



# AGECS

## ANNUAL PLAN FY 2027

The Association of Graduates in Early Childhood Studies would like to acknowledge both the Bunurong/Boon Wurrung, and Wurundjeri people as the Traditional Custodians of the Lands on which we are located in Melbourne. We pay our respects to their Elders past, present and emerging. We also acknowledge the Aboriginal language groups across all of Victoria, whose lands we provide funding for specific projects around Early Childhood Education. We acknowledge their history, their people, and their stories. As an Association we will work together for reconciliation, a process that starts with the acknowledgement of true Aboriginal and Torres Strait Islander histories and cultures of Australia, and will always value the contribution to our community and culture, the experiences of Aboriginal and Torres Strait Islander peoples, their families, communities and their stories.

## Introduction

The Association of Graduates in Early Childhood Studies (AGECS) presents its second annual plan setting out specific projects and activities that the organisation will undertake in the 2026/2027 Financial Year to achieve its Strategic Objectives outlined in the Strategic Plan 2022–2027.

Because AGECS is in a position to operate and present itself professionally, and has developed a clear understanding of its current purpose, members and its strategic direction, the organisation is therefore well positioned in 2026 and 2027 to actively and broadly promote itself to the wider ECEC community.

## Current state of the organisation

Despite its focus on early childhood education, AGECS currently has limited visibility and recognition within the sector.

This is evidenced by anecdotal stories from council members and Engagement Coordinator's conversations with educators currently working in services who have not heard of AGECS. The current membership profile also reflects a demographic imbalance and is not reflective of the current workforce. Data is taken from the following reports:

- [ECP & AGECS Member Profile Report](#)
- [2024 Early Childhood Education and Care National Workforce Census report](#)
- [2024 NWC State data for Victoria](#)

## Age

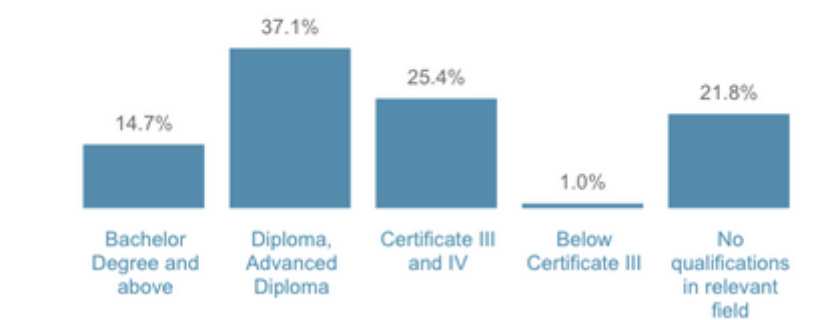
AGECS Members tend to skew towards older practitioners in the 40–55 age bracket which still reflects the median age for Family Daycare & Preschool services. However, centre-based educators in Australia have a younger median age of 35 for women (32 for men).

## Qualifications

Approximately 20% of AGECS members upon signing up hold either a diploma or certificate level qualification which contrasts with the 2024 Workforce census showing that the majority of ECEC

professionals hold either a Diploma/Advanced diploma or Certificate III/IV across all types of services. See figure below.

#### Highest level of relevant qualification



*[Figure from 2024 NWC Report](#)*

In Victoria, there are only 8,270 early childhood teachers (minimum Bachelor's qualification) out of **48, 217 ECEC staff who held ECEC qualifications (2024)**, which means around 83% of the workforce are holding either a diploma or certificate qualification.

*In the context of the 2024 NWC, a worker refers to any staff who facilitate care and/or education to children, either directly (contact workers) such as teachers and educators, or indirectly (non-contact workers) such as managers, administrators, cooks, gardeners, and cleaners. This can include paid or unpaid workers, employees, independent contractors, or relief workers. Paid contact staff are workers who work directly with children in a paid capacity.*

Source: [2024 NWC State data for Victoria](#)

#### Cultural and linguistic diversity

Almost all AGECS members (98.45%) spoke English at home with most members born in Australia. Again, this is in contrast with the fact that almost a third of the ECEC workforce are born overseas and 21% speak a language other than English.

