



Shine Bright EYM

# STRATEGIC PLAN

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2023 - 2025







# MESSAGE FROM THE BOARD CHAIR

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The Board of Shine Bright EYM (Shine Bright) is dedicated to our organisation being strong, committed and innovative leaders in the early childhood education and care sector. All of the Shine Bright Board members are very excited to endorse and launch Shine Bright's Strategic Plan for 2023 - 2025.

This Strategic Plan has been undergoing development throughout 2021/22 with a series of meetings and consultations with the board and key stakeholders including the Department of Education (DE), state politicians, local councils of the regions our organisation operates in, ELAA (our peak industry advisor body), tertiary institutions, our families and staff. These meetings and consultations have helped us to form our organisation's vision, mission, values and goals. Our vision states clearly that as an organisation we are committed to being the absolute best we can be today for children, families and staff; with a commitment to learning, developing and growing for an even better future.

The strategic plan for 2023 - 2025 builds on our previous plan as we continue to develop our organisation as a leader within the early childhood education and care industry. One of the key themes embedded in the plan is the further development of the 'The Shine Bright Way'. This will be the framework that we will use as an organisation, to ensure that we 'make every moment matter'. This will drive our learning and teaching as the enabler for opportunity that our next generation needs. It will inform our advocacy and community engagement agenda; and our evidence-based practice will lead to innovation in the industry, which will lead to better outcomes for children and families.

David Richmond  
**Chair - Board of Directors**



Where we are  
**TODAY**

## MESSAGE FROM THE CEO

90% of a child's brain develops in the first five years of their life, making early years fundamental! It is the time where lifelong learnings and building blocks for healthy and happy lives takes place. Children are capable and have an inherent curiosity and wonder.

Our responsibility is to create opportunities through excellence in learning and teaching, to provide children and families with high quality programs that advance children's learning and wellbeing within the context of their local community. We will develop organisational self assuring quality systems and measures to ensure we continue to provide high quality programs.

Throughout this plan we will grow 'The Shine Bright Way'. A defined philosophy and approach that our organisation will stand and be known by. We will actively be involved in research and ensure theory is translated into practice.

We will continue to invest in our staff to support a great place to be and grow. This will strengthen our ability to deliver better outcomes for children and families and also attract new staff. Our team have been outstanding throughout the challenges of the COVID-19 pandemic and recent floods, demonstrating their resilience and flexibility.

Good governance helps an organisation to act in the best interests of its key stakeholders by improving the performance, productivity levels and unlocking new opportunities. This plan will see Shine Bright benchmark against best practice to ensure accountability, value and direction.

We will look at ways to continue to strengthen our relationships with children, families and communities through resourcing and capability development of our staff and by improving our brand awareness and trust. The authenticity of the relationships we build with each other and within our communities is core to who we are.

Shine Bright will continue to explore growth opportunities, identifying our capability and capacity with an identified risk profile for growth. We will grow what we are currently doing to align with Government reforms and capture opportunities with strategic intent. We will explore and develop complementary services to further strengthen our service provision to our children and families and explore the possibility of new services.

As a Provider and Employer of Choice, Shine Bright continues to develop and grow within an ever-changing sector. This plan builds on our previous strategic plan and is also reflective of the acknowledged growing importance of early years amongst Government and other key stakeholders. These key players are instrumental in regard to the regulations, legislation and funding which provides our organisation with the opportunities to continue to build on our provision of high quality services. We celebrate and find joy in what we do each day and this plan will continue to foster this.

Suzi Sordan  
**Chief Executive Officer**



## INTRODUCTION

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Planning strategically allows organisations to thrive and grow towards a bright future. In developing this, our newly endorsed strategic plan, our goal as an organisation is to secure a future where Shine Bright leads the early childhood education and care sector and sets a new benchmark in both the development, management and delivery of educational programs for those most deserving, our children.



**SHINE BRIGHT**  
Leading in the  
early childhood and  
care sector



Hands up, Hands down  
Wipe on Lety Lety pin

How the story was told  
How the story was told  
How the story was told  
How the story was told

Group  
B

Ears are  
listening.

Eyes are  
watching.

