

Kildare County Childcare Committee CLG

Annual Report 2018



**Childcare
Committee**
County Kildare

Coiste Cúram Páistí Chontae Chill Dara

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Board Members

Chairperson: Kathleen Cash, Vice-Chairperson: Réilitin McCall, Company Secretary: Albert Perris

Directors: Anthony Egan, Eilis Quinlan, Terence Dignan, Albert Perris, Kathryn Brennan, Edel Smyth

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Contents

Chairperson's Message	4
CEO Statement	5
Introduction	7
Objectives/Goals	7
Key Achievements 2018	7
<i>Needs Analysis</i>	8
<i>National Programmes</i>	9
ECCE Programme	9
Community Childcare Subvention Plus (CCSP) Scheme	10
Universal Childcare Subsidy	11
Community Childcare Subvention Resettlement (CCSR)	11
<i>Capital Investment in Early Childhood Care and Education Services</i>	12
<i>Grants</i>	12
<i>Quality Outreach Programme</i>	13
<i>KCCC Better Business Outreach Programme</i>	14
<i>AIM - Access and Inclusion Model</i>	15
<i>Children First Training</i>	16
<i>Community of Practice</i>	16
<i>Communication Strategy</i>	17
Governance	17
Monitoring and Evaluation	18
Financial Report	19
Board of Directors	21
<i>Board Sub-Committees</i>	23
<i>Board of Directors Attendance 2018</i>	25
Staff	24
<i>Organizational Chart</i>	26
<i>Challenges</i>	27
Risk Management	28

Chairperson's Message



It is with pleasure that I introduce Kildare County Childcare Committee's Annual Report for 2018, my final year as Chairperson of KCCC's Board of Directors. It has been an honour to chair the board for the last 4 years and to oversee the work of KCCC. Lots has happened in the last few years in childcare in Ireland. I am delighted that our own Needs Analysis, conducted in 2018, shows that parents consider Kildare childcare to be of good quality and that the vast majority of childcare services saw KCCC as their primary source of support.

The Needs Analysis makes recommendations for the future direction of policy, both in Kildare and nationally. Key recommendations included the need to support childminders, to give parents more choice. The need for childcare services in some areas of Kildare is also evident. There were gaps identified in Speech and Language and other therapies for pre-school children, which hopefully are now being addressed in the county through the pilot Demonstration Project. What is evident from the entire Needs Analysis is how essential it is, now more than ever, that KCCC keep up its work at an interagency level locally as well as nationally, to further its goal to ensure children have access to quality childcare in the future.

It is an exciting time, with the National Childcare Scheme emerging and the goals of First 5 which aim to tackle many of the issues faced by childcare services, parents and children themselves. I will watch with interest as this unfolds and continue to support the work of KCCC by sitting on the Board of Directors.

Kathleen Cash

Chairperson

CEO Statement



KCCC has achieved, and in many instances exceeded, all planned actions for 2018, reaching the end of 2018 on target and within budget.

Kildare County Childcare Committee's (KCCC) mission is to provide quality accessible childcare for all children from birth to fourteen years in County Kildare in partnership with relevant stakeholders.

Key priorities for the year have been to:

- Support the Department of Children and Youth Affairs (DCYA) in the administration of the National Childcare Programmes
- Support Childcare Committees Ireland (CCI) in the development of their first Strategic Plan
- Support the provision of quality Early Years Services through the National Síolta Aistear Initiative
- Support the sustainability of Early Years Services through our Better Business Outreach Programme
- Support the DCYA in the implementation of the Access and Inclusion Model (AIM)
- Collaborate with Early Childhood Ireland to support an Early Year's Community of Practice in Kildare
- Complete a needs analysis of all stakeholders in the county

KCCC has achieved, and in many instances exceeded, all planned actions for 2018 reaching the end of 2018 on target and within budget. The key driver behind this are our dedicated and committed staff team, whose combined role is to provide the highest levels of supports to Childcare Services in the county.

In November 2018 the DCYA launched the first national Strategy for early childhood, *First 5: A Whole-of-Government Strategy for Babies, Young Children and their Families 2019-2028*.

Goal Four of *First 5* aims to reform the Early Learning and Care (ELC) system. *First 5* builds on the very significant developments in Early Learning and Care (and school-age childcare) over recent years and seeks to further improve affordability, accessibility and quality.

Measures include:

- introducing the Affordable Childcare Scheme,
- moving progressively towards a graduate-led professional ELC workforce,
- the extension of regulations and supports to all paid childminders and school-age childcare services,
- and the introduction of a new funding model for ELC. Under this model, employers will be supported to provide more favourable working conditions that will attract and retain staff.

These reforms will be underpinned by a strengthened governance structure at a national and local level. As a member of CCI, throughout 2018, I have been involved in the development of its first Strategic Plan. The plan will be aligned to the goals of *First 5* and a key recommendation will be to review the current structure of CCI in order to strengthen its governance and effectiveness at national level.

