

SOCIAL ENTERPRISE:

Preschool Management & Sustainability

“Without great leadership, management and governance of social purpose organisations, positive change won’t happen”

Centre for Social Impact

Webinar 1

Organisational Leadership: A shared role

This webinar is the first in a series of three applying social enterprise in a preschool context.

Ian Alchin

Services Development Manager,
M. Comm. Employment Relations, B. Ed



Presenter



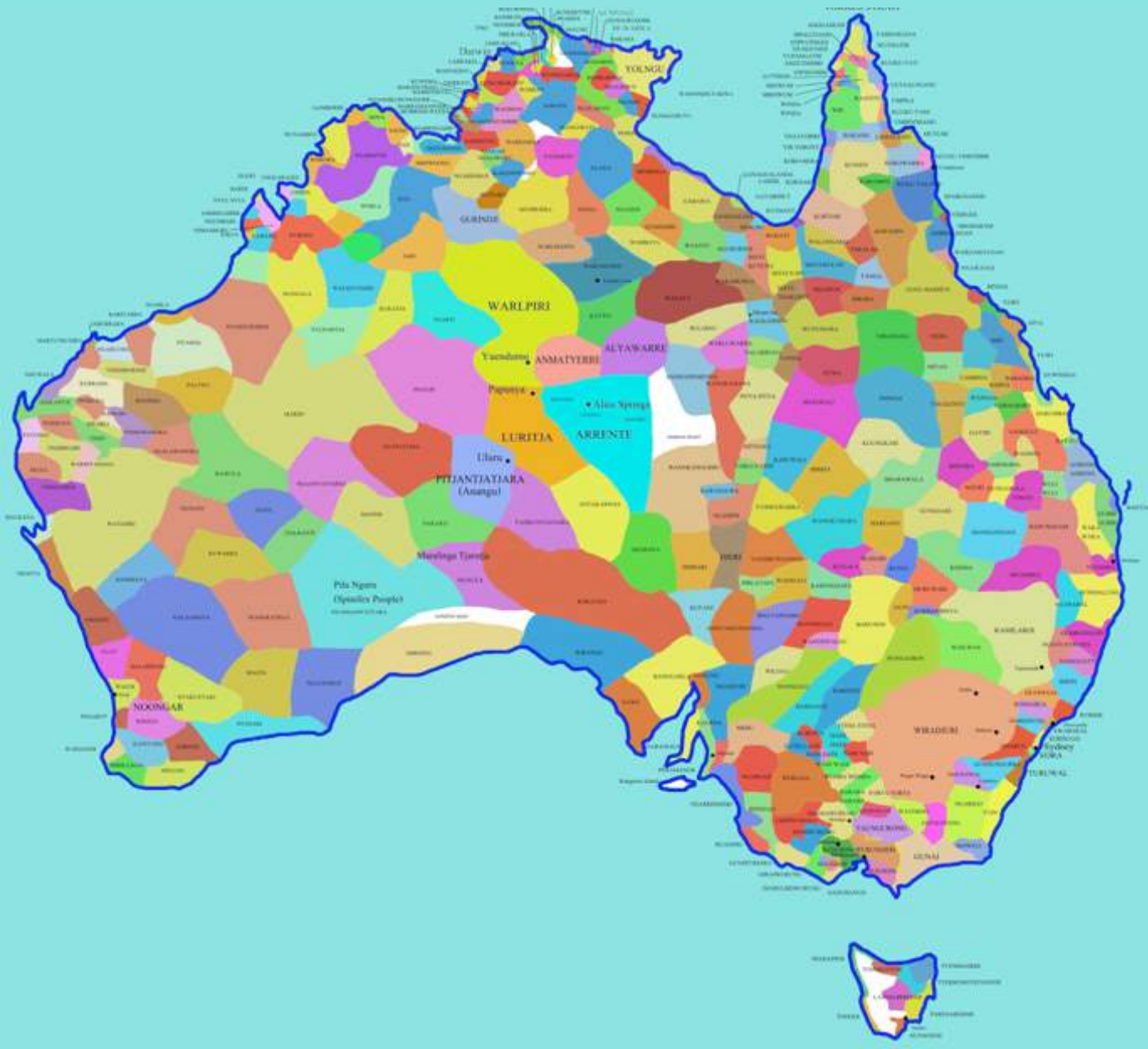
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I would like to pay my respect to the traditional custodians of the nation on whose land we are gathering today.