Leta  
Kindergarten



"There is a real holistic view  
of working with the children,  
their families and the  
community"

*Shine Bright employee (TE)*

"I've been so supported by all  
the staff and management  
team at Shine Bright"

*Shine Bright employee (JS)*

# ABOUT SHINE BRIGHT

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Shine Bright is a not for profit community based organisation that operates with the needs of children and families as its highest priority. We currently manage 35 kindergartens and 1 early years learning hub in both large and small rural towns across City of Greater Bendigo, Campaspe Shire Council, Mildura Council and Swan Hill Shire Council.

Shine Bright was renamed from Loddon Mallee Preschool Association (LMPA) in early 2018 and it's early days was under a Cluster Manager model for kindergartens.

The purpose of a Kindergarten Cluster Manager was to:

- Remove the administrative and management burden on volunteer parent committees
- Strengthen the delivery of community-based kindergarten programs
- Improve the sustainability of kindergarten services for the community in the long term
- Provide kindergarten staff with professional and consistent employment arrangements

Evolving from kindergarten cluster management, the early years management model was implemented in 2016 with direct benefits to children who attend services, their parents and family members, the teachers and educators who work there and also for government.

The benefits of early years management are considered across the following dimensions:

- Overall quality of services,
- High quality workforce,
- Engagement of vulnerable children and disadvantaged communities,
- Improved governance and administration,
- Consistent implementation of policy reforms,
- Integrated service provision,
- Effective partnerships, and
- Reduced administrative burden on government and reduced risks.

We operate in a rapidly changing environment as do all Early Years Management (EYM), but the degree of change is coming from multiple sources. The regulatory environment is changing which is increasing the responsibility of EYM's but at the same time the community and family needs are also changing. Our focus has needed to shift somewhat to accommodate the increasing number of high needs children but at the same time we have not forgotten the primary purpose of Shine Bright and that is still to meet the needs of all children and families.

Shine Bright is overseen by a Board of Management that are made up of carefully selected community members who bring key skills to support Shine Bright including finance, law, local government, strategic planning, early childhood education, children with additional needs and information technology. Each Board member is required to operate in Shine Bright's best interests, holding the core values and purpose, vision and mission statements as heartfelt aims.

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WE OPERATE  
In a rapidly changing  
environment







## SHINE BRIGHT IN CONTEXT

Shine Bright manages 35 kindergartens and 1 early years learning hub throughout regional Victoria areas of the City of Greater Bendigo, Campaspe Shire Council, Mildura Shire and Swan Hill Rural Shire Council.

This section provides demographic information for each of these four areas. A successive examination of total persons, families and children include both current and projected population statistics. Also included are statistics around age, cultural diversity, socio-economic indicators, family characteristic, and data around how children are faring (kindergarten participation rates, Australian Early Developmental Census, health and well-being indicators). Comparative data for the state of Victoria has been provided where relevant and obtainable. A brief analysis of the exhaustive data is provided under each heading.



## Location Information

### City of Greater Bendigo

The City of Greater Bendigo is located in Central Victoria. It covers an area of 3,048 kilometres and includes the City of Bendigo, and smaller towns such as Axedale, Elmore, Epsom, Goornong, Heathcote, Huntly, Marong, and Strathfieldsaye.

Census had a population of over 110,000.

### Campaspe Shire Council

The Campaspe Shire is located in Central Victoria on the banks of the Murray River. It covers an area of 4,519 square kilometres and includes the City of Echuca and smaller towns such as Rochester, Girgarre, Kyabram and Tongala.

Census has a population of over 37,000.