KCCC is the key stakeholder in Kildare, central to the development of Early Childhood Care and Education and School Aged Childcare both at local, regional and national level. We work closely with our colleagues in Childcare Committees Ireland, Kildare Young Peoples Children's Services Committee, Pobal, Better Start, DCYA and the National Childcare Voluntary Organisations, particularly Early Childhood Ireland, who have worked with us collaboratively throughout the year.

KCCC continues to align our governance to best practice through our commitment to implementing the Charities Regulators Governance Code 2018. The Board of Directors of KCCC are committed to ensuring that KCCC is governed to a high standard in line with best practice.

I remain continuously inspired by the staff and managers in Early Years Services in Kildare who, year in and year out, demonstrate their endless commitment and dedication to the children and families in their care through investing in their own continuous professional development.

Through sustained development of our programme of supports and the Boards commitment to good governance we will continue to meet and exceed all our actions in 2019 and beyond.

Julie McNamara

CEO

Introduction

Kildare County Childcare Committee was formed in 2001 to promote the cross-agency cooperation and co-ordination of Childcare in County Kildare.

Our mission is to promote quality, accessible childcare for all children aged 0 – 14 years in County Kildare in partnership with all relevant stake-holders.

Objectives/Goals

KCCC's core objectives, as outlined in our constitution, are as follows:

- To implement the childcare funding programmes locally on behalf of the Government
- To develop and implement locally based needs led strategies in line with Governmental policies
- To consolidate investment in the sector in order to support the continuing development of a stable, integrated and sustainable childcare infrastructure for all children and families in County Kildare
- To continue to develop and deliver supports and continuous professional development in conjunction with key partners that meets the needs of the emerging childcare sector
- To deliver local Practice Framework Quality Supports in County Kildare
- To deliver local governance and operational quality supports in County Kildare
- To deliver local parent supports in County Kildare
- To deliver and implement a Quality Support Plan in County Kildare
- To establish, develop and maintain effective links with appropriate County Kildare/regional structures that facilitates the sustained development of services for children in County Kildare
- To co-ordinate and collate local information on the childcare sector for County Kildare

Key Achievements 2018

One of KCCC's key achievements is the high volume of support, information and advice interactions that we have with Childcare services.

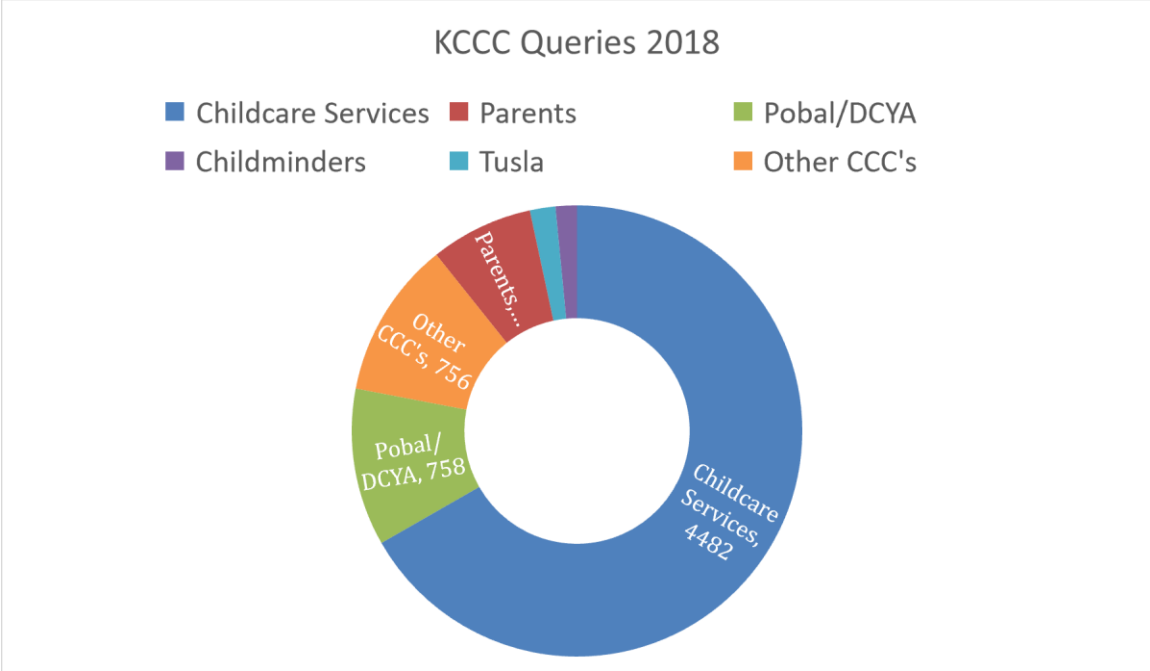


Figure 1. KCCC Queries 2018 – Most of our contact is with childcare services in the county, our other main contacts are with our funders DCYA/Pobal and with parents in the county.

Needs Analysis

KCCC’s Childcare Needs Analysis was commissioned by the Kildare County Childcare Committee in 2018 with funding support by the Department of Children and Youth Affairs, and was conducted by independent researcher, Ann Clarke. The Childcare Needs Analysis report examined childcare needs in County Kildare from the perspective of children, parents, childcare services and childminders.

