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**Business Plan 2009-2010**

**The Angel Starfish Educare Centre**

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**Vision**

*One Love, One Family*

Though our extended family of parents, teachers, carers, supporters and friends we will provide the love, care and education children need in their early years to make the best possible start in life.

**Mission**

To manage a community based early childhood development centre that provides the highest standards of care and education for children who live in the socially disadvantaged areas of Hout Bay including the informal settlement of Imizamo Yethu.

**Values**

* Safe & Healthy Children
* Early Childhood Development through Quality Care & Education
* Respect for Different Cultures
* Good Governance
* Respect for our Environment
* Community Engagement

**Background**

The Angel Starfish Educare Centre is an early childhood development facility based at the Sijonga-Phambili Community Learning Centre in Hout Bay, Cape Town. The facility is situated adjacent to the Imizamo Yethu informal settlement.

The centre started its life as a crèche run from an informal house in Imizamo Yethu by Vuyiswa Mhlahlo. In 2005 a local resident, Nonzwakazi (Gertrude) Sgwentu was introduced to Elaine Maloney the Head Teacher of the Whiston Willis Primary School in Knowsley in the UK. Elaine was attending a head teacher’s conference in Cape Town. Gertrude brought Elaine to see Vuyiswa’a crèche in Imizamo Yethu and which led to the formation of the “The Angel Starfish Project” a registered charity in the UK (Reg No.1122626) established to support the then Angel Starfish Creche now an Educare Centre.

Gertrude and Elaine along with local community leader Kenny Tokwe tried to locate a more suitable facility for the crèche in Imizamo Yethu but when this proved difficult Gertrude offered to host the crèche at her home in Penzance an estate adjacent to Imizamo Yethu. The crèche moved to the home Sgwentu home where two classrooms were established, one by converting the garage the other by converting a large Wendy house.

Unfortunately operating the crèche from a house was in contravention of the regulations covering early childhood development centres. The plight of the centre was again taken on by local community leader Kenny Tokwe who approached the Sijonga Phambili Community Learning Centre to see if they could provide facilities for the crèche. The Sijonga Phambili CLC provided temporary facilities for the crèche and agreed to include a purpose built educare centre in plans for a new building on their site.

The new Angel Starfish Educare Centre opened in August 2009 and Gertrude Sgwentu stepped down from her volunteer role as manager of the centre. A management committee, chaired by Mike Raggett, took over operations of the crèche on the 1st September 2009. The former crèche will now be run as a registered provider of early childhood development centre providing both day-care facilities and quality pre-school education that meets Grade R requirements. The centre will be established as a non profit organisation. The Angel Starfish Project Charity (UK) headed by Elaine Maloney will continue as one of the centre’s primary donors.

**Aims** (2009-2010)

1. To complete registration of the Angel Starfish Educare Centre with the Departments of Education and Social Development as a provider of Early Childhood Development day care and curriculum grade R education;
2. To complete registration as Non Profit Organisation and to achieve 18A tax exemption from the South African Revenue Service (SARS);
3. To ensure the centre delivers the highest standards of child care and curriculum grade R education to the children enrolled at the centre;
4. To secure sufficient funding is raised to meet the centre’s immediate financial commitments and to establish a longer term funding strategy that will ensure the centre’s sustainability.

**Goals** (2009-2010)

**Governance**

1. To establish a working management committee;
2. To ensure the management committee is kept informed of the purpose and requirements of an ECD centre and of their statutory responsibilities in managing the centre.
3. To register as an ECD centre for children aged 0-4 years with the Department of Social Development;
4. To register as an ECD centre for children aged 5-6 years and as a provider of the Grade R curriculum with the Department of Education;
5. To register as a Non Profit Organisation through the NPO Directorate at the Department of Social Development;
6. To register for with the South African Revenue Service for 18A tax exemption;
7. To ensure compliance with all statutory requirements including health and safety, employment legislation and financial accountability.

**Facilities**

1. To ensure that the facilities used by the centre are safe, secure, child friendly and meet all statutory requirements;
2. To ensure that the centre has adequate resources for care, education and play.

**Human Resource**

1. To ensure that staff are receiving appropriate and timely remuneration, are adequately equipped for their roles and receive regular training;
2. To ensure compliance with all statutory requirements of an employer;

**Financial**

1. To open a bank account to receive fees, grants and donations;
2. To secure short term financial viability of the centre addressing current shortfall.
3. To establish proper and accountable financial procedures;
4. To ensure all children’s fees are paid and to establish a non-payment policy;
5. To establish a budget and financial controls;
6. To increase income from fundraising initiatives, grants and donations;
7. To establish a reserve policy.