**Table 1:** Selected characteristics by ANZSCO Unit Group, 2021

|                                                     | <b>4211<br/>Child Carers</b> | <b>4221<br/>Education<br/>Aides</b> | <b>2411<br/>Early Childhood<br/>(Pre-primary<br/>School) Teachers</b> | <b>1341<br/>Child Care<br/>Centre Managers</b> | <b>Total ECEC<br/>Occupations</b> | <b>All</b>   |
|-----------------------------------------------------|------------------------------|-------------------------------------|-----------------------------------------------------------------------|------------------------------------------------|-----------------------------------|--------------|
| Median age                                          | 34                           | 45                                  | 40                                                                    | 41                                             | 37.9                              | <b>39.9</b>  |
| Female (%)                                          | 95.6%                        | 88.5%                               | 97.6%                                                                 | 91.8%                                          | 93.3%                             | <b>48.6%</b> |
| Aboriginal and/<br>or Torres Strait<br>Islander (%) | 2.9%                         | 5.7%                                | 1.7%                                                                  | 2.5%                                           | 3.7%                              | <b>1.7%</b>  |
| Has a Certificate III<br>and above (%)              | 79.1%                        | 71.3%                               | 95.6%                                                                 | 93.1%                                          | 78.7%                             | <b>66.1%</b> |
| Born overseas (%)                                   | 37.4%                        | 20.8%                               | 29.0%                                                                 | 25.9%                                          | 30.5%                             | <b>28.5%</b> |
| Main language<br>spoken other than<br>English (%)   | 31.4%                        | 12.9%                               | 21.7%                                                                 | 17.0%                                          | 23.6%                             | <b>21.3%</b> |
| Has a long-term<br>health condition (%)             | 30.5%                        | 36.7%                               | 36.4%                                                                 | 32.4%                                          | 33.0%                             | <b>28.6%</b> |

Source: ABS Census of Population and Housing, 2021, TableBuilder

Note: Please see Figure 1 above for details of occupations included within each ANZSCO Unit Group.

[Figure from Jobs and Skills Australia](#)

### What does this mean for AGECS?

This means AGECS membership is not currently representative of the profession it seeks to serve. The majority of the early childhood education and care (ECEC) workforce hold diploma or certificate qualifications – yet this group remains substantially underrepresented in AGECS membership. This gap likely reflects a longstanding perception that AGECS is an organisation primarily relevant to degree-qualified early childhood teachers, a perception inextricably linked to the organisation's origins. AGECS began as the past students' association for the Melbourne Kindergarten Training College, an institution whose graduates held bachelor-level qualifications and whose professional identity centred on the title of 'teacher'. Today, the majority of ECEC professionals hold certificate or diploma qualifications and are recognised under the title of 'educator' rather than 'teacher'.

Similarly, the skew toward older, Australian-born, English-speaking members indicates that AGECS has not yet reached the younger, more culturally and linguistically diverse cohort that now makes up a growing share of the sector.

Without their participation, the organisation risks becoming increasingly disconnected from the emerging generation of early childhood professionals who will shape the sector's future. Today AGECS is serving a sector that looks very different from the one that shaped its founding.

### Where do we go from here?

For our promotional plan, this means intentionally repositioning AGECS as an organisation that is relevant and welcoming to all levels of qualification, not just degree holders.

## About us

AGECS is a Victorian-focussed, membership-based, not-for-profit charity providing professional learning resources and opportunities for its members and staff working in early childhood services.

It is an Australian public company limited by guarantee registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). It was incorporated in 1949 under the name of The Graduates Association of the Kindergarten Training College Melbourne and in 1996 changed its name to The Association of Graduates in Early Childhood Studies (AGECS). AGECS is also registered with the ACNC as the Operator of a PBI (Public Benevolent Institution) and has Deductible Gift Recipient (DGR) status with the Australian Taxation Office. This means that donations to AGECS over \$2.00 are tax deductible.

Its vision, as adopted in the Strategic Plan, is that AGECS is a leader in advancing, empowering, and resourcing early childhood professionals because of our commitment to being engaged, connected and responsive to education and care in the early years.

## Our members

AGECS currently has over 1,290 members.

Membership, according to our Constitution (2011), is open to any person who:

- has completed an Early Childhood Course at any institution in Australia or elsewhere which is accredited for employment in early childhood services in Victoria; and
- is or has worked in Early Childhood Education; or
- is a teacher and/or researcher in Early Childhood Undergraduate and Graduate Programs and has made a contribution to Early Childhood Education;
- who has been recommended by the Council as a person who has rendered notable services to the community in Early Childhood Education and has been elected by the members to be an Honorary Member.

## Our operating context

AGECS is run by an elected Council of AGECS members who serve voluntarily. The 2025/2026 Council comprises 10 members. The Council is supported by three paid contractors who are engaged on a part-time basis: Program Manager, Engagement Coordinator and Bookkeeper. The Council is also supported by a number of standing Committees whose members also serve voluntarily: Reconciliation Action Plan (RAP), Finance, and Fellowship Advisory. Other committees are formed from time to time as the needs arises. Council also participates in the Foundation of Graduates in Early Childhood Studies' Warrawong and Forest Hill Advisory Committees.

## Financial sustainability

AGECS's income is derived primarily from investment income, supplemented by membership fees, donations, bequests, and grants from the Foundation of Graduates in Early Childhood Studies. The Finance Committee meets quarterly to review financial management reports, presenting quarterly reports to Council to ensure financial transparency, accountability and

sustainability. An annual budget is prepared, and reviewed by the Finance Committee and Council prior to adoption, to ensure that operations are achievable and financially responsible. Finances are guided by AGECS's Finance policy and Investment policy.