An extensive consultation process was undertaken and it provided feedback from 88 children, 318 parents, 185 childcare staff and manager/owners, 21 childminders amongst others. As a result, a series of recommendations were made to DCYA, Local Agencies and KCCC themselves. These are to be followed up in more detail in 2019. The executive summary is available on our website, here:

<https://www.kccc.ie/Portals/0/Exec%20needs%20analysis.pdf>



At the launch of our Childcare Needs Analysis: Kathleen Cash (Chairperson of KCCC), Julie McNamara (CEO), Ann Clarke (Researcher) and Emma Berney (CYSPC)



Emily Moore,
KCCC Programme Administrator

National Programmes

Kildare County Childcare Committee, on behalf of the Department of Children and Youth Affairs (DCYA), administer the following National Programmes:

ECCE Programme

This programme, funded by the Department for Children and Youth Affairs (DCYA) provides free preschool for children for 2 years before they begin school. Initially the scheme provided one free year

(from 2009) and since 2014, 2 years have been available. It provides children with their first formal experience of early learning prior to commencing primary school. The programme is provided for three hours per day, five days per week over 38 weeks per year and the programme year runs from September to June. Childcare services taking part in the ECCE scheme must provide an appropriate pre-school educational programme which adheres to the principles of Síolta and Aistear, the national frameworks for early years care and education.

ECCE is only available through participating early year's services.

The role of Kildare County Childcare Committee is to support participating services with assistive visits and advice around the administration of the programme. We also provide parents and members of the public with information and advice on the ECCE.

Kildare had 195 services participating in the ECCE Programme with 6240 children registered from last September 2018. ECCE now gives all eligible children a full two programme years, from September 2018 there was also a 7% increase in capitation rates. Since the Programme was introduced in 2009 over 30,000 children have availed of the free preschool years in Kildare.

The following schemes will be taken over by the new National Childcare Scheme in the coming months (2019-2020), however they were still in operation in 2018:

Community Childcare Subvention Plus (CCSP) Scheme

This programme does not have an age cut off and is available to all children up to 15 years- the programme provides childcare funding support, targeting low income families in private childcare services and community childcare services. The parent must be in receipt of a DSP allowance or hold a valid medical card to be eligible.

CCSP services must offer childcare places from one or more of the following placements. A different payment rate is attributed to each type of placement:

- Full day-care places (more than 5 hours per day)
- Part-time places (between 3 hours 31 minutes and 5 hours per day)
- Sessional places (between 2 hours 16 minutes and 3 hours 30 minutes per day)
- Half-session places (between 1 hour and 2 hours 15 minutes per day)

Kildare had 1062 children registered for CCSP in 2018.

Universal Childcare Subsidy

The universal subsidy is available for a child from six months of age up until the time that the child qualifies for entry to the ECCE Programme. The universal subsidy (at the full time rate attending 5 days) is €20 per week. This equates to €1,040 per year and varying amounts per month dependent on the number of weeks in any given month.

There were 2135 children registered for USC in Kildare in 2018.

Community Childcare Subvention Resettlement (CCSR)

This programme provides is to support the Programme Refugees (PRs) in their resettlement and integration into Irish society. Childcare funding was incorporated into the existing CCS and CCSP Programmes to enable parents to attend a language and orientation course within their reception centre for eight weeks and then a full year following their move into the community giving 60 weeks of childcare to the families. KCCC staff provided support to services who offer this programme.

Community Childcare Subvention Resettlement (Transitional) CCSR(T)

In 2017 the DCYA launched a special provision under the current Community Childcare Subvention Programme (entitled CCSR (Transitional)), which provides access to free childcare for children of families experiencing homelessness. The provision provides subvention for all pre-school children aged 0 to 5 inclusive and 6 to 12 year olds during the school holidays only. The scheme is also designed to help those transitioning from homelessness to permanent accommodation. KCCC have met with Kildare County Council to establish links to support eligible parents to avail of this programme.

In 2018 48 were children registered for CCSR.