I honour and respect Aboriginal elders past and present and those with us today.

I thank Aboriginal people for their custodianship of the land, culture and heritage.

WEBINARS

For Directors and Committees:

Webinar 1 **Organisational Leadership: a shared role**

Webinar 2 **Innovation: not invention but improvement**

Webinar 3 **Measuring up: I'll show you what we've done**

<http://www.ccsa.org.au/training/sector-development-program/social-enterprise.html>



ACKNOWLEDGEMENTS

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Education and Care Sector Development Program



Please complete the short evaluation at the conclusion of this webinar

Social Enterprise

a business created to further a social purpose in a financially sustainable way.

has a double bottom line:
profit and social impact

Social Enterprise

The primary elements of social enterprise:

- Social purpose
- Innovation
- Sustainability
- Measurement

These directly relate to the purpose of preschools as community organisations and their ability to progress their vision

Social Enterprise Leadership

- Leadership in social enterprises is little different to other businesses.
- It is at the governance and senior management level that has the most impact.
- Effective management is required to implement the plans of the organisation.
- Effective structures and systems are needed to support an organisation's purpose and desired outcomes.
- This includes ensuring leaders within the organisation develop the necessary capabilities.

Social Enterprise Leadership

- It involves strategic clarity, effective execution and a culture of innovation.
- In the preschool context this can be considered as:

Social Enterprise	Preschool/NQF
Strategic clarity	Direction/business plan
Effective Execution	Management/implementation
Culture of innovation	Improvement (including QIP)

- Leadership and management are interdependent and changes in one affect the other.



Leadership

- The vision and purpose of the preschool needs to be clear to guide planning and decision making.
- Sustainability is a primary responsibility of a management committee.
- Good planning and decisions rely on good information and is also the result of effective collaboration between:
 - the committee as ‘community specialists’ and
 - the director as an ‘expert in the field’.

Leadership

- Both the committee and director need clear responsibilities and support for the governance and management roles.
- The investment preschools make in these roles has a direct relationship to sustainability.
- An approach needs to be adopted that responds to the current and future needs of the preschool.

Leadership

- A social enterprise approach can guide the development of a support system that can improve the sustainability of the preschool.
- It can ensure that important aspects of sustainability are included-
 - Innovation (improvement)
 - Measurement (impact, result)



Leadership considerations

- Whilst individual leadership is important, more recently consideration is being given to identifying the leadership needs of the organisation.
- Looking through the organisation's lens enables the identification of the leadership needs of the organisation.
- Organisational leadership takes an improvement approach across all levels of the organisation towards its goals and considers the sustainability of the organisation.



An Organisational Approach

- Develops systems to support and deliver the organisation's goals
- Sees leadership as a resource and distributes it throughout the organisation
- Develops an environment and culture that enables people to be effective and adaptable
- Applies an improvement approach that involves everyone in the organisation

“The Framework [EYLF] encourages everyone who works with young children to see themselves as leaders”

Community Management

Purpose-

Social outcomes:

- Learning & Development — Educational Goals
 - Community development
 - Knowledge
 - Skill
 - (Governance, management and ECEC)— Organisational Goals
-

QA 6 Families have opportunities to be involved and contribute to service decisions. The service builds relationships and engages with the local community.