### Reporting to our members

AGECS provides annual externally audited reports to members and to the Australian Charities and Not for Profits Commission (ACNC) by publishing reports on the AGECS and ACNC websites, with notifications to members via electronic messaging.

### How we currently do our work

We deliver our services by providing professional learning opportunities, resources and grants. As an organisation run by volunteers with the support of three part-time contractors, AGECS's goals need to be reasonable, achievable and cost effective.

| Our...                                      | Provide...                                                                                                     | This means we are...                                                                                                                  | Outcomes we want to see...                                                                                                                                     |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Website                                     | <ul style="list-style-type: none"> <li>Information</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Resourcing our members</li> <li>Servicing our community</li> </ul>                             | <ul style="list-style-type: none"> <li>Higher numbers of visits to the website</li> </ul>                                                                      |
| inForm e-newsletters                        | <ul style="list-style-type: none"> <li>Information</li> <li>Links to resources and opportunities</li> </ul>    | <ul style="list-style-type: none"> <li>Resourcing our members</li> <li>Servicing our community</li> </ul>                             | <ul style="list-style-type: none"> <li>Higher percentage of engagement by subscribers</li> </ul>                                                               |
| Online events                               | <ul style="list-style-type: none"> <li>Information</li> <li>Professional learning hours</li> </ul>             | <ul style="list-style-type: none"> <li>Resourcing our members</li> <li>Servicing our community</li> </ul>                             | <ul style="list-style-type: none"> <li>Consistent and growing numbers of attendees</li> </ul>                                                                  |
| Academic Awards                             | <ul style="list-style-type: none"> <li>Memberships</li> <li>Financial support via resource vouchers</li> </ul> | <ul style="list-style-type: none"> <li>Promoting AGECS and supporting academic excellence</li> <li>Servicing our community</li> </ul> | <ul style="list-style-type: none"> <li>Consolidate ongoing partnerships with institutions</li> <li>Higher conversion of award recipients to members</li> </ul> |
| Fellowship Grants for Leadership and Change | <ul style="list-style-type: none"> <li>Financial support and mentoring for professional leadership</li> </ul>  | <ul style="list-style-type: none"> <li>Supporting ECEC with leadership development opportunities</li> </ul>                           | <ul style="list-style-type: none"> <li>Continuing applications particularly from teachers and educators</li> </ul>                                             |
| Special grants                              | <ul style="list-style-type: none"> <li>Financial support for the ECEC community</li> </ul>                     | <ul style="list-style-type: none"> <li>Resourcing our members</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Annual special grants</li> </ul>                                                                                        |

## Focus for 2026/2027 FY

Alongside operating our ongoing projects, AGECS in 2026/2027 will focus particularly on **promotion and fundraising**:

1. **Promotion** of the organisation to Early Childhood Professionals (ECPs) and the ECEC community.

### Membership

A key consideration in the promotion of AGECS membership is the balance between AGECS being a not-for-profit charity and it being membership based. The consideration is between the organisation achieving its charitable purpose against what members receive for their once-off \$50 lifetime membership. There are currently few specific benefits as resources on the website, attendance at professional learning events, and eligibility for Fellowship Grants are available to everyone.

In 2026/27, we would like to offer some member-only benefits such as a \$20,000 mini-grant and an educator/service of month pilot project. These programs would be designed to increase awareness of AGECS and promote the benefits of membership.

### Promotion via educational institutions

We would like to extend our existing links with universities through greater liaison with and participation in awards ceremonies. We are getting greater traction with award winners activating their memberships now that we offer \$150 Magabala vouchers.

### University of Melbourne pilot project

Council, through the President (Coral Campbell) and Vice-President (Melissa Adam) has begun the renewal of links with the University of Melbourne. We intend to develop these links for mutual benefit, through the university's provision of professional learning speakers, articles and resources for inForm, the opportunity to be published in AUDAX and resources for our website. As a pilot project, we would then look to extend the model to other institutions in future years.

### TAFE pilot project

Through its Engagement Coordinator (Nicole Rey), AGECS has connections with a number of TAFE providers. The EC is planning to create a program of connection for Council to review, to increase the promotion of AGECS to certificate and diploma students.

### Targeted promotion

Given there are **48, 217 ECEC staff who held ECEC qualifications (2024)** (including 8,270 early childhood teachers with minimum Bachelor's qualification), and the limitations of AGECS as a small volunteer-run organisation supported by three part-time contractors, AGECS needs to be strategic in how it will reach the greatest number of ECEC professionals.

It is recommended that AGECS focus in 2026/27 on providing information and resources to Educational Leaders, who can then disseminate the resources to other staff within their centres.