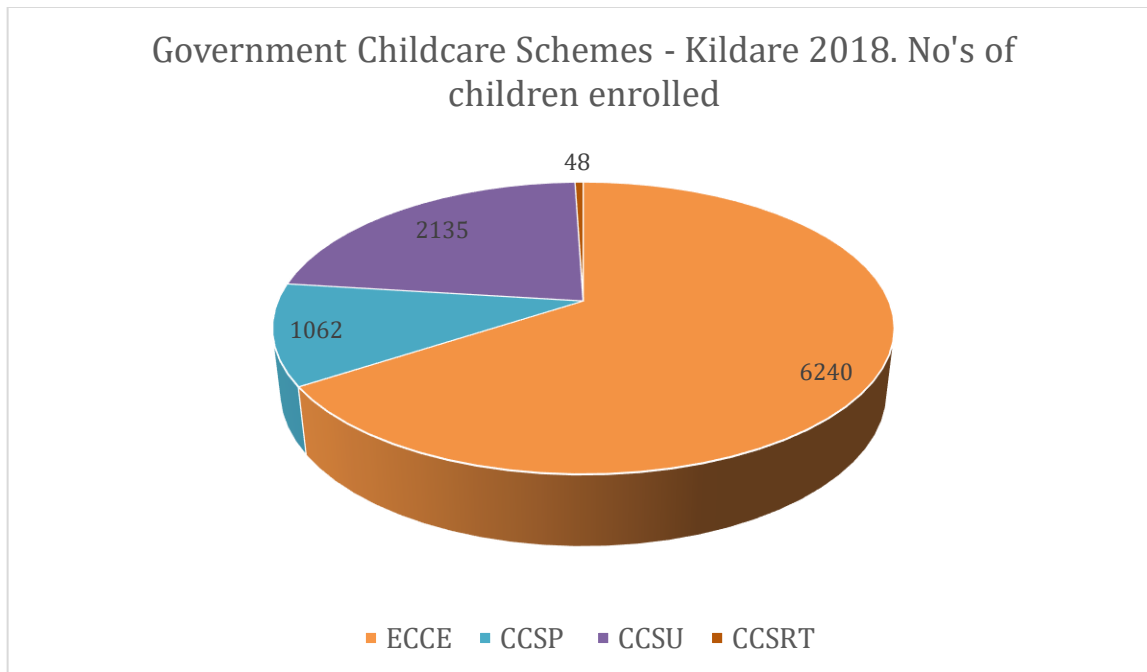


Figure 2: Government Childcare Schemes – Kildare 2019. No’s of children enrolled

Capital Investment in Early Childhood Care and Education Services

The Capital Programme in 2018 invested in capital works and equipment contributing to ensuring that all children have the opportunity to participate equally in improved Early Years and School Age Childcare services. It invested in age appropriate facilities to provide a welcoming and safe environment and promote the health and wellbeing of all children. The Capital Programme 2018 was delivered under five strands: · Strand 1: EY Expansion/New · Strand 2: EY Essential Building Maintenance · Strand 3: EY Natural Outdoor Play Area · Strand 4: SAC Expansion/New · Strand 5: SAC Essential Building Maintenance & Quality

Kildare Providers received a total of €213,998 over four of the five strands.

Grants

In 2018 KCCC facilitated applications for the Childminding Development Grant, which was awarded to 8 childminders.

The Parent & Toddler Grant was awarded to 12 parent and toddler groups.



Marianne Casey
Development Officer

Quality Outreach Programme

The Quality Outreach Programme aims to equip childcare providers with suitable information and skills to respond to the unique needs of all children and their families. The purpose of the Quality Outreach Programme is to empower and support providers to develop quality within their childcare services. All support on-site visits, consultation, ongoing mentoring and supporting tools have “empowerment and support” as the underlying ethos. All Quality Outreach work is underpinned by the principles of Síolta and Aistear and childcare providers will have increased skills in meeting compliance with Childcare Regulations. Supports are provided to services under a number of strands including: Quality on site consultations based on a system of prioritization using a base-line assessment tool. This approach enables KCCC to provide a broad spectrum of support to providers focusing on key areas impacting on the overall quality of the service. In 2016, KCCC Development Officer trained as an Aistear Síolta mentor which enabled KCCC to officially move the focus of our bespoke Quality Programme of supports under the National Frameworks. This enabled KCCC to use the Síolta tools to support the early childhood workforce at local level to engage with and implement the Aistear and Síolta frameworks.

- **In 2018 270 practitioners attended workshops on the Aistear and Síolta frameworks**
- **55 Services received one-to-one support**



Fidelma Martin
Development Officer

KCCC Better Business Outreach Programme

KCCC provides support, information and advice to providers to increase overall capacity in financial management, marketing, sustainability, human resources and compliance through the “Better Business” Outreach Programme (BBOP). This support is provided through the Business support model which includes a business health check baseline assessment, one to one consultations and individualised business action plans for providers. The baseline assessment tool, accompanying reports and individualised action plans are all linked to Síolta, the National Quality Framework for Early Childhood Education, standards and components. All support work is underpinned by the principles of Síolta.

Aims & Proposed Outcomes of the Programme:

- KCCC will identify the issues impacting on service sustainability and develop appropriate support structures given the resources available.
- Services will be supported with tools providing contextual information to support facilities in evaluating sustainability in their services.
- Services will have increased understanding of the basics of “sustainability”

- ***In 2018 KCCC provided one-to-one support in relation to financial planning /sustainability to 30 services***
 - ***Compliance training was provided to 24 practitioners***
 - ***3 Childcare Services were supported in relation to crisis management***
 - ***GDPR training was attended by 61 practitioners***



Marie Dowdall

AIM Information and Training Officer

AIM - Access and Inclusion Model

The Access and Inclusion Model (AIM) is a model of supports designed to ensure that children with disabilities can access the Early Childhood Care and Education (ECCE) Programme. Its goal is to empower pre-school providers to deliver an inclusive pre-school experience, ensuring that every eligible child can meaningfully participate in the ECCE Programme and reap the benefits of quality early years care and education. AIM is a child-centred model, involving seven levels of progressive support, moving from the universal to the targeted, based on the needs of the child and the pre-school service. KCCC have responsibility under their AIM budget to deliver actions under the Universal supports aspect of the model to include the following:

- The provision of information on AIM, including leaflet distribution, mailshot and the provision of information sessions to providers/parent's associations and other local networks where requested.
- The Provision of phone support for parents and providers and support with applying for supports through the PIP system.
- Co-ordination and delivery of the Diversity, Equality and Inclusion Training.
- The provision of support to Pobal, as required, in relation to levels 5 and 7
- Engage with the level 3 training, as required, including the co-ordination of training and the delivery of some training.

