



Towards our Vision

Strategic
Direction
2015-2020

goodstart
early
learning

Our Vision

For Australia's children to have the best possible start in life.

Our Purpose

To ensure children have the learning, development and wellbeing outcomes they need for school and life.

Our Guiding Principles

Children are central to everything we do. Their safety and well-being comes first in all our plans, decisions and actions.

Families are our primary partner. We listen to families, we respond to their needs, and we include them in all decisions about their child's learning and care.

Being a valued part of each unique community. We connect with local schools, businesses, health services and cultural groups to help children and families thrive.



Our purpose is to ensure children have the learning, development and wellbeing outcomes they need for school and life.



Our five year plan will position us to be a catalyst for social change. We envisage an organisation that:

- has a strong safety culture and robust systems that deliver safe play spaces and safe work places
- is renowned for delivering positive language, social and emotional outcomes for children
- develops innovative models for integrated services that deliver real value to disadvantaged communities
- provides world-class professional development to educators, incorporating insights from the latest research and our own, on-the-ground evaluation and evidence
- shares expertise for the benefit of families, service partners and the wider sector
- is a trusted advocate for greater public and private sector investment in accessible, affordable, high-quality early learning
- values and supports our people as our foundation, and safety as paramount.

Our goals

Our original goals of Quality, Inclusion and Stability have served us well. It's time for them to evolve to meet our ambitions for the years ahead.

High Quality

Ensure all our centres deliver high quality early learning and care in a safe environment

Our ambition is to develop and embed Goodstart's own unique approach to quality, based on what works best for children. We will go beyond the standards set by the National Quality Framework, and build on the foundation of the Early Years Learning Framework through Goodstart's own Practice Guide.

Great People

Build a capable, aligned and engaged workforce

We are committed to keeping our people safe and to creating a highly engaged workforce, united by our Vision, Purpose and Guiding Principles. We will attract great people and channel their talents through effective leadership, employee recognition and professional development. We will also strive to support workforce development across the sector.

Inclusion

Enhance outcomes for children in vulnerable circumstances

We will improve access to quality early learning for children facing disadvantage, through targeted programs and integrated services. We will also ensure our educators build the relevant expertise and experience to produce better outcomes for vulnerable children and families.

Evidence

Embed evidence-informed practice and strengthen the Australian evidence base.

We will contribute to research and evaluation to strengthen the Australian early childhood evidence base. At a centre level, evidence will inform our practice, and our practice will add to the evidence base. We will create an outcomes framework and pilot measures for improved quality practice.

Financial Sustainability

Generate a surplus to reinvest in our network, our people and our purpose.

We aim for more than financial stability. Goodstart will establish strong links between our financial objectives and our social purpose objectives. We will utilise all of our resources, human and financial, to increase our social impact and deliver better outcomes for all children.

Influence

Increase public commitment to quality early learning and care

As a social enterprise, we have a responsibility to advocate for children and the importance of early learning. We will use our influence as Australia's largest early learning and care provider, and our achievements working with children, families and communities to advocate for increased commitment to quality early learning.

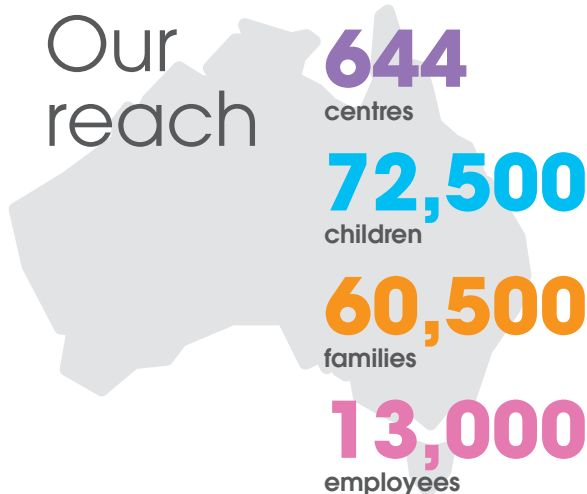
Our first five years have been a journey of transformation.

In our first five years, we strengthened our focus on high-quality early learning, recognising that we provide more than care. It sounds relatively simple, but required an enormous commitment by our people to support a fundamental change in the way we think and work.

Through their efforts, all are well on the way exceeding the National

Our educators are performance has improved better), we have trialled to support vulnerable in a stable financial position.

With this foundation in place, work for the next five years Purpose: to ensure children development and wellbeing for school and life.



Goodstart centres to meeting or Quality Standards.