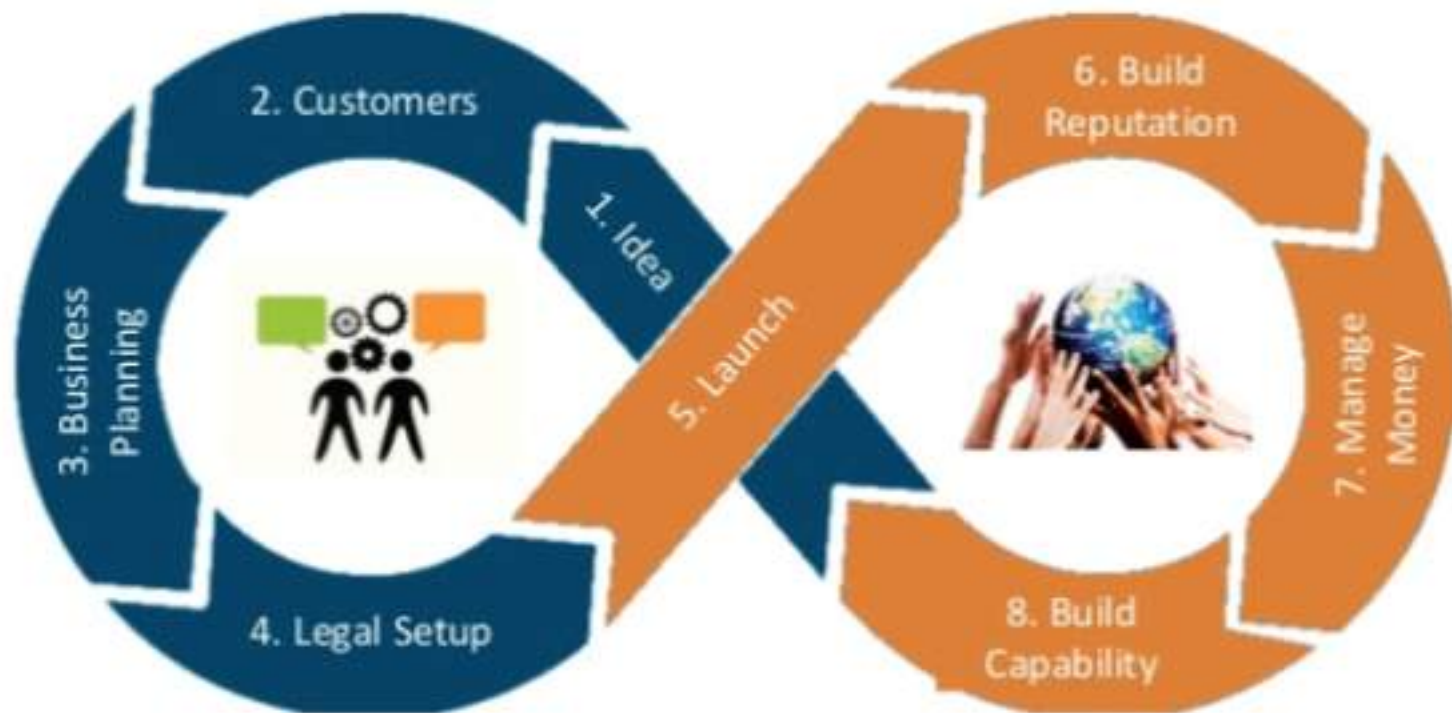
Goals

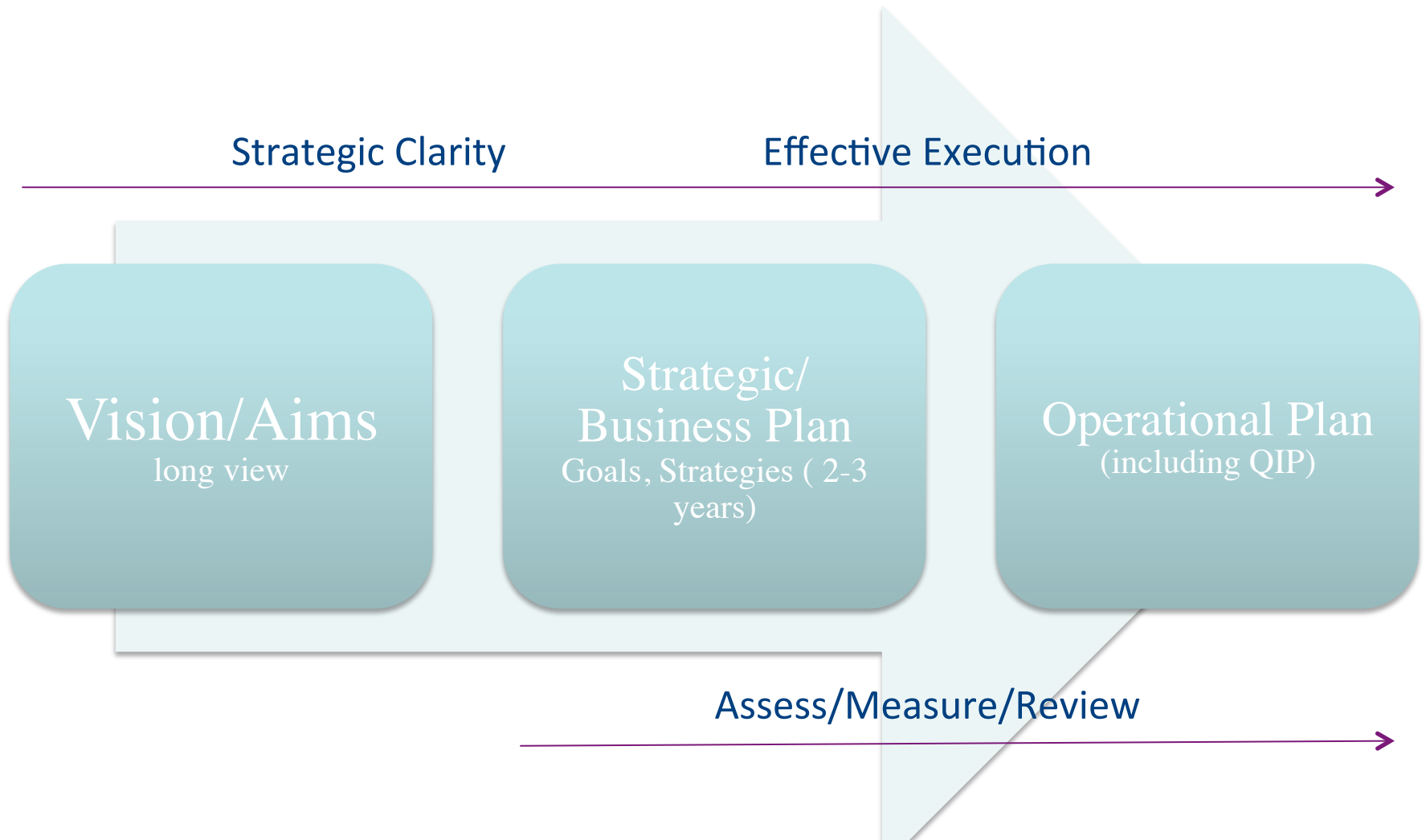


Organisational
Social & Sustainability

Professional
Children & staff

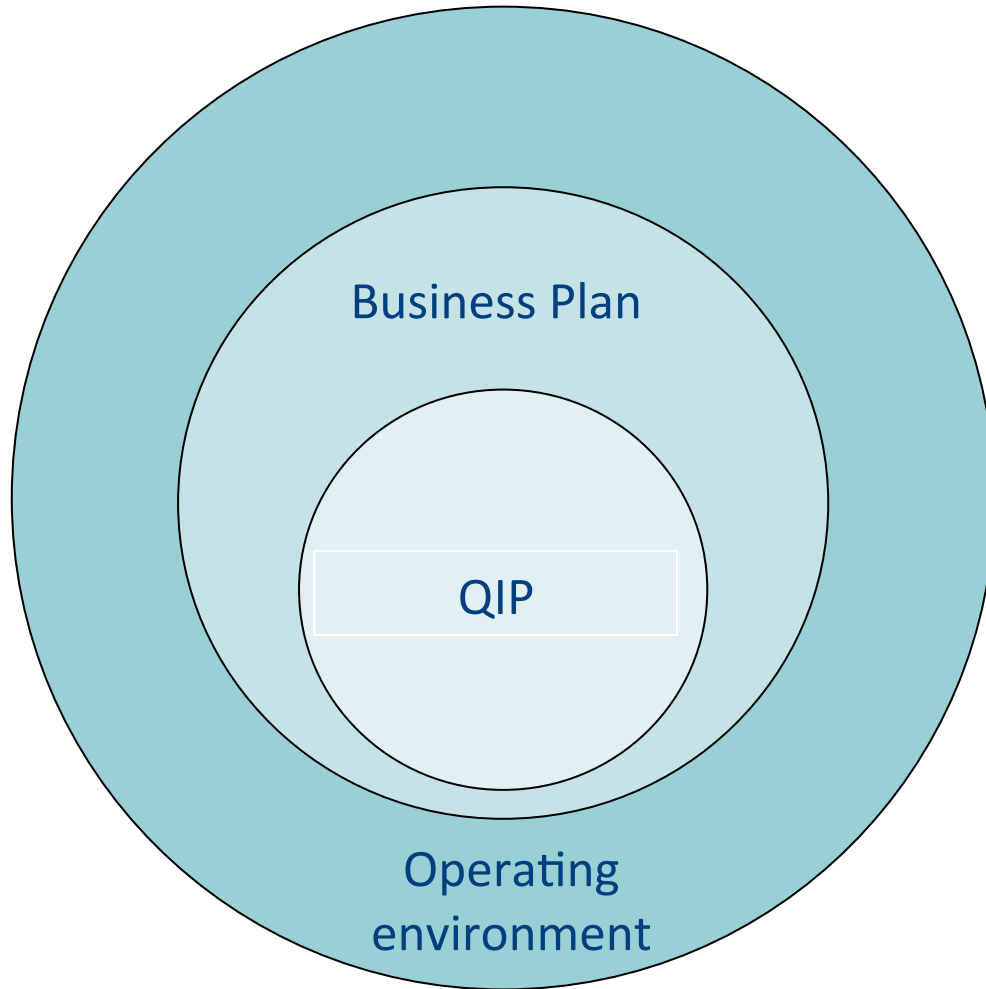
8 Steps to Build your Social Enterprise