In 2018 KCCC delivered 11 Equality and Diversity training programmes, attended by 93 practitioners.

Children First Training

Kildare CCC is committed to the full delivery of the Always National Children First Plan as it is imperative to ensure better outcomes for children. It is Kildare CCC's aim to have all Early Years services trained in safeguarding, developing a safeguarding culture and developing robust policies and procedures.

Following the introduction of Mandatory reporting in 2018 KCCC continued to offer updated training to childcare services.

In 2018 KCCC hosted 7 Child Protection workshops, attended by 119 practitioners

Community of Practice

In 2018 KCCC held 5 Community of Practice events, attended by 95 practitioners from 40 services

These were:

- The Benefits of Higher Education in the Early Years, hosted by Children's Circle in Celbridge
- Visual Cues, hosted by Kilcullen Community Childcare
- Compliance, Tusla Inspection and CAPA, hosted by Saints and Scholars Childcare in Naas
- Your Choice Indoors or Outdoors hosted by Kidz @play Maynooth
- Working Together in the Community hosted by Little Angels Athy



Jane Beatty

KCCC Communications Officer

Communication Strategy

Communicating with our key target groups: childcare services (managers and staff), parents, childminders, DCYA/Pobal and various networks is a key activity which relates to all of the work of KCCC. Communication is via various channels, which include: online, email bulletins, phone, post, training events, service visits, network meetings and information events. This is done in accordance with our communications plan.

Our Communications Officer was on Maternity Leave in 2018. Hence, there was some reduction in activity on our website, social media and Childcare Bulletins, nonetheless in 2018 we:

- Sent 41 weekly Bulletins.
- Had 65,000 visits to our website.
- Had 158 posts on Facebook

Governance

KCCC have been on the journey of adopting the Governance code and governance was reviewed as an agenda item at each Board meeting throughout 2018. The process of working through the governance code in 2018 has led to the establishment of the Audit and Risk Sub-Committee, Review of the Committee Handbook, Adoption of Revised Staff Handbook, Ratification of a Conflict of Interest Policy, a Schedule of Matters for the Board of Directors and a Reserves Policy.

A formal appraisal process has been put in place for the CEO. In 2019 in line with recommendations from the Governance code, KCCC will implement an appraisal process for the Board and the Chair of KCCC in 2019.

Board membership was reviewed as an agenda item at each Board meeting and a skills matrix was completed by each Director to identify skills gaps. Our constitution was amended in 2018 to reduce our quorum from 5 to 3 members.

Conflicts of Interests are declared at the beginning of each meeting.

Two new directors were co-opted in 2018 with skills in risk management/compliance and PR and Quality Assurance to fill gaps identified in expertise through the skills matrix. A new company secretary was appointed in 2018. KCCC's Chair is due to resign in April 2019 and will be replaced by another board member. KCCC advertises all vacant Board of Director positions on Boardmatch. GDPR is reviewed as an agenda item at each Board meeting, KCCC's administrator is trained to Level 8 in GDPR, the CEO and two directors of the Board are trained to Level 2 and all KCCC staff are trained to Level 1.

With the announcement of the new Charities Governance code in November 2018 the Board of Directors of KCCC has decided to adopt the Charities Governance code in 2019.