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we've defined our as described in our have the learning, outcomes they need

The next five years we will focus on child outcomes as the key to making a positive and measurable difference to children and families.



We're for purpose, not for profit.

At Goodstart, children are at the heart of everything we do. As a not-for-profit organisation, we are committed to investing our profits in improved early learning resources, facilities and staff training.

Behind Goodstart

Goodstart was created by a partnership of organisations that saw the potential of early learning to transform Australia. They wanted to address one of the key sources of many future problems—poor early childhood experiences.

It made perfect sense for these groups to pool their energy and invest in early learning to fix the root cause of so many social problems.



Formed in 1813, the Benevolent Society is Australia's first charity. It is a not-for-profit and non-religious organisation that helps people, families and communities achieve positive change through support and education.



Brotherhood
of St Laurence

Working for an Australia free of poverty

The Brotherhood is a not-for-profit organisation that works to alleviate and prevent poverty through research, services and advocacy. It is a non-government, community-based organisation that supports people experiencing disadvantage at all stages of life to build a better future for themselves and their families.



Social Ventures Australia is a non-profit organisation established to improve the lives of people in need. It focuses on keys to overcoming disadvantage including great education, sustainable jobs, stable housing and appropriate health, disability and community services.



Mission Australia is a non-denominational Christian community service organisation that aims to reduce homelessness and strengthen communities across Australia. It works to help people secure jobs, receive an education, find housing and develop important life skills.



Our goals for the next five years

High Quality

Ensure all our centres deliver high quality early learning and care in a safe environment.

- Define and embed a safety culture to ensure the wellbeing of our children and our people.
- Develop and implement the Goodstart Practice Guide to further embed the Early Years Learning Framework.
- Provide capacity to critical roles to ensure high quality practice.
- Invest in facilities and resources to ensure high quality indoor and outdoor environments.
- Deliver advanced professional development to our educators, based on the Goodstart Practice Guide.
- Define the role of technology in children's learning and apply it to Goodstart's programs and practices.
- Embed an evidence-informed practice approach based on the Goodstart Outcomes Framework.

Inclusion

Enhance outcomes for children in vulnerable circumstances.

- Transform 55 existing centres to offer enhanced, integrated services for children and families experiencing vulnerability.
- Trial and evaluate enhanced service delivery models and programs in partnership with our Founding Members and other service providers.
- Develop an Enhanced Service Leadership Development Program to support our integrated service delivery.
- Contribute to closing the gap for Aboriginal and Torres Strait Islander peoples by offering accessible and community-connected early learning and care, and meaningful employment opportunities within Goodstart.
- Continue to embed inclusive practice in all centres.

Financial Sustainability

Generate a surplus to reinvest in our network, our people and our purpose.

- Build our reputation for quality people, service and programs to attract and retain more families.
- Embed a strong service culture focused on the family experience.
- Operate with strong financial disciplines to maximise margin.
- Continue to manage labour in a sustainable way.
- Design a systemic approach to re-investment into our centres.
- Expand and upgrade the network centre footprint by developing the right centres in the right places.
- Develop innovative partnerships with government, corporates and philanthropists to secure new funding.
- Explore new service models.

Our goals for the next five years

Great People

Build a capable, aligned and engaged workforce.

- Use the Goodstart Capability and Performance Frameworks to ensure we have the best people in all roles, especially the role of Centre Director.
- Develop a compelling Employment Value Proposition to attract great people to Goodstart.
- Provide professional development and targeted support to build leadership and quality practice.
- Use technology as an enabler of quality professional development at scale.
- Share our enhanced programs, professional development and research to support sector-wide workforce development.

Evidence

Embed evidence-informed practice and strengthen the Australian evidence base.

- Develop a Goodstart Outcomes Framework to guide our research activity and improve the quality of the practices in our centres.
- Partner with other research and evaluation initiatives to demonstrate our impact.
- Focus educational programs and practice on children's learning, development and well being outcomes by linking the Goodstart Practice Guide to the Goodstart Outcomes Framework.
- Link our evidence to the economic and social returns of early learning to build the case for increased investment.

Influence

Increase public commitment to quality early learning and care.

- Participate in public policy development and lobbying to secure increased public investment in early learning.
- Develop campaigns and activate advocates (including our people and our families) to make early learning and care a first-order political issue.
- Collaborate with other providers, sector bodies, and opinion leaders to strengthen the voice of the early learning sector and influence key decision makers.
- Share our learning and experience to influence government policy and sector-wide practice with vulnerable children.
- Activate business leaders as advocates to make early learning and care a national economic issue.