QA 7 Effective leaders of education and care services are able to *set direction ...*
Good leaders *adapt* to change and drive continuous *improvement*

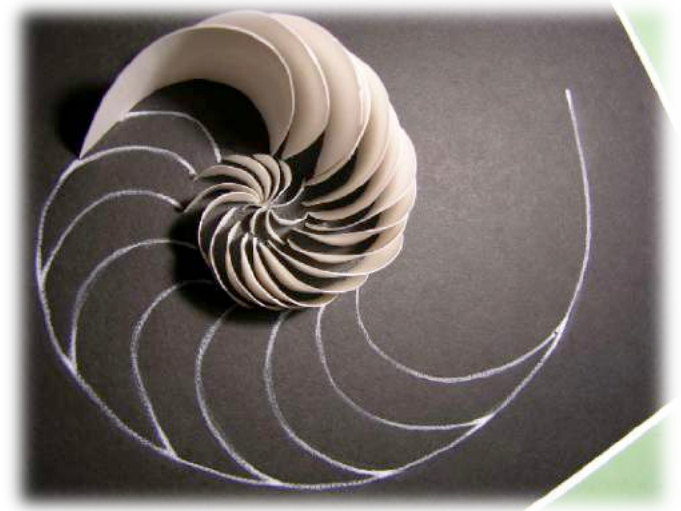
Business Plan



Planning should always consider opportunities both for improvement and growth