The following is a proposed list of new initiatives to promote AGECS more widely to increase recognition within the sector.

| How we will do this                                                                                                                                                                                                                                                                                                                                                                                 | Who will action                                                                                   | Key results                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Collate a list of potential key partners, such as Early Childhood Improvement Branch (ECIB)</li> <li>Contact key partners</li> <li>Request information about AGECS be shared at network meetings</li> <li>Request AGECS presentation spot at 1 network meeting per year per Local Government Area (LGA) ECIB; target at least 6 meetings annually</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Council members</li> </ul> | <ul style="list-style-type: none"> <li>Invitations from key partners / ECIB branches to AGECS for speakers/presenters at network meetings</li> <li>Increase in paid members due to this partnership</li> </ul>                                                    |
| <ul style="list-style-type: none"> <li>Contact educational institutions regarding AGECS Academic awards and presence at Awards ceremonies</li> </ul>                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                          | <ul style="list-style-type: none"> <li>Increase in award winner activation of memberships</li> <li>Increase in the numbers of educational institutions participating in the awards program</li> <li>Council member attendance at every awards ceremony</li> </ul> |
| <ul style="list-style-type: none"> <li>Liaise with University of Melbourne as a pilot project for professional learning presenters and resources</li> </ul>                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>President</li> <li>Engagement Coordinator</li> </ul>       | <ul style="list-style-type: none"> <li>Increase connection with ECEC educational institutions</li> <li>Increased UoM contribution for AGECS professional learning (Online events, Audax, inForm and website)</li> </ul>                                           |
| <ul style="list-style-type: none"> <li>Partner with Universities, TAFEs/RTOs to include AGECS in their promotion materials</li> </ul>                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                          | <ul style="list-style-type: none"> <li>Establish relationships with new institutions</li> <li>AGECS featured in institutions' promotional materials (website for alumni, materials for graduating students)</li> </ul>                                            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                  |                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Increase in paid members due to this partnership</li> </ul>                                                                                       |
| <ul style="list-style-type: none"> <li>• AGECS will recognise Educator/service of the month via a nomination process. This initiative is only available for paid members.</li> <li>• AGECS will send out an application form to its paid members to nominate themselves or their service</li> <li>• \$200 Voucher will be awarded</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Engagement Coordinator</li> <li>• Council members</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Educator/Service of the Month is recognised every month (excluding January)</li> <li>• Increase in paid members due to this initiative</li> </ul> |
| <ul style="list-style-type: none"> <li>• \$20,000 worth of mini grants will be available for paid members only – this could be distributed once or twice per year or quarterly as determined by a special Mini-Grants Advisory Committee of Council</li> <li>• Mini-Grants Advisory Committee to determine scope, timing, amounts and focus/name of grants program.</li> <li>• Members will complete an online application form and Mini-Grants Advisory Committee of Council to review and approve</li> </ul> | <ul style="list-style-type: none"> <li>• Engagement Coordinator</li> <li>• Council members volunteering for Mini-Grants Advisory Committee</li> <li>• Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Full \$20,000 grant pool distributed within the 26-27 FY</li> <li>• Increase in paid members due to this initiative</li> </ul>                    |

2. **Fundraising:** to increase income via tax deductible gifts, bequests, and other fundraising initiatives.