Monitoring and Evaluation

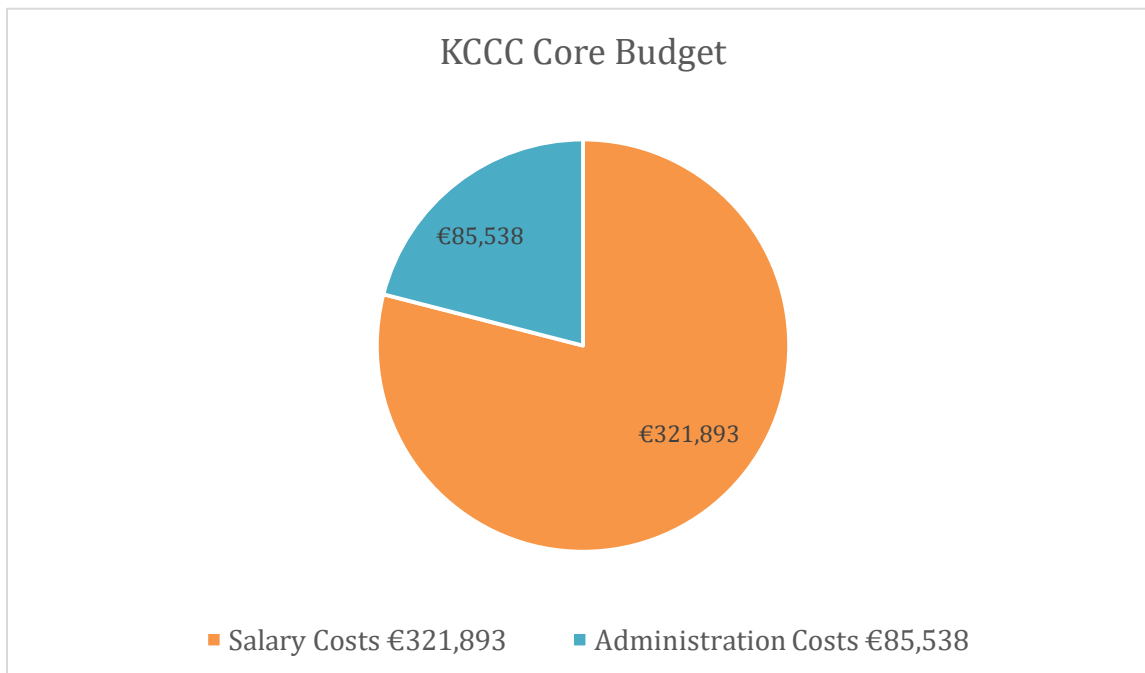
The CEO of KCCC is accountable for the overall implementation, monitoring and evaluation of KCCC's LIP and reports directly to the Board of Directors at bi-monthly meetings. All staff report to the CEO through quarterly reports. Quarterly staff meetings are held and each staff person receives six weekly support and supervision sessions. The CEO meets with the Chair every six weeks and is provided with support and supervision through the GP Sub-Committee. The CEO reports to the Board through her CEO report prepared for each Board meeting. The CEO report includes an Introduction, Update on the Annual LIP including KPIs, Finance, Governance including HR, Risk Assessment, Health and Safety, Immediate and Long-term Outlook and a Conclusion. The Board of Directors are responsible for KCCC's Business purpose and Strategic focus, Finances, Employment, Board membership and Governance.



Ashling Henderson
KCCC Administrator

Financial Report

KCCC's main funder is the Department and Children and Youth Affairs. We receive a small amount of funding from Department of Education and Science **€5310**, and funding from the delivery of Child Protection training **€1468**. In 2018 KCCC received DCYA funding of **€486,301**. KCCC's core budget for 2018 was **€407,431**. The total Salary costs for 2018 were €321,893 and our Administration Overheads amounted to €85,538. There was no available budget for Core Work Programme Costs in 2018.



KCCC's AIM budget for 2018 was **€42135**. €10369 was spent on Administration of AIM and the remaining €31766 was spent the delivery of EDI training.

A total of **€19,500** was received and awarded to successful applicants under the Learner Fund bursaries 1 and 2.

€9615 was received under the Parent and toddler grants and €6650 was allocated to successful applicants.

€7620 was received under the Childminding Development Grant and €7516 was awarded to successful applicants.

Funding was received in previous years under Learner Funds 1 to 4. In 2018 **€12,634** was spent on Learner Funds 1 to 4.

The various budgets were monitored monthly and were included in the CEO's financial report at each board meeting. The CEO's financial report for the board includes:

- actual expenditure against planned budgets are compared on a monthly budget report.
- a copy of the most up to date record of the cheque journal and the income and expenditure journal.
- compliance with all legal and funder reporting requirements are adhered to and form part of the CEO report to the Board.

An appraisal committee met for small grant appraisal before being brought to the board of directors for approval.

Both sets of financial returns (mid-year and end of year) were submitted to Pobal within the designated time frame.

KCCC provided full unabridged accounts for 2018, presented in draft form to our Audit and Risk Sub-Committee and then to the full Board of Directors at the AGM. The audited financial statements are submitted to the Companies Registration Office alongside the annual return.

KCCC is registered with the Revenue Commissioners and operate PAYE/PRSI in respect of all employees. Travel and Subsistence current rates are in line with Civil Service rates and included in our internal financial procedures.

Remuneration of all Staff is aligned to the Local Authority Grades 6 to 3. A defined pension scheme is provided by Zurich Life Assurance plc.

KCCC makes an employer's contribution of 9.7% to staff pensions.



A credit card policy was adopted in 2018.




A comprehensive analysis of KCCCs funding is available in the company's audited financial statements.

These statements are available on our website www.kccc.ie.

Board of Directors

Kildare County Childcare Committee is a Company limited by guarantee and a registered Charity. It is currently made up of 8 Directors:

Board Member Name	Position on the Board	Bio	Relevant Expertise	Appointed to the board
Kathleen Cash 	Chairperson		Childcare	April 13
Albert Perris 	Company Secretary/Director		Governance and Organisational Development	March 17

<p>Eilis Quinlan</p> 	<p>Director</p>		<p>Governance & Finance (Accountant)</p>	<p>April 14</p>
<p>Terry Dignan</p>	<p>Director</p>		<p>Project Management</p>	<p>April 16</p>
<p>Reiltin McCall</p> 	<p>Director</p>		<p>Governance & Human Resources</p>	<p>January 17</p>
<p>Anthony Egan</p> 	<p>Director</p>		<p>Community</p>	<p>April 13</p>

<p>Edel Smyth</p> 	<p>Director</p>		<p>PR and Quality Assurance</p>	<p>October 18</p>
<p>Kathryn Brennan</p>	<p>Director</p>		<p>Compliance</p>	<p>October 18</p>

The following board members resigned in October 2018, KCCC expressed its gratitude to these Boards Members for their years of service on our voluntary board

- Dr. Catriona O’Toole, Company Secretary, lecturer in child and adolescent development and educational psychology at NUI Maynooth.
- Breda Cullivan, Solicitor, Breda Cullivan & Co Solicitors.