Organisation Structure

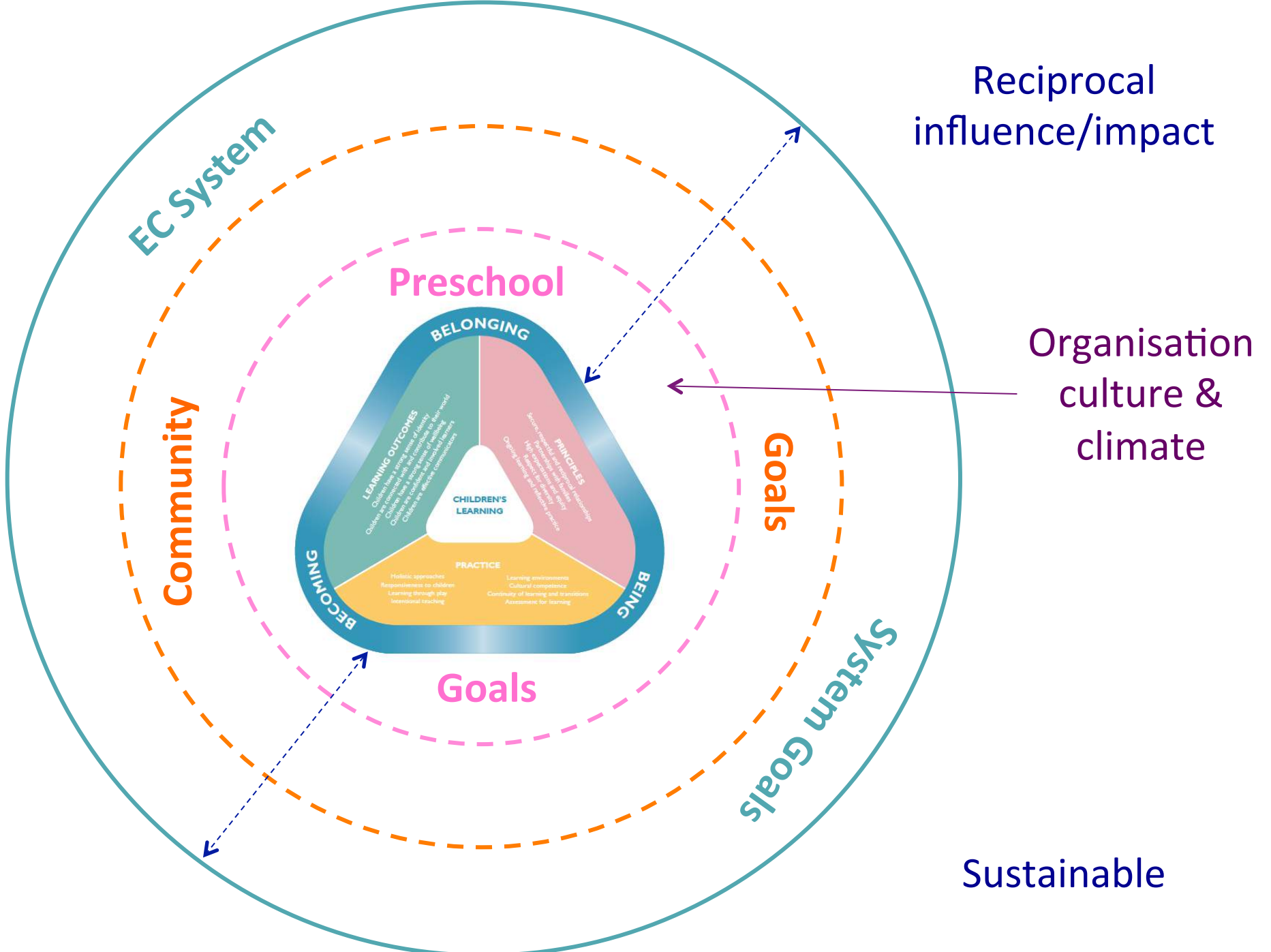
The structure is a system used to define the framework within an organisation and how activities such as task allocation, coordination and supervision are directed toward the achievement of organisational aims.



The structure needs to support effective collaboration and connection with the community to receive regular feedback to enable adjustment

Organisation Structure

- It identifies each job, its function and where it reports to within the organisation.
- This structure is developed to establish how an organisation operates and assists in reaching its goals.
- The structure can be illustrated using an organisational chart that usually identifies a hierarchy of responsibility.
- How an organisation operates to meet its purpose should support its principles/values and respond to the *operating environment*.



Reciprocal influence/impact

Organisation culture & climate

EC System

Community

Preschool

Goals

System Goals

Goals

Sustainable

LEARNING OUTCOMES
Children have a strong sense of identity
Children have a secure sense of wellbeing
Children are effective communicators

CHILDREN'S LEARNING

BELONGING

PRACTICE

Holistic approaches
Responsive to children
Learning through play
Intentional teaching

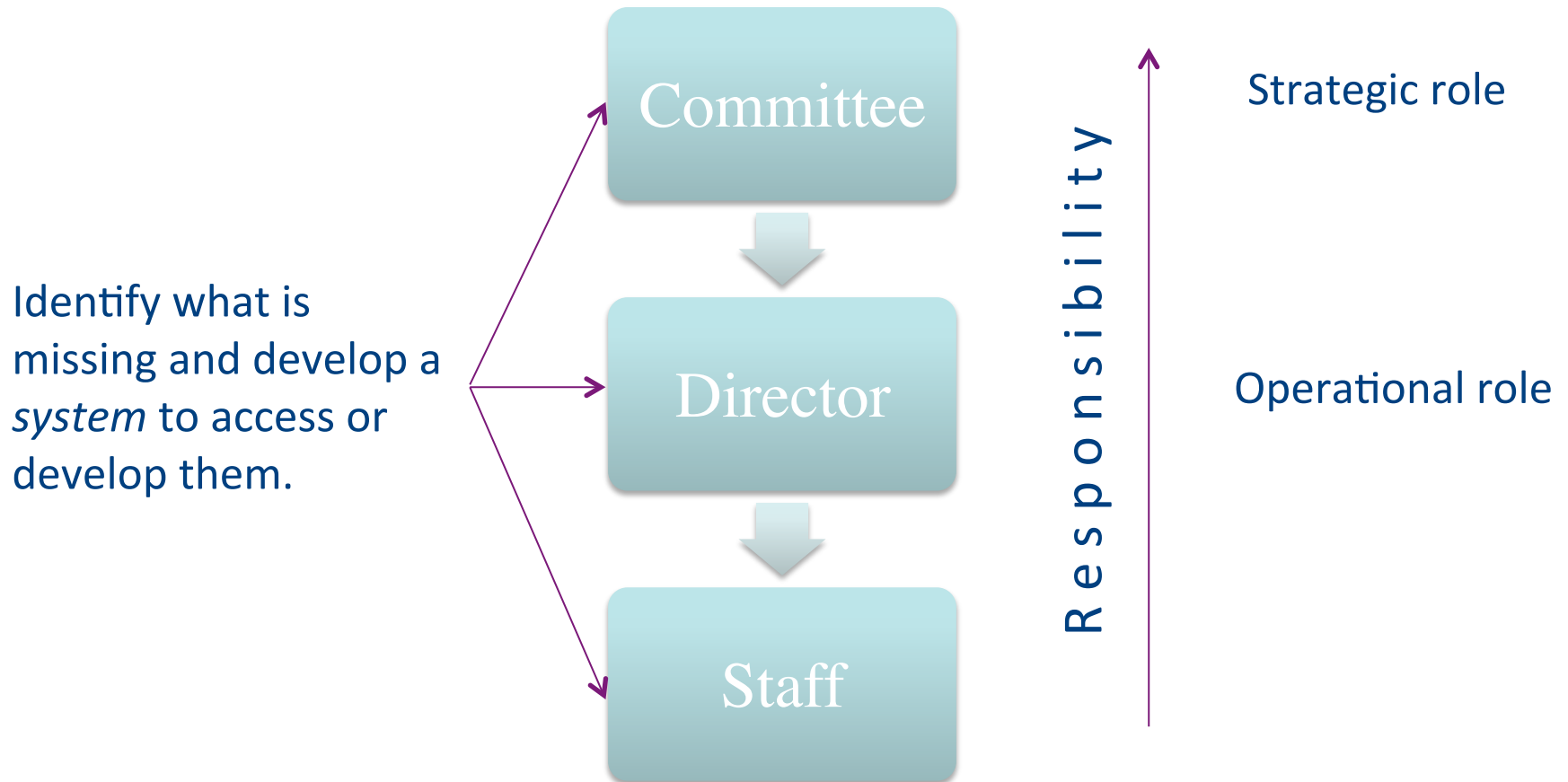
Learning environments
Cultural competence
Continuity of learning and transitions
Assessment for learning

PRINCIPLES
Secure respectful and reciprocal relationships
High expectations for every child
Originality, imagination and creative practice

BECOMING

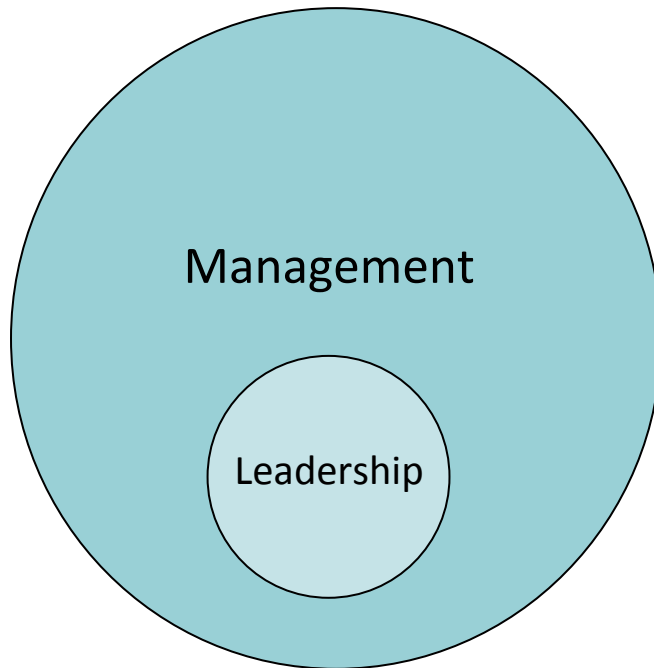
BEING

Leadership/Management Needs



QA 7 Good leaders establish skilled workforces

Leadership/management



Committees and Directors need to be *able* to both lead and manage in a planned and deliberate manner.

Even those who are formally designated as leaders spend only a little of their time leading.

Tate, 2009

QA 7- Effective leaders of education and care services are able to set direction and establish values for the service that reflect its context and professionalism.

Systems that enable

How does your preschool enable the committee, Director and staff to be effective?

- Clear roles and expectations:
 - contribution
 - involvement
 - accountability
 - improvement
- Clear plan for the organisation towards the vision
- Training, support and opportunities
- Guidance and direction (policies, procedures and regular feedback)

Leadership/management

Effective Execution

The system supports the development of healthy relationships and alignment with the vision and includes-

- Philosophy
- Communication including regular feedback
- Orientation/induction
- Code of Ethics
- Code of Conduct
- Resolution process
- Accountability
- Professional development

QA 4 Professional standards guide practice, interactions and relationships.