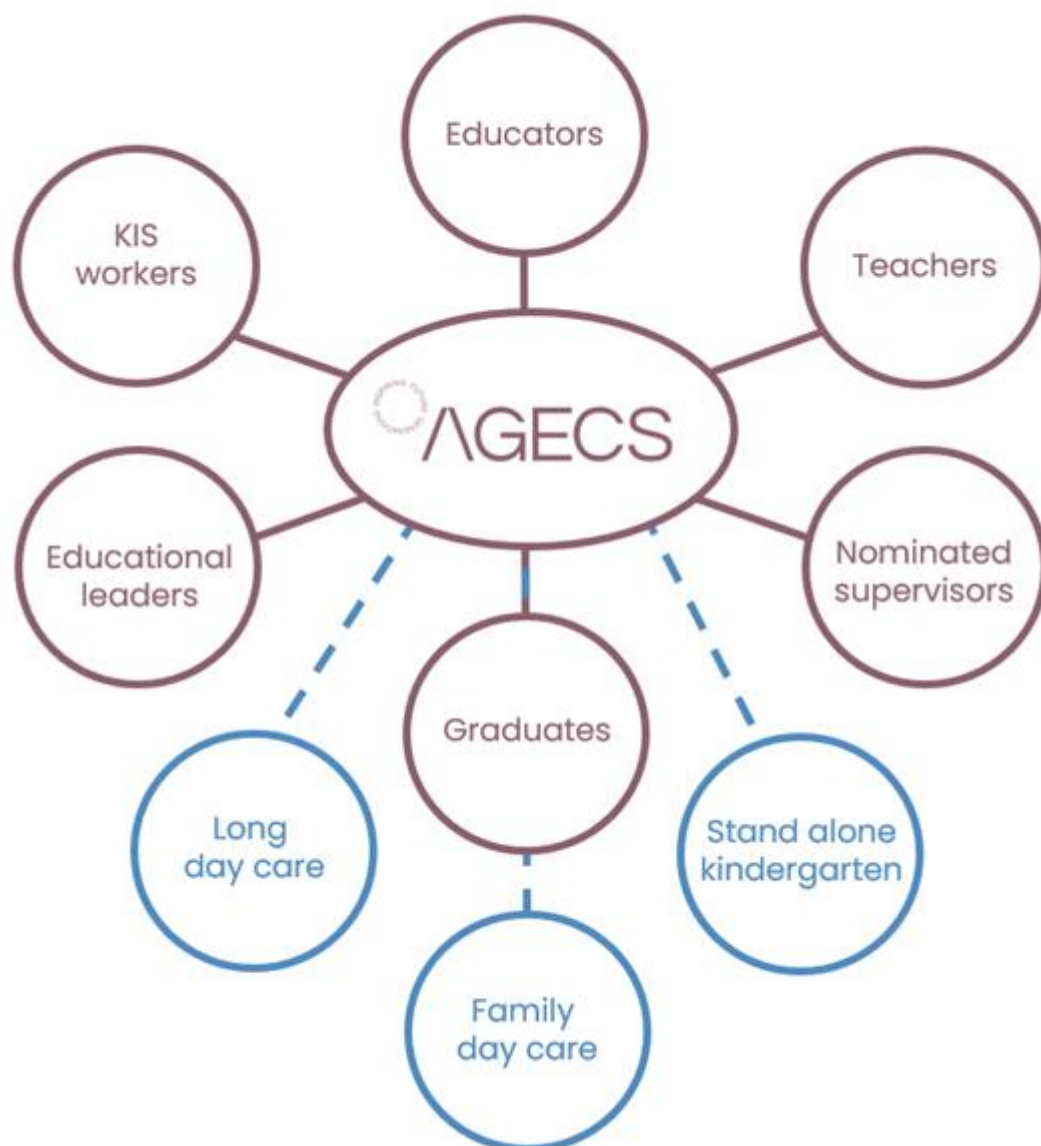
The Program Manager and Engagement Coordinator will prepare a fundraising program plan for review by the Executive and Council. This plan will offer fundraising options and timeframes to be undertaken over the 2026/2027 Financial Year. These might include:

| <b>How we will do this</b>                                                                                                                                                   | <b>Who will action</b>                                                                            | <b>Key results</b>                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Promotion of AGECS's tax deductible gift recipient status (DGR) in June</li> </ul>                                                    | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Inclusion of information in inForm and AUDAX</li> <li>Donations to AGECS</li> </ul>                     |
| <ul style="list-style-type: none"> <li>Fundraising for a special project designated by Council including promotion of tax deductible status of donations to AGECS</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Donations to AGECS</li> </ul>                                                                           |
| <ul style="list-style-type: none"> <li>Participation in Not For Profit "Giving Week" in September</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Inclusion of information in inForm</li> </ul>                                                           |
| <ul style="list-style-type: none"> <li>Promotion of Container Deposit Schemes</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Donations to Council via members electing AGECS as the recipient of their container deposits</li> </ul> |
| <ul style="list-style-type: none"> <li>Bequests</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Promotion of EveryWill</li> </ul>                                                                       |
| <ul style="list-style-type: none"> <li>Special hard copy mail out to members who receive hard copy of AUDAX</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Promotion of donations and bequest options</li> </ul>                                                   |

### How this fits into our Strategic Plan

To ensure that new initiatives align with our Strategic Plan, they have been included in the action charts in the pages that follow.

## Groups within ECEC community



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## STRATEGIC PLAN 2022 - 2027

### Our Statement

- We believe early childhood professionals change lives.
- We believe that investing in early childhood education and care changes the life trajectories of children, families, and communities.
- Our mission is to **Advance Empower Resource** so that early childhood professionals can thrive.

## Our strategic themes and values

### Serving our community

**Strategic goal** – to be an outstanding early childhood association that understands and responds to the needs of its members.

| Strategic Plan                                                                                                                                                           | How we have actioned this                                                                                                                                                                                                  | We expect to deliver the following in 2026                                                                                                                                                                                                                                                                          | Who will action                                                                                                              | Key results                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To continually strive to engage with our members, seeking their views, thoughts, needs, expectations, and experiences.</li> </ul> | <ul style="list-style-type: none"> <li>2024 Community Engagement and Consultation survey and report</li> <li>Active social media profiles</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>To continue to refer to the results of the 2024 survey to inform our professional learning topics</li> <li>To canvass AGECS Council members about pertinent topics as seen in their professional experience</li> <li>Professional learning event feedback surveys</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Professional learning topics that attract event attendance</li> </ul>                                                                                                   |
| <ul style="list-style-type: none"> <li>To have a general membership that represents the diversity of early childhood professionals.</li> </ul>                           | <ul style="list-style-type: none"> <li>Development of a RAP, encouraging the involvement of Aboriginal Ambassadors</li> <li>Inclusion of wide range of news and resources in publications accessible to a broad</li> </ul> | <ul style="list-style-type: none"> <li>To promote AGECS to ECEC professionals and communities with a view to increasing memberships from the wide spectrum of ECEC groups</li> <li>Promotion of AGECS</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>Engagement Coordinator,</li> <li>Program Manager,</li> <li>Council members</li> </ul> | <ul style="list-style-type: none"> <li>Increase in membership applications from teachers and educators working in long day care centres</li> <li>Increase in award winner activation of memberships</li> </ul> |