**Risk**

1. To undertake a risk assessment of facilities and operations and to set out policies and strategies to mitigate identified risks;
2. To undertake an organisational risk assessment and to set out policies and strategies to mitigate identified risks.

**Children**

1. To ensure children are safe whilst attending the centre, and at home, and in their community;
2. To ensure children attending the centre are in good health;
3. To ensure that children are receiving quality care whilst attending the centre;
4. To ensure that children 5-6 years are completing the Grade R curriculum.

**ACTION PLAN 2009-2010**

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| Goal | Required Actions | Target Date | Responsibility |
| Governance |  |  |  |
| 1. To establish a working management committee.
 | * Drafting and adoption of constitution;
* Hold inaugural meeting and elect the management committee;
* Hold a minimum of four management committee meetings during year.
 | Sept 09Sept 09Aug 10 | Committee |
| 1. To ensure the management committee is kept informed of the purpose and requirements of an ECD centre and of their statutory responsibilities in managing the centre.
 | * Make all relevant documents available to management committee members;
* Arrange for a speaker with expertise in running quality ECD centres in Cape Town to come and speak to the management committee.
 |  | Secretary |
| 1. To register as an ECD centre for children aged 0-4 years with the Provincial Department of Social Development.
 | * Contact the social worker authorised by the provincial Department of Social Development at the district office to arrange for an interview. (Interview conducted in Wynberg by Carmelita Block with Norman Brook on Mon 31 August , 2009;
* Complete and return application document with supporting documents:
	+ Confirmation land is zoned for an ECD centre (ERF7296 is currently zoned for informal housing but currently being re-zoned for mixed use);
	+ Lease agreement with Sijonga-Phambili Community Learning Centre;
	+ Two week menu;
	+ Weekly plan of daily activity;
	+ Child Protection Policy;
	+ Emergency Operating Procedures;
	+ Completed needs assessment form (giving details of the area local to the centre in terms of number of young children and how many other centres cater for them i.e. explain the need for this centre in this area);
	+ Job descriptions for centre staff;
	+ Grievance and disciplinary procedures;
* Coordinate Fire Inspector visit to confirm satisfactory emergency procedures and fire fighting equipment;
* Coordinate Environmental Health Inspector visit to receive a health clearance certificate;
* Coordinate assessment visit by Social worker from the Dept of Social Development.
 | Aug 09Sept 09Oct 09Oct 09Oct/Nov 09 | Norman Brook |
| 1. To register as an ECD centre for children aged 5-6 years and as a provider of the Grade R curriculum with the Provincial Department of Education.
 | * Malcolm Coppin to source requirements
 | Sept 09 | Malcolm Coppin |
| 1. To register as a Non Profit Organisation through the NPO Directorate at the Department of Social Development.
 | * Complete application form and submit with constitution to National Department of Social Development, NPO Directorate.
 | Sept 09 | Secretary |
| 1. To register for with the South African Revenue Service for 18A tax exemption.
 | * Check requirements with SARS;
* Complete documentation and send to SARS.
 | Sept 09 | Treasurer |
| 1. To ensure compliance with all statutory requirements including those concerning health and safety, employment and financial.
 | * See policies indicated in 3 above;
* Health and Safety Policy;
* Register with the Department of Employment as an Employer and complete UIF forms for all employees;
* Appointment of auditors.
 |  |  |
| Facilities |  |  |  |
| 1. To ensure that the facilities used by the centre are safe, secure, child friendly and meet all statutory requirements.
 | * Conduct an initial review of centre and create a list of actions that need to be taken at the facility – includes but not limited to:
	+ Cooker require gas installation;
	+ Fridge required;
	+ Tiling of shower;
	+ Repair of window catch;
	+ Fit window locks;
	+ Install fire fighting equipment;
	+ Safety measure on electrical points;
* Agree responsibilities and timescale for resulting actions.
 | Nov 09 | Committee |
| 1. To ensure that the centre has adequate resources for care, education and play.
 | * Establish and maintain an asset register.
* Establish a budget for consumable care, education and play resources.
 | Nov 09 | Committee |
| Human Resource |  |  |  |
| 1. To ensure that staff are receiving appropriate and timely remuneration and are adequately equipped for their roles and receive regular training.
 | * Secure sufficient income to organisation to meet all costs and establish procedures for payment of salaries, tax and contributions.
* Investigate training and CPD opportunities through the Departments and ECD networks.
 | Oct 09 | Committee |
| 1. To ensure compliance with all statutory requirements of an employer.
 | * Registration as an employer with the Department of Labour;
* Registration as an employer with SARS;
* Completion and submission of UIF forms;
* Establish procedures for payment of tax and UIF;
* Investigate employment legislation requirements;
* Ensure all staff have contracts of employment;
* Ensure that Gladys has supporting documentation for Home Affairs to secure extension to her residence permit and permissions to employment (Current expires Nov 09).
 | Sep 09Sep 09Sep 09Sep 09Oct 09Oct 09 |  |
| Financial |  |  |  |
| 1. To open a bank account to receive fees, grants and donations.
 | * Utilise Sijonga-Phambili Community Learning Centre account as a interim measure;
* Open bank account for the Angel Starfish Educare Centre.
 | Sep 09Oct 09 | Malcolm CoppinDaniel Swanepoel |
| 1. To secure the short term financial viability of the centre by addressing current shortfall.
 | * Attract additional donor funding to cover shortfall costs through cash or in-kind donations or reduce costs.
 | Sep 09 | Norman BrookMalcolm CoppinCommittee |
| 1. To establish proper and transparent financial records and accountable financial procedures;
 | * Appointment of a treasurer (confirm Daniel Swanepoel);
* Agree an annual budget;
* Appoint of auditors;
* Produce bi-monthly management accounts for the committee and key donors;
* Publish annual audited accounts.
 |  | Committee |
| 1. To ensure all children’s fees are paid and to establish a non-payment policy;
 | * Ensure that records are kept of all monthly fee payments including the issuing of receipts;
* Produce and implement a non-payment policy.
 |  | Malcolm CoppinCommittee |
| 1. To establish a budget and financial controls.
 | * Establish a process for timely payment of salaries;
* Establish an auditable process/policy for all sundry payments including electricity, gas, food, educational consumables.
* Establish delegated authority levels.
 |  | Malcolm CoppinCommitteeCommittee |
| 1. To increase income from fundraising initiatives, grants and donations.
 | * Adopt a policy of decreasing the percentage of overseas donations contributing to operational costs.
* Identify sources of grant in aid and prepare applications.
* Complete registration processes to access ECD subsidies.
* Conduct local fund raising initiatives.
 |  | Committee |
| 1. To establish a reserve policy.
 | * Establish a long term reserve policy that will ensure a reserve that will cover up to one year’s operational costs.
 |  | Committee |

