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# GOVERNANCE AND MANAGEMENT OF THE SERVICE POLICY

## QUALITY AREA 7: GOVERNANCE AND LEADERSHIP

**Document # QA7-G1**

**National Quality Standard (NQS)**

Quality Area 7: Governance and Leadership		
7.1	<b>Governance</b>	Governance supports the operation of a quality service
7.1.1	<b>Service philosophy and purposes</b>	A statement of philosophy guides all aspects of the service's operations
7.1.2	<b>Management Systems</b>	Systems are in place to manage risk and enable the effective management and operation of a quality service
7.1.3	<b>Roles and Responsibilities</b>	Roles and responsibilities are clearly defined, and understood and support effective decision making and operation of the service
7.2	<b>Leadership</b>	Effective leadership builds and promotes a positive organisational culture and professional learning community
7.2.1	<b>Continuous improvement</b>	There is an effective self-assessment and quality improvement process in place
7.2.2	<b>Educational leadership</b>	The educational leader is supported and leads the development and implementation of the educational program and assessment and planning cycle
7.2.3	<b>Development of professionals</b>	Educators, co-ordinations and staff members' performance is regularly evaluated, and individual plans are in place to support learning and development.

**Education and Care Services National Regulations**

Children (Education and Care Services) National Law	
<b>73</b>	Educational Programme
<b>74</b>	Record of child assessments of evaluations for delivery of educational programme
<b>168</b>	Education and care services must have policies and procedures
<b>177</b>	Prescribed enrolment and other documents to be kept by approved provider

<b>181</b>	Confidentiality of records kept by approved provider
<b>181-184</b>	Confidentiality and storage of records

## Introduction

Woden Early Childhood Centre (WECC) aims to ensure all legal and financial requirements are implemented and recognised through appropriate governance practices, providing quality education and care, meeting the principles, practices and elements of the Early Years Learning Framework and the National Quality Standard.

At WECC, we are committed to providing a strong Management Committee team who are aware of their roles and responsibilities to WECC, children, family, educators and the community. The Management Committee will adhere to the Education and Care Services National Law and the Education and Care Services National Regulations and the National Quality Standard, ensuring positive working relationships are formed. The Management Committee will maintain their professionalism at all times, performing in an ethical manner, which is reflective of WECC's philosophy.

WECC recognises the importance of having a framework of rules, relationships, systems and processes within any by which authority is exercised and controlled in WECC.

At WECC, we view governance and management as essential to our provision of quality education and care in a responsible manner.

## Scope

This policy applies to children, families, staff, management and visitors of the Service.

## Goals

To ensure WECC has good governance we will:

- conduct our affairs legally, ethically and with integrity
- identify organisational risks and legal obligations and manage these through policies and relevant processes
- ensure that mechanisms are in place for fair and transparent governance

## Strategies

Governance is the process that WECC is directed, controlled and held accountable to ensure the right decisions are made.

The Approved Provider (Management Committee) and Nominated Supervisor (Director) of WECC accept the legal responsibilities associated with establishing and administering the Service.

Approved Provider This is the Management Committee  
 Nominated Supervisor Reesha Stefek  
 Educational Leader Reesha Stefek  
 Responsible Persons July, Kriti, Emma, