience in and a strong reputation for collaborating with and supporting early and middle childhood education and care (ECEC) services in Victoria to deliver local, state and federal government and sector funded programs. VIAC also has experience in the delivery of services similar to the Inclusion Agency with:

- KU having played a strong leadership role in the IPSP delivering ISAs in eight regions, the NISSP for all of Australia and an ongoing member of the ISA Alliance. KU have led Alliance working groups on ISF professional development, Outcomes Framework, IIP and transition risks,
- Yooralla having delivered the *Kindergarten Inclusion Support Program* for 13 years, in two regions of Victoria, and
- KU have also delivered the AMEP program and their own in-house inclusion support.

VIAC's community engagement is also second to none with many partnerships and collaborative projects, programs and pieces of work achieved over long histories of working with ECEC services. This proactive approach to outreach and community engagement is evidenced by our model, which includes three partners who will offer specialist advice and support to our team of Inclusion Professionals to ensure latest understanding of best practice is included in our everyday support of ECEC services across Victoria.



All VIAC member organisations are also committed to supporting services in ways that build their capacity and capability to deliver high quality ECEC services. Supporting services to explore and learn from their experience is our MO and is reflected in the principles and values of each organisation and the purpose and values of VIAC (see page 3).

Purpose, Vision and Values

VIAC's **purpose** is to work collaboratively with Victorian ECEC services to enhance their capacity and capability in inclusive practice excellence to ensure their services are reflective of and responsive to all children and families in their community.

VIAC's **vision** is that all Victorian children can meaningfully and actively participate in an ECEC service of their family's choice in their community.

VIAC **values** and embraces:

- a **capacity building** approach that acknowledges strengths,
- **building communities** where everyone has a sense of belonging,
- **collaboration** with all stakeholders that builds synergy, and
- diligent **attention to excellence** in service delivery.



For every VIAC employee to deliver daily on our purpose and work towards our vision, they will commit to the following:

1. Build capacity and acknowledge strengths. I will:
 - a. appreciate the strengths, resourcefulness and resilience of people I am working with and recognise the contextual constraints within which they work,
 - b. share my understanding of these strengths and seek out and offer suggestions to build on these and to learn together,
 - c. lead by example by drawing on my own and colleagues' experience and knowledge, and
 - d. seek out and undertake professional and personal learning opportunities that build on my strengths and update my knowledge and skills.
2. Build communities and a sense of belonging. I will:
 - a. accept that everyone has their own culture, beliefs, values and strengths contributing to our rich and diverse community,
 - b. treat people fairly, respect individuals' choices and accept these even when they are different from my choices (*provided they don't cause harm*)
 - c. work with individuals and groups in a way that builds understanding and acceptance of difference, and
 - d. acknowledge Aboriginal and Torres Strait Islander people as our nation's first people and their contribution to this nation.
3. Collaborate to build synergy. I will:
 - a. work cooperatively with others with a solution and outcomes focus to explore new ideas and deliver innovative responses,

- b. communicate in a positive, clear and concise manner that builds trust and meaningful partnerships, and
 - c. consistently and openly share information, resources, skills and expertise with those with whom I am working.
4. Pay diligent attention to excellence in service delivery. I will:
- a. be honest and act ethically and with integrity at all times in my conduct and take responsibility for the things I do and the things I don't do,
 - b. seek out ways to continuously improve our service delivery,
 - c. be open to constructive feedback and use it to improve my practice,
 - d. support others to and personally use reflective practice in our work, and
 - e. speak up courageously in the face of challenge.

VIAC believes that a solid organisational basis provided by these clear guiding statements and the work carried out by the VIAC team will assist ECEC services throughout Victoria to:

- be ready to include any child and family and adapt as required to meet individual needs,
- have positive, productive relationships with families using their service and are proactively reaching out to new families,
- provide a continuity of education and care throughout the day in every setting, including schools,
- reflect the diversity of their local community including the use of home languages and visible links to the local Aboriginal community,
- be confident, connected and collaborating with other local human services.

And in these services:

- All children will be:
 - supported to build functional skills and actively participate in high quality programs,
 - happy and thriving,
- Educators will be:
 - Relaxed and competent in their communication and interactions,
 - confident in the articulation of their practice,
 - proud of what they do,
 - recognised as professionals.
- Families will be confident in the service and their educators.

In embracing the guiding statements, the consortium is leading and inspiring excellence in ECEC inclusive practice including:

- being recognised as a voice on ECEC inclusion in Victoria,
- having strong, productive partnerships with all levels of government, peak bodies and local human services organisations, and
- having long standing, skilled, knowledgeable and well connected staff.

Value add for Victorian ECEC Services

VIAC has identified its strengths and the synergy produced by the three organisations coming together to deliver this program. The value add this consortium can deliver for the IA includes:

1. Vast experience in on time and within budget delivery of large government funded programs, including accurate and timely reporting and high levels of satisfaction from funders, stakeholders and clients.
2. Well respected and trusted by all sectors in Victorian ECEC to deliver high quality programs and long standing professional networks and relationships including with peak organisations across ECEC and Inclusion.
3. Experience in delivery of state-wide programs, ensuring equity of access for services across Victoria and ability to collaborate and partner with expert organisations to enhance internal knowledge and service delivery.
4. Deep understanding of the whole of the ECEC sector in Victoria and the current IPSP, enabling professional and collaborative assistance to transition to the new ISP.
5. Values driven organisations that believe and have experience in building capacity and capability and working within a strengths based framework.
6. Long history of supporting ECEC services in the equitable inclusion of children and families who might be vulnerable to suboptimal learning and life outcomes.
7. Established infrastructure to efficient start up of a new program including office space across the state, case management system, high level technological and communications capacity, existing specialist equipment library, existing organisational support staff and functions.
8. A Program Logic (see end of document) in place that identifies priority needs, inputs, activities, outputs and possible outcomes measures specific to this program. This evidences VIAC's deep understanding of the ECEC sector, the work required and the outcomes that can be achieved and provides a solid base for a successful program implementation and evaluation.

VIAC Service Model



Discussions through the latter part of 2015 assisted VIAC to determine our preferred service model, roles and responsibilities for the Inclusion Agency for Victoria (see page 7).

Building on the previous ECEC inclusion programs and the great work of the staff and organisations engaged in supporting inclusive practice in ECEC services, VIAC have identified a number of statewide and local/regional strategies. This mixed method

approach will deliver a very efficient and effective IA service consistently across Victoria. One VIAC

member has responsibility for each regional and statewide strategy, governance and support mechanism, and strategies are depicted in the model below.

CCC will take responsibility for:

- Regional Clusters 2 and 6 and ensuring consistent delivery with other VIAC members,
- Lead agency and governance mechanisms including:
 - Contract negotiation and reporting,
 - Secretariat for Program Governance Group, Leadership Group & Sector Reference Group,
 - Ensuring the development and consistent implementation of the organisational support mechanisms detailed in model below and in Work Plans, and
 - Strategic and operational planning including oversight of Regional Plans.
- State-wide strategies including:
 - Negotiating and subcontracting the Specialist Advice and Support Partners,
 - 1800 call centre, and
 - Leading Stakeholder Engagement including Outreach and community Engagement, and
- Leading the development of organisational support mechanisms including the Professional Learning and Coaching Program and Coaching and mentoring for new ICs, the website, and the IA Outcomes Reporting Framework.

Yooralla will take responsibility for:

- Regional Clusters 4, 7 and 9 and ensuring consistent delivery with other VIAC members,
- State-wide strategies including
 - Specialist Equipment Service, and
- Leading development of organisational support mechanisms including the integration of the Empowerment and Quality Framework into VIAC QA processes and systems.

KU will take responsibility for:

- Regional Clusters 1, 3, 5 and 8 and ensuring consistent delivery with other VIAC members; and
- Leading development of organisational support mechanisms including: on-line information and resources; Inclusion Agency's Practice Framework; and the Customised On-line case management system.

We believe our Specialist Advice and Support partners, fka, VAEAI and AMES, along with Yooralla, sets VIAC's service model apart, as they each have specialist inclusion expertise to enrich VIAC's service delivery. This strategy is designed to ensure that ECEC services across Victoria have access to up to date knowledge of the barriers and issues children and families from these target groups face. Best practice, innovative inclusion strategies ECEC services can utilise to minimise or eliminate these barriers will also be shared to ensure ECEC services have capacity and capability to include all children.

Victorian Inclusion Agency Consortium Regions

The Victorian Inclusion Agency Consortium (Community Child Care Association, Yooralla and KU Children’s Services) will be providing inclusion services across Victoria, in regions listed below. Each member organisation of the consortium will have responsibility for different regions. The regions have been colour coded to reflect this and also correspond to the Metropolitan Melbourne map and Provincial Victoria map respectively. Local Government Areas for each region have been included.

Region 1 (KU):

Ararat, Pyrenees, Colac- Otway, Corangamite, Geelong, Glenelg, Golden Plains, Hindmarsh, Hobson’s Bay, Horsham, Moyne, Northern Grampians, Queenscliff, Southern Grampians, Surf Coast, Warrnambool, West Wimmera, Wyndham, Yarriambiack

Region 2 (CCC):

Ballarat, Bendigo, Buloke, Campaspe, Central Goldfields, Gannawarra, Hepburn, Loddon, Macedon, Mildura, Mitchell, Moorabool, Mt Alexander, Swan Hill

Region 3 (KU):

Alpine, Benalla, Greater Shepparton, Indigo, Mansfield, Moria, Strathbogrie, Towong, Wangaratta, Wodonga

Region 4 (Yooralla):

Bass Coast, Baw Baw, East Gippsland, La Trobe, South Gippsland. Wellington

Region 5 (KU):

Brimbank, Hume, Maribyrnong, Melton, Moonee Valley

Region 6 (CCC):

Banyule, Darebin, Melbourne, Moreland, Whittlesea, Yarra

Region 7 (Yooralla):

Knox, Manningham, Maroondah, Murrindindi, Nillumbik, Whitehorse, Yarra Ranges

Region 8 (KU):

Bayside, Boroondara, Glen Eira, Kingston, Monash, Port Phillip, Stonnington

Region 9 (Yooralla):

Cardinia, Casey, Frankston, Greater Dandenong, Mornington Peninsula

Region No.	Anticipated Office Location (sub-office)
1	Geelong (Warrnambool)
2	Bendigo (Mildura)
3	Wangaratta
4	Morwell
5	Brimbank
6	Preston
7	Kew
8	Kingston
9	Cranbourne