|                                                                                                                               |                                                                                                                |                                                                                                                                                                                     |                                                                          |                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                               | range of qualification types                                                                                   | through Academic Awards program <ul style="list-style-type: none"> <li>Partner with Universities, TAFEs/RTOs to include AGECS in their promotion materials</li> </ul>               |                                                                          | <ul style="list-style-type: none"> <li>Increase in the numbers of educational institutions participating in the awards program</li> <li>New partnerships with Universities, TAFEs/RTOs</li> </ul> |
| <ul style="list-style-type: none"> <li>To gather and use member experiences and voices to plan and guide our work.</li> </ul> | <ul style="list-style-type: none"> <li>2024 Community Engagement and Consultation survey and report</li> </ul> | <ul style="list-style-type: none"> <li>To continue to seek post fellowship reports from Fellowship grant recipients</li> <li>Invite members to submit articles for AUDAX</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>Continuing inclusion of Fellowship reports in inForm, social media and on website</li> <li>AUDAX articles submitted by members</li> </ul>                  |

### Advancing professional knowledge and practice

**Strategic goal** – to advance knowledge and practice of early childhood professionals

| Strategic Plan                                                                                                                                                                | How we have actioned this                                       | We expect to deliver the following in 2026                                                                                                                                                                            | Who will action                                                          | Key results                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To provide accessible and relevant opportunities for members to explore, challenge and expand their knowledge and practice.</li> </ul> | Professional learning events, online resources, links in inForm | <ul style="list-style-type: none"> <li>4 online professional learning events</li> <li>1 online professional learning event as a keynote at the AGM</li> <li>Resources developed from 5 online events to be</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>Steady or increasing attendance numbers at Professional Learning events</li> <li>Regular updates to website resources</li> </ul> |

|                                                                                                                                                                             |                                                                                                                                        |                                                                                                                                                                                                                                                    |                                                                                                              |                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                             |                                                                                                                                        | <p>available on the website</p> <ul style="list-style-type: none"> <li>• Monthly posts on social media – Facebook, Instagram, LinkedIn</li> <li>• Share relevant external opportunities and resources via inForm (11 editions per year)</li> </ul> |                                                                                                              |                                                                                                            |
| <ul style="list-style-type: none"> <li>• To continue to explore and provide new and innovative approaches to advance knowledge and practice for members.</li> </ul>         | <ul style="list-style-type: none"> <li>• Professional Learning events</li> </ul>                                                       | <ul style="list-style-type: none"> <li>• Professional Learning events</li> <li>• Council professional practice discussions</li> <li>• 2026/27 \$20,000 Special Grants program</li> </ul>                                                           | <ul style="list-style-type: none"> <li>• Council members, Engagement Coordinator, Program Manager</li> </ul> | Online professional learning event topics that are evidence-informed and of interest to ECEC professionals |
| <ul style="list-style-type: none"> <li>• To provide opportunities for members to practice and embed their knowledge in a way that meets their needs and context.</li> </ul> | <ul style="list-style-type: none"> <li>• 100 years grant allocations to allow members to practice and embed their knowledge</li> </ul> | <ul style="list-style-type: none"> <li>• 2026/27 \$20,000 Special Grants program</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Engagement Coordinator</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Grant application engagement from members</li> </ul>              |
| <ul style="list-style-type: none"> <li>• To collaborate with key partners to</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>• Developed relationships with other ECEC</li> </ul>                                            | <ul style="list-style-type: none"> <li>• Collate a list of potential key partners, such as Early</li> </ul>                                                                                                                                        | <ul style="list-style-type: none"> <li>• Engagement Coordinator</li> <li>• Council members</li> </ul>        | <ul style="list-style-type: none"> <li>• Invitations from key partners / ECIB to AGECS for</li> </ul>      |

|                                                                                                                                                                                               |                                                                                    |                                                                                                                                                                                                                                                                                                     |                                                                                                                                             |                                                                                                                                                        |
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| share the knowledge and experience of others.                                                                                                                                                 | organisations such as The Front Project and Community Child Care Association (CCC) | Childhood Improvement Branch (ECIB) <ul style="list-style-type: none"> <li>• Contact key partners</li> <li>• Request information about AGECS be shared at network meetings</li> <li>• Request AGECS presentation spot at 1 network meeting per year per Local Government Area (LGA) ECIB</li> </ul> | <ul style="list-style-type: none"> <li>• Program Manager</li> </ul>                                                                         | speakers/presenters at network meetings                                                                                                                |
| <ul style="list-style-type: none"> <li>• To ensure our approaches, opportunities, services and resources reflect and respect the diversity, needs and expectations of our members.</li> </ul> | <ul style="list-style-type: none"> <li>• RAP Reflect</li> </ul>                    | <ul style="list-style-type: none"> <li>• Aboriginal and/or Torres Strait Islander perspectives and input into AGECS activities</li> <li>• At least one event held by an Aboriginal and/or Torres Strait Islander presenter</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• RAP Chair</li> <li>• RAP Committee</li> <li>• Council</li> <li>• Engagement Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>• Professional learning events and resources to support ECEC services in cultural knowledge building</li> </ul> |