QA 7 Effective leadership promotes a positive organisational culture and builds a professional learning community.

Managing the preschool

We need to:

1. understand the structural difficulties preschools experience:
 - Lack of sector knowledge, committee turnover
 - Business management (Committee and Director)
2. Develop systems to address them
 - Systems are the machinery that enable organisations to deliver their goals
 - Systems remain when people move on, providing continuity and supporting sustainability
 - Effective systems are the framework of social enterprises

Systems

It is useful for a preschool to have a governance policy that acts like a 'how to' manual for committees and directors. It can cover such areas as:

- The purpose and vision
- Roles and responsibilities
- Communication/information sharing/reporting
- Meetings and decision making
- Planning and review (including the business plan and QIP)
- Recruitment and retention
- Orientation/induction
- Support framework

Climate and culture



Preschools and change

- As preschools operate in a change environment they need to be adaptable. It is a matter of when, not if.
- Adaptability is an important element of social enterprises, allowing them to adjust to changing circumstances in their operating environment-market, community, government policy.
- Preschool planning and operation needs to include both the preparedness and ability to change when needed.
- Effective adjustments rely on up-to-date accurate and reliable information about the operating environment.

Decision making

Strategic and operational decisions need to be 'authentic'. That is:

- Align with the vision and purpose of the organisation rather than any individual or group.
- Are well supported by reliable and accurate data/information that can be confirmed independently (rather than 'trust' the provider).
- Are *assessed* as beneficial (improve) and not detrimental over the longer term (rather than hope).
- Consider sustainability as critical part of the process.

Measurement

- The impact of the organisation needs to be measured to assess the outcomes of the organisation's efforts and to provide valid information upon which to make decisions
- Measurement needs to relate directly to the vision and purpose of the organisation

the net effect of an activity on a community and the well-being of individuals and families



Measurement

- Reporting and promoting the impact the preschool has in the community assists sustainability over the long term
- *Regularly* sharing the good news stories of community development helps to develop and maintain the preschool 'brand'

That's social enterprise!

ANNUAL REPORT 2014-15

Supporting best practice management within early childhood education services to achieve quality outcomes for children.

Our vision...
CCSA's vision is for best practice management in early childhood education and care.

Our values...
Excellence – Best practice in governance and service delivery
Respect – Consideration and regard for all people and organisations with whom we work
Diversity – Drawing strength from the diversity of our membership and those we work with
Leadership – Being progressive and innovative
Collaboration – Positive internal and external engagement and working relationships
Ethics – Behave ethically in all relationships; we are socially responsible and aim to be environmentally sustainable
Recognition – Together we acknowledge the contributions of the traditional custodians of this land. We acknowledge the contribution of Aboriginal Australians, Torres Strait Islander peoples and non-Aboriginal Australians to the education and care of all children and people in this country in which we live and share.

Our purpose...
CCSA will partner with and advocate for early childhood education and care services to ensure positive outcomes for children and communities. CCSA will achieve this through providing leadership and using our expertise in meeting the governance, management, human resource, business and industrial needs of early childhood education and care settings. CCSA will behave in an ethical, sustainable, flexible and innovative way.

Your partner in management 

7 Measures of Success

Commitment to Purpose

1. A customer service culture
2. Alignment of products and services to purpose

Commitment to Analysis & Feedback

3. Data Driven Strategies
4. Dialogue and Engagement
5. CEO as a broker of ideas

Commitment to Action

6. Organisational Adaptability
7. Alliance Building

Support our continuous improvement

Please complete the short survey in your
email inbox
to let us know how we can improve!

It should only take a few minutes
and your feedback is valuable.

NEXT WEBINAR

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I'M NOT TELLING
YOU IT'S GOING
TO BE EASY
I'M JUST TELLING
YOU IT'S GOING
TO BE WORTH IT

one person
can make a
difference
& everyone
should try
john f. kennedy

Contact CCSA for further information and support:

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[w] ccsa.org.au

Sources

- ACECQA, National Quality Standard, (2011)
- Deloitte, Meeting the Leadership Challenge: Building Sustainable leadership in the social enterprise sector, (2013).
- Tate, W. “The Search for Leadership: An Organisational Perspective (2009)
- The Centre for Social Impact, <http://www.csi.edu.au>