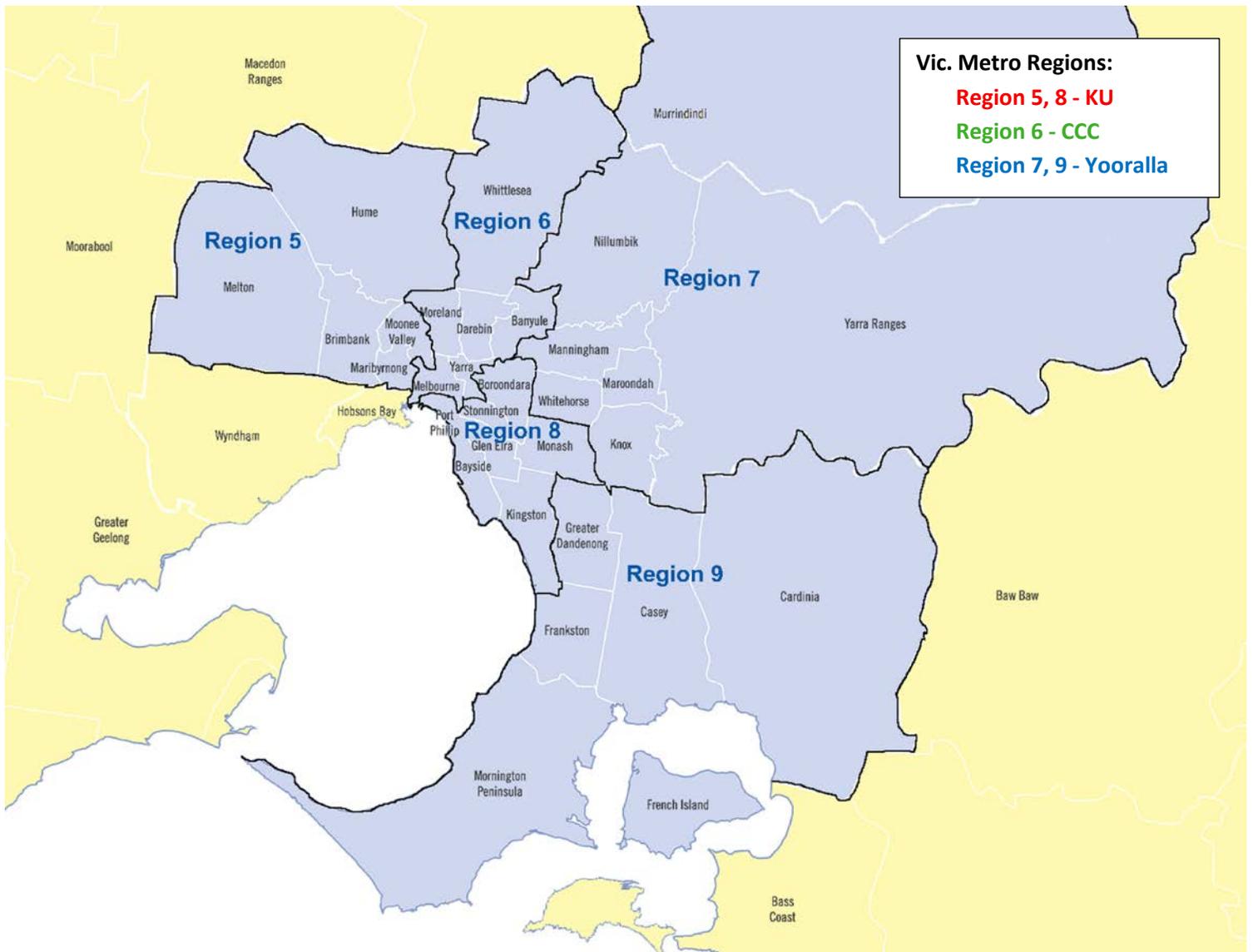
Blue: Yooralla

Red: KU Children’s Services

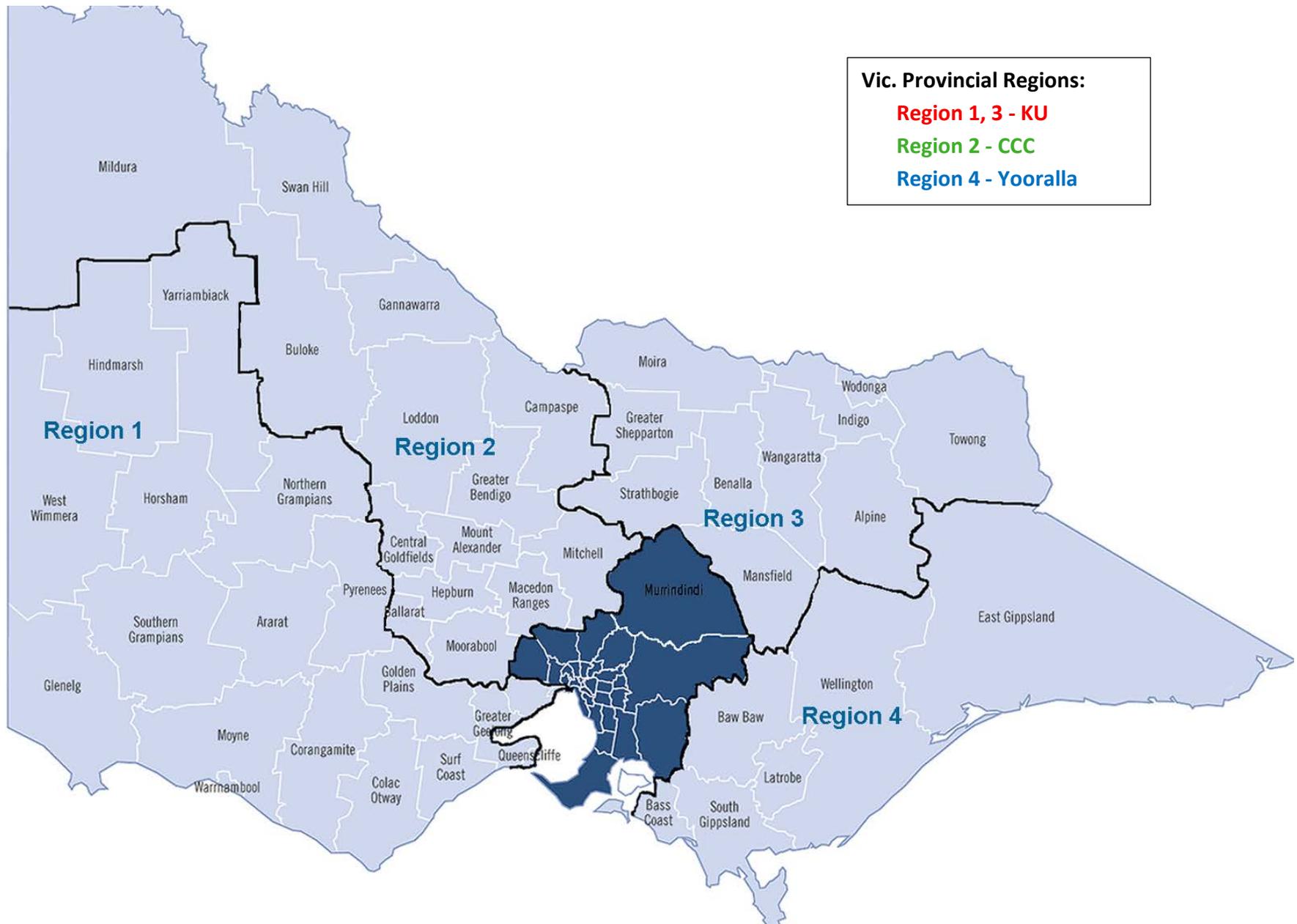
Green: Community Child Care Association

VIAC has identified 9 Regional Cluster Areas to ensure coverage of the jurisdiction and each Consortium member is taking responsibility for different regions (see Maps page 10 and 11). Each regional cluster will include at least one regional office, and staff of one Regional Cluster Leader, Inclusion Professionals (IPs) and administrative support. In total VIAC propose to have 62.6 equivalent full time staff with 53.1 of those being considered Inclusion Agents (see Price Schedule) spread across Victoria.

VAIC’s Metro Regions



VAIC's Provincial Regions



VIAC Governance and Organisational Support

VIAC has clarified the governance structures; roles and mechanisms to ensure the delivery of the Victorian Inclusion Agency outputs and the achievement of its outcomes will meet the needs of the ECEC sector and funders over the life of the program. These governance tools will assist management to assess the program's current state, adjust content and direction if necessary and provide efficient and effective oversight and control during the program's execution. They will also provide a consistent blueprint for staff to ensure clarity of direction, their role and expected behaviour. VIAC governance structures and mechanisms (see SEC 2 for details of structure, roles and mechanisms and Work Plans for details of implementation) include:

- Community Child Care Assoc. taking lead agency role,
- Program Governance Group, made up of senior executives and Program Managers,
- Leadership Group of Program Managers and regional Cluster Leaders
- Clear Organisational structures,
- Purpose, Vision & Behaviours based value statements,
- VIAC Program Logic, and
- Regional Clusters Meetings.

Organisational support mechanisms that will be implemented by each VIAC member to deliver consistent Inclusion Support across Victoria (see SEC 2 for details of support mechanisms and Work Plans for details of implementation) include:

- Policies and Procedures that have been developed based on values and practice framework including Management, HR, WH&S, Complaints and Conflict Resolution, Confidentiality, Duty of Care and Critical Incident Management, Finance including Delegation matrix,
- IP Practice Framework,
- Professional Learning and Coaching Program,
- Coaching and mentoring especially for new IPs,
- Indigenous Participation Plan,
- Customised On-line case management system,
- Technology enabled service delivery,
- Standard IA Policy and Procedures, and
- IA Outcomes Reporting Framework to evaluate program outcome