### Mildura Rural City Council

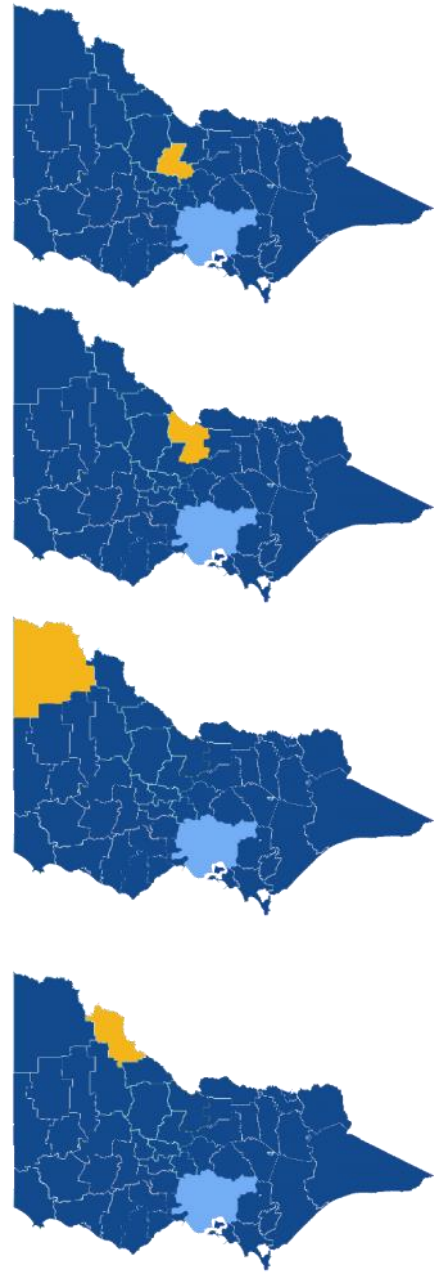
The Mildura Rural City Council is located in the top north-western pocket of Victoria. The region's landscape includes unique Mallee vegetation, broad acre grain properties, intensive horticultural farms and vibrant towns. It covers an area of square 22,300 kilometres and includes the City of Mildura and smaller towns such as Merbein, Red Cliffs, Ouyen and Irymple.

Census has a population of over 55,000.

### Swan Hill Rural City Council

The Swan Hill Rural City Council is located in the north-western part of the state. It covers an area of 6,115 kilometres. The municipality includes Swan Hill and Robinvale, the two largest service centres, as well as a number of other smaller towns including Lake Boga, Manangatang, Nyah, Nyah West, Piangil, Ultima, Wemen, Boundary Bend, Beverford and Woorinen.

Census has a population of over 20,000.



## Our Regional OVERVIEW

Census data has a population of over 222,000 in an area covering approximately 35,982 kilometres.



"If you would like to fall in love with your job working with children all over again, work with Shine Bright."

*Shine Bright employee (LB)*





Where we are  
**TODAY**

# OUR STRATEGIC DIRECTION

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## Our Vision

We are an organisation that champions for children now, for a better tomorrow.

## Our Purpose

To make every moment matter.

## We Value

- Learning and teaching today as an enabler for opportunity
- Advocacy as a way of influencing positive change
- Community engagement and development as a way of supporting children and their families
- Evidence based practice which leads to innovation
- Embracing and promoting 'The Shine Bright Way'

# OUR STRATEGIC APPROACH

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At the heart of what we do and what our organisation stands for is:

We are an organisation that champions for children now, for a better tomorrow.

At Shine Bright we have identified 5 key goals that we are aiming to achieve during the period of this strategic plan, which include:

**Key Goal 1:** Creating opportunities through excellence in learning and teaching

**Key Goal 2:** Great place to be and grow

**Key Goal 3:** Operational best practice through governance and support, and

**Key Goal 4:** Strengthening our relationship with children, families and communities

**Key Goal 5:** Managing strategic growth through capability and capacity

These goals are underpinned by a range of drivers which will continue to strengthen our organisation by building both its capabilities and capacity. We acknowledge that we are in a unique position as one of the largest regional providers of early childhood education and care with a strong and focused commitment on resourcing our employees to achieve excellence as well as being an influential organisation in the Victorian early education and care landscape. From humble beginnings we have grown as an organisation and intend to continue to evolve as a strategic player within and outside of the communities we serve. Our philosophy of practice is further strengthened around the philosophy of one team. This is embedded in 'The Shine Bright Way' and expressed in our key goals. This places our organisation in the ideal position to continue to grow and evolve.





## Key Goals

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### **Key Goal 1:**

#### **Creating opportunities through excellence in learning and teaching**

**Actions:**

1. Identify opportunities for excellence in learning and teaching.
2. Capture, develop and implement 'The Shine Bright Way'.
3. Develop organisational self assuring quality systems and measures.
4. Maintain professional currency through learning, research and partnership.
5. Embed quality practice ('The Shine Bright Way') through effective engagement and communication.

### **Key Goal 2:**

#### **Great place to be and grow**

**Actions:**

1. Encourage professional growth through development, progression and transfer.
2. Diversity, inclusion and respect is embedded in all policy and procedures.
3. Acknowledge and reward excellence.
4. Create forums to capture opportunities for improvement.

### **Key Goal 3:**

#### **Operational best practice through governance and support**

**Actions:**

1. Benchmark corporate and governance structures against best practice.
2. Implement procedures to achieve identified best practice in governance.
3. Review information flow to the board which will optimise decision making.