Board Sub-Committees

Name of sub-committee	Main purpose of the	Membership
<p>General Purpose Sub Committee</p>	<p>To provide a coordinated and coherent sub structure for the Board and cover the areas of Governance/HR/Facility management etc.</p>	<p>Réiltín McCall: HR and Governance Terry Dignan: Governance and Project Management Anthony Egan: Community</p>

Audit & Risk Sub Committee	To ensure financial accountability and transparency of KCCC through monitoring and reviewing of financial procedures and policies. Advisory Role.	Albert Perris: Governance and Organizational Development Eilis Quinlan: Governance and Finance Breda Cullivan: Legal (resigned and replaced by) Kathryn Brennan: Compliance

Board of Directors Attendance 2018

Board Attendance 2018										
NAME	JAN	March	April	May	AGM	June	Sep	Oct	Dec	Total
Kathleen Cash (Chairperson)	0	1	0	1	1	0	0	1	1	5
Anthony Egan	1	1	1	1	1	1	0	1	1	8
Catriona O'Toole R June 18	1	1	0	1	1	1	R	R	R	5
Eilis Quinlan	0	1	0	1	1	0	0	1	0	4
Breda Cullivan R Sep 18	0	1	0	1	1	0	1	R	R	4
Terry Dignan	1	1		1	1	0	0	0	0	4
Réiltín McCall	1	1	1	1	1	1	1	1	0	8
Albert Perris	1	1	1	1	1	1	1	1	0	8
Kathryn Brennan October 2018								1	1	2
Edel Smyth October 2018								1	0	1
	5	8	3	8	8	4	3	7	3	
1 = Attended			NQ							
0= Apology non-attendance										
Blank space = no apology rcd										
Resigned(R) - Date notified										
NQ = No Quorum										

Staff

Kildare County Childcare Committee is made up of 7 permanent staff as follows:

CEO: Julie McNamara

Administration Officer: Ashling Henderson

Communications Officer: Jane Beatty (part-time)

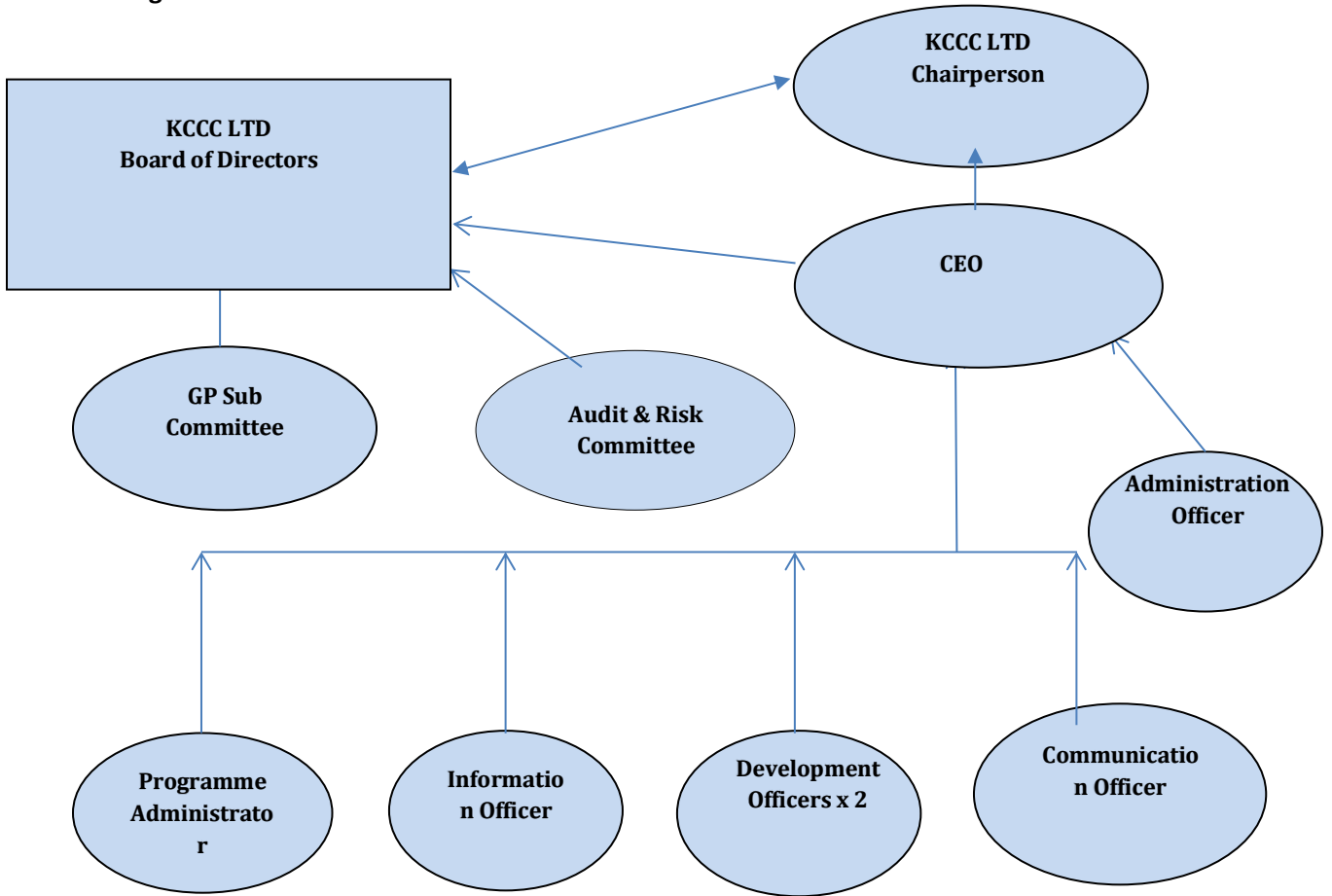
Development Officers: Fidelma Martin and Marianne Casey (part-time)