## Empowering early childhood professional through a focus on professional wellbeing

**Strategic goal** – to be an outstanding early childhood association that understands and responds to the needs of its members

| Strategic Plan                                                                                                            | How we have actioned this                                                                                                                                                                         | We expect to deliver the following in 2026                                                                                                                                                                                           | Who will action                                                                                                                                   | Key results                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To offer initiatives that strengthen professional wellbeing for members</li> </ul> | <ul style="list-style-type: none"> <li>Sarah O'Donnell's 'Tapping – inspired by the Emotional Freedom Technique' event</li> <li>Melissa Adams' 'Arts and Professional Wellbeing' event</li> </ul> | <ul style="list-style-type: none"> <li>Online professional learning event to cover professional wellbeing topic</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>Provision of online learning event and resources for the website on topic of professional wellbeing.</li> </ul>                                                                                                                              |
| <ul style="list-style-type: none"> <li>To promote and support members' resilience and morale</li> </ul>                   | <ul style="list-style-type: none"> <li>Links to external professional wellbeing resources in AUDAX and inForm</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>Articles or resources about resilience and morale building to feature in issues of inForm and/or AUDAX</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>At least three articles or resources about resilience and morale building to feature in issues of inForm and/or AUDAX</li> </ul>                                                                                                             |
| <ul style="list-style-type: none"> <li>To inspire members in their professional growth</li> </ul>                         | <ul style="list-style-type: none"> <li>Promotion of Fellowship Program for Leadership and Change</li> <li>100 Years of Excellence grants</li> <li>Special edition of AUDAX</li> </ul>             | <ul style="list-style-type: none"> <li>Including articles from members in AUDAX</li> <li>Fellowship Program for Leadership and Change</li> <li>2026 Special Grants program</li> <li>Service/Educator of the month program</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Fellowship Advisory Committee</li> <li>Special grants committee</li> </ul> | <ul style="list-style-type: none"> <li>Utilised Special Grants program and Fellowship Program for leadership and change. Articles generated by ECEC professionals</li> <li>Educator/Service of the Month is recognised every month without gaps (12/12 months delivered)</li> </ul> |

## Accessible and innovative resources for early childhood professionals

**Strategic goal** – to provide accessible and innovative resources to support ongoing advancement as a professional

| Strategic Plan                                                                                                                                                       | How we have actioned this                                                                                                                                                    | We expect to deliver the following in 2026                                                                                                                                                                         | Who will action                                                                                                                  | Key results                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To provide an accessible and utilised Fellowship Program for Leadership and Change.</li> </ul>                                | <ul style="list-style-type: none"> <li>Increased advertising of Fellowship Program</li> <li>Supporting re-submission of applications</li> </ul>                              | <ul style="list-style-type: none"> <li>One round of grants, of up to \$10,000 per grant, with a total pool of \$50,000</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Fellowship Advisory Committee</li> <li>Engagement Coordinator</li> </ul>                  | <ul style="list-style-type: none"> <li>Increased applications from teachers and educators</li> </ul>                                                                             |
| <ul style="list-style-type: none"> <li>To offer responsive, accessible, innovative, and utilised grants or programs.</li> </ul>                                      | <ul style="list-style-type: none"> <li>100 Years of Excellence grants</li> <li>Academic Awards program</li> </ul>                                                            | <ul style="list-style-type: none"> <li>2026/27 \$20,000 Special Grants program</li> <li>Provision of \$150 Magabala vouchers to academic awards winners who activate membership</li> </ul>                         | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Council Sub-committee</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Increased paid membership due to Special Grants.</li> <li>Higher conversation rate of academic award recipients to memberships</li> </ul> |
| <ul style="list-style-type: none"> <li>To provide accessible and engaging information that supports high quality practice and meets the needs of members.</li> </ul> | <ul style="list-style-type: none"> <li>11 x issues of inForm annually</li> <li>2 x issues of AUDAX annually</li> <li>Updated website</li> <li>Active social media</li> </ul> | <ul style="list-style-type: none"> <li>11 x issues of electronic newsletter <b>inForm</b></li> <li>2 x issues of journal <b>AUDAX</b></li> <li>Regular updates of resources on the <b>AGECS website</b></li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Increased engagement with <b>inForm</b> against previous year</li> </ul>                                                                  |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To support and initiate projects which assist early childhood education and care.</li> </ul>                                              | <ul style="list-style-type: none"> <li>100 years of Excellence grants and awards</li> <li>2025 Celebrate Diversity Grants</li> </ul> | <ul style="list-style-type: none"> <li>2026/27 \$20,000 Special Grants program</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> <li>Council</li> <li>Program Manager</li> </ul> | <ul style="list-style-type: none"> <li>Increased paid membership due to Special Grants.</li> </ul>                            |
| <ul style="list-style-type: none"> <li>To share outcomes and stories that result from our resourcing to promote and encourage membership and applications for grants.</li> </ul> | <ul style="list-style-type: none"> <li>Sharing post-Fellowship reports to ECEC community via AUDAX and the website</li> </ul>        | <ul style="list-style-type: none"> <li>In 2026 to include post-2026 Special Grants stories in AUDAX Autumn and Spring editions</li> <li>Reports uploaded to website</li> </ul> | <ul style="list-style-type: none"> <li>Engagement Coordinator</li> </ul>                                           | <ul style="list-style-type: none"> <li>Utilised grants programs.</li> <li>Increased membership application numbers</li> </ul> |

### Identifying topics for resources

We develop topics for potential professional learning resources from a range of sources including:

- Council members' professional experiences with and of ECEC communities
- Surveying attendees of AGECS professional learning events
- Monitoring of, and engagement with, online ECEC communities (e.g. Facebook groups)

### Reports

Available on: [www.agecs.org.au](http://www.agecs.org.au)

| Name of report      | What we examined                                                                                                                                                           | Why was this important                                                                                                                                           |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Constitution (2011) | <ul style="list-style-type: none"> <li>Organisation's purpose &amp; objects, structure, membership, operational processes, powers, proceedings and requirements</li> </ul> | <ul style="list-style-type: none"> <li>Regulatory requirement</li> </ul>                                                                                         |
| Annual report       | <ul style="list-style-type: none"> <li>Financial report</li> <li>Organisation structure</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>Compliance with ACNC requirements</li> <li>Reporting to members</li> <li>Reporting to the wider ECEC community</li> </ul> |

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| Strategic Plan (2022 – 2027)                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Who we are, what resources we have, what we can do</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>To focus organisational services in the current ECEC context</li> </ul>                                                                                                                                                                                                                    |
| 2023 ECP and AGECS Member Profile                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Demographics, current working conditions, qualifications, and experience of ECPs in CBC and FDC settings, nationally and in Victoria</li> <li>AGECS member profile</li> </ul> | <ul style="list-style-type: none"> <li>To connect with the membership base and broader early childhood education community, so that the Council could tailor activities of AGECS to meet the needs of early childhood professionals (ECPs).</li> </ul>                                                                            |
| 2024 Community Engagement and Consultation Survey                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Demographics, current working arrangements, experience and qualifications</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>To fill the gaps between the national data and member profile data from 2023 ECP and AGECS Member profile report</li> <li>To inform the AGECS Council of the composition of AGECS members, in comparison with the national statistics of early childhood teachers and educators</li> </ul> |
| 100 Year Anniversary Projects                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>100 Year projects</li> <li>Costings</li> </ul>                                                                                                                                | <ul style="list-style-type: none"> <li>Celebrating the contribution of members to AGECS</li> <li>Reporting on how we marked the centenary</li> </ul>                                                                                                                                                                              |
| Reflect RAP                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>AGECS's reconciliation journey to date</li> <li>RAP Reflect action plan</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>To begin a journey of reconciliation with Aboriginal early childhood communities</li> </ul>                                                                                                                                                                                                |
| Policies: <ul style="list-style-type: none"> <li>Acknowledgement of Country</li> <li>Committees</li> <li>Code of conduct, virtual meeting guidelines and working together agreement</li> <li>Complaints handling</li> <li>Conflict of interest</li> <li>Council grievance and dispute resolution</li> <li>Council recognition</li> <li>Cyber security</li> <li>Engagement of contractors and ambassadors</li> <li>Finance</li> <li>Investment</li> </ul> | <ul style="list-style-type: none"> <li>Areas of operations needing guidelines to function smoothly and with continuity</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>To provide AGECS with operational guidelines</li> </ul>                                                                                                                                                                                                                                    |

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| <ul style="list-style-type: none"> <li>• Privacy</li> <li>• Procurement for Aboriginal and Torres Strait Islander businesses</li> <li>• Social media</li> <li>• Working with Aboriginal and Torres Strait Islander agencies and services</li> </ul> |                                                                                                                                                       |                                                                                         |
| 2026 Promotions Procedure                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Outlines the step-by-step process for implementing this financial year's focus of promoting AGECS</li> </ul> | <ul style="list-style-type: none"> <li>• To provide EC with actionable steps</li> </ul> |

INSPIRING FUTURE  
GENERATIONS