## Key Goal 4:

### Strengthening our relationship with children, families and communities

#### Actions:

1. Develop strategies to improve brand awareness and trust.
2. Develop a marketing and communications program to improve relationships with key stakeholders.
3. Implement a marketing and communications program including resourcing and capability development.
4. Develop a planned approach to strategic partnerships.
5. Focus on transition and pathways within 'The Shine Bright Way'.

## Key Goal 5:

### Managing strategic growth through capability and capacity

#### Actions:

1. Identify what growth looks like for the Shine Bright group.
2. Identify our capacity and risk profile for growth.
3. Develop a business development sub-strategy focusing on capacity and capability.
4. Consolidate standard operating procedures to assess the viability of new opportunities and services.

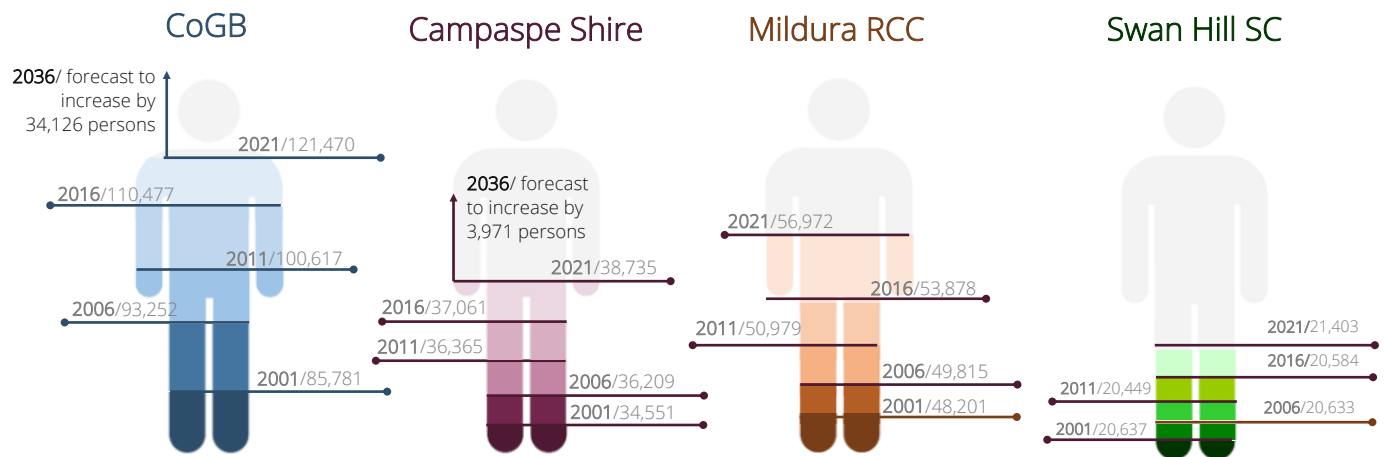






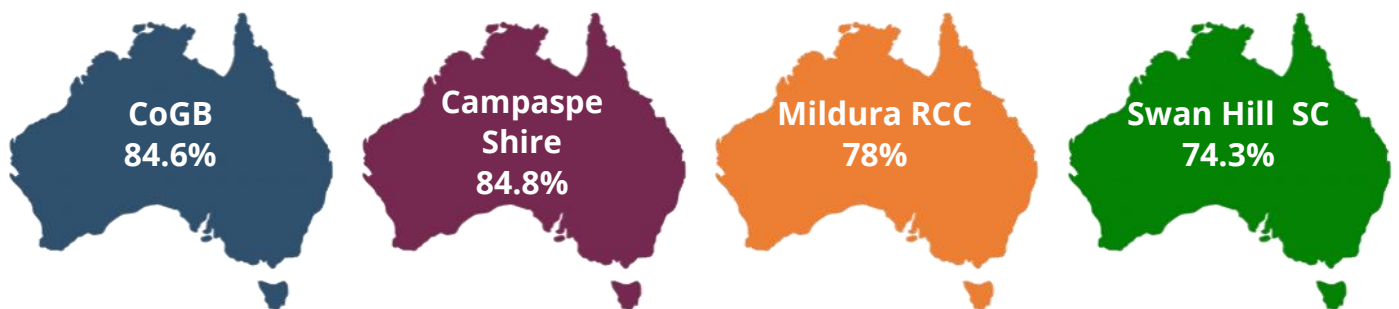


## Population 2001 - 2021 (forecasted for 2036)



## Cultural Diversity

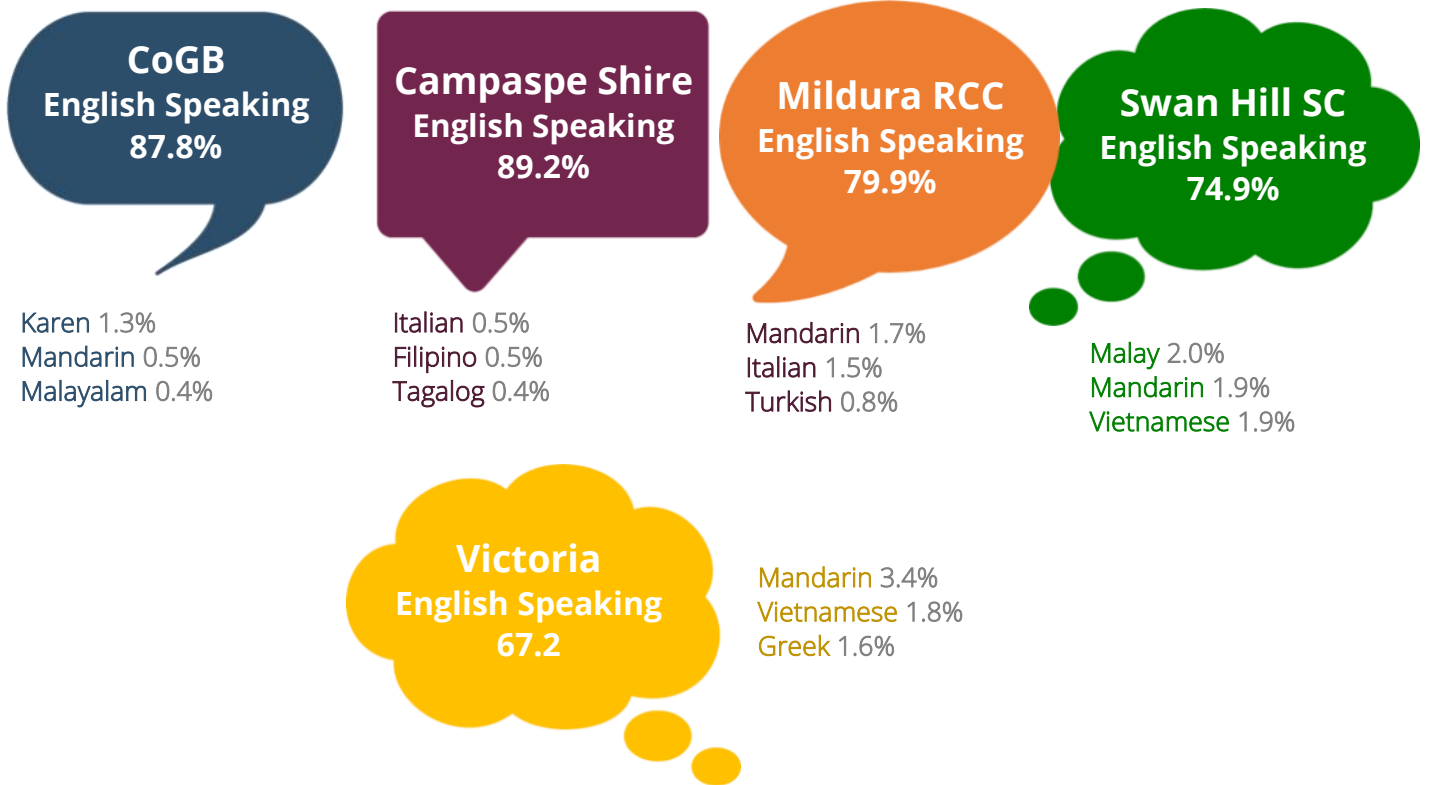
### Percentage of residents born in Australia (2021)



### Percentage of Residents Born Overseas (2021)



## Language/s Spoken at Home



## Socio-Demographic Characteristics

ABS Socio-Economic Indexes for Areas (SEIFA)