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| Risk |  |  |  |
| 1. To undertake a risk assessment of facilities and operations and to set out policies and strategies to mitigate identified risks;
 | * Establish a risk register for the centre and conduct quarterly reviews to ensure that all reasonable steps towards the mitigation of risks have been taken.
 | Dec 09 | Committee |
| 1. To undertake an organisational risk assessment and to set out policies and strategies to mitigate identified risks.
 | * Establish a risk register for the organisation and conduct quarterly reviews (presented at quarterly management meetings) to ensure that all reasonable steps towards the mitigation of risks have been taken.
 | Dec 09 | Committee |
| Children |  |  |  |
| 1. To ensure children are safe whilst attending the centre, and at home, and in their community.
 | * Implement a child protection policy and procedures;
* Implement a health and safety policy and procedures;
* Ensure emergency operating procedures including evacuation are in place and conduct regular drills;
* Ensure a policy is in place for the care of children when on trips from the centre;
* Provide staff with child protection and first aid training.
 | Dec 09 | Committee |
| 1. To ensure children attending the centre are in good health.
 | * Ensure that regular health visits are conducted at the centre;
* Ensure children receive nutritional meals at set times (Consult a nutritionist);
* Implement a policy for dealing with sick children.
 |  | CommitteeGladysCommittee |
| 1. To ensure that children are receiving quality care whilst attending the centre.
 | * Ensure care workers receive child care training;
* Ensure adequate cover (ECD standards) so that children are never left unattended;
* Adopt policies and procedures for overseas volunteers assisting at centre.
 |  | Committee |
| 1. To ensure that children 5-6 years are completing the Grade R curriculum.
 | * Produce a Grade R Curriculum Statement and ensure that Gladys is registered as a Grade R teacher.
* Provide Gladys with additional training and support according to needs analysis.
 |  | Committee |

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