Programme Administrator: Emily Moore (part-time)

AIM Information and Training Officer: Marie Dowdall

Organizational Chart

Organisational Structure



Challenges

- Changes in Administration staff
- It proved to be challenging to ensure attendance of ELCs at EDI training despite KCCC specifically targeted services by hosting 10/11 sessions in outreach venues throughout Kildare, 124 services in Kildare have attended EDI training with approximately 71 services left to complete
- Kildare housed an Emergency Reception Orientation Centre and KCCC were the lead agency in ensuring childcare provision for the families. An on-site facility was to be established in 2018 and KCCC as directed by OPMI submitted a number of funding proposal (involving significant work with no additional budget strand from DCYA). However, the centre ceased as an EROC in August 2018 and has become a Direct Provision Centre - KCCC continue to support the crèche providing ECCE places to the families through our Quality Outreach Programme.
- The recruitment and retention of directors to the Board remains a challenge. KCCC are working closely with Board Match Ireland and our current Directors to develop actions to attract additional Board Members to share out their increasing and significant responsibilities.
- It has proven a challenge to fill places on KCCCs business training programme. Services tend to prioritise other training such as child protection, NSAI and EDI, all of which have been extensively run by KCCC throughout 2018.

Risk Management

A detailed risk assessment was undertaken for 2018 which identified and assessed potential risks to KCCC and detailed risk management strategies

Risk Identification	Risk Assessment		Risk Management			
	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
Lack of a Reserve Fund	M	H	Adopted a reserves policy in 2018.	Allocate adequate resources annual to fund.	2019	CEO/Administrator/Board of Directors
Impact of Additional Actions in SOW 19	H	M	Developing a recruitment plan to meet the needs from additional actions.	Make a request to DCYA for additional funding if unable to meet targets within existing resources.	2019	CEO/Board of Directors
Health and Safety	M	H	Health and Safety Statement in place and risk assessment known and understood by staff. Policies reviewed and monitored, training and support provided as appropriate. Forms part of	Continued Reviews and implementation of best-practices.	2019	Administrator /Board.

			CEO report to Board of Directors.			
GDPR	L	H	Data Protection Policy in place, all staff trained, Members of Board of Directors trained. Regular item on agenda of meetings.	Continue to implement best-practice, review and update policies.	2019	Administrator/CEO/Board
Restrictions to CEO grade	H	H	Correspondence to DCYA. Correspondence from SIPTU.	Board of Directors will keep informed and explore solutions.	2019	Chair/GP Sub-Committee.
Board Retention. Chair of KCCC term expires in April 2019.	M	H	Board membership an item on Board agenda, recruit new members through Boardmatch with knowledge and skills set that ensure continued development of KCCC	Recruit new Chair Internal/External. Target Boardmatch profiles to meet skills deficit on KCCC Board.	2019	CEO/Board of Directors.
HR Unforeseen absences	M	H	Effective management of work practices. Whole team approach to actions. Regular team meetings and good open communication.	Update Absence policy as necessary. Reserve budget to cover maternity leaves.	2019	CEO/Board of Directors.

			<p>Team support and supervision and annual reviews with team planning days. KCCC are members of ISME. KCCC are in contract with Occupational Health Advisor. All KCCC staff are members of EAP. Review of KCCCs Absence Policy.</p>			
<p>Staff Retention/Secondments</p> <p>Loss of expertise</p>	L	H	<p>Provide good work practices and competitive terms and conditions. Re-instatement of salary in line with Public Sector</p>	<p>Sign up to a great place to work and introduce recommendations.</p> <p>Maintain and update HR policies as necessary.</p>	2019	CEO/GP Sub-Committee
Unplanned work	H	H	Support teams with re-prioritizing of work. Effective time-management.	Operate a 90% work plan policy to allow 10% allocation for the 'unplanned'.	Unknown	CEO/ Chair / CCI