Index of relative socio-economic advantage and disadvantage

Geography	Score
Greater Bendigo	961
Campaspe	943
Mildura	921
Swan Hill	934



## Families

### Family Characteristics Summary 2021

#### Average number of children per family



CoGB

Number of 0-4 year olds is 7147 making up 5.9% of population in 2021



Campaspe Shire

Number of 0-4 year olds is 1937 making up 5% of population in 2021



Mildura RCC

Number of 0-4 year olds is 3260 making up 5.7% of population in 2021



Swan Hill SC

Number of 0-4 year olds is 1298 making up 6.1% of population in 2021



Victoria

#### Couples without children



CoGB



Campaspe Shire



Mildura RCC



Swan Hill SC



Victoria

#### Couples with children



CoGB



Campaspe Shire



Mildura RCC



Swan Hill SC



Victoria

#### One parent families



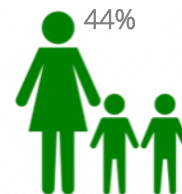
CoGB



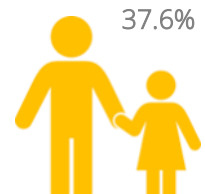
Campaspe Shire



Mildura RCC



Swan Hill SC

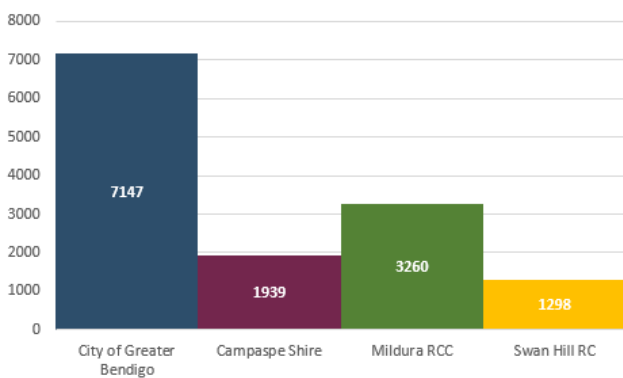


Victoria



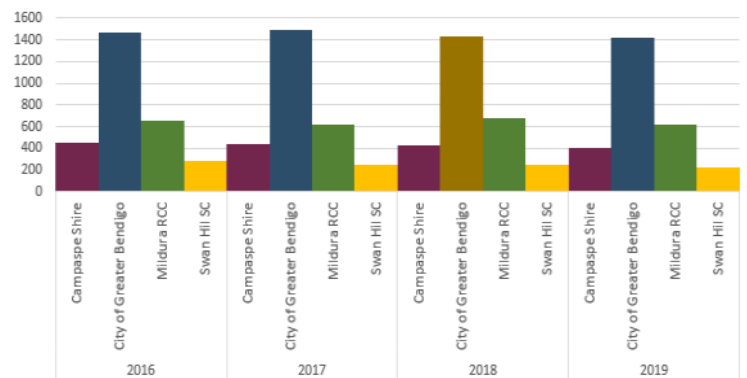
## Indigenous Children Population

City of Greater Bendigo has the largest number of Indigenous children aged 0 - 4 years old, followed by Mildura RCC, Swan Hill and Shire of Campaspe.



## Kindergarten Participation Rates

City of Greater Bendigo has the highest number of participation rates followed by Mildura Rural City Council, Campaspe then Swan Hill SC



## Australian Early Developmental Census

Summary table: Percentage of children developmentally vulnerable in 2021

Geography	# of children	Physical	Social	Emotional	Language	Communication	Vlun 1	Vlun 2
Greater Bendigo	1355	132	141	131	133	120	304	171
Campaspe	432	59	73	45	43	54	129	81
Mildura	695	65	66	59	64	44	150	76
Swan Hill	233	34	21	21	23	15	57	28
Victoria		5604	6253	5342	4993	5134	1377	7085
Australia		28341	27788	24271	21107	24064	63264	32718



# Strategic Plan 2023-2025

## VALUES

Learning and teaching today as an enabler for opportunity

Advocacy as a way of influencing positive change

Community engagement and development as a way of supporting children and their families

Evidence based practice which leads to innovation

To embrace and promote the Shine Bright way

## VISION

We are an organisation that champions for children now, for a better tomorrow

## PURPOSE

To make every moment matter

### GOAL 1

Creating opportunities through excellence in learning and teaching

### GOAL 2

Great place to be and grow

### GOAL 3

Operational best practice through governance and support

### GOAL 4

Strengthening our relationship with children, families and communities

### GOAL 5

Managing strategic growth through capability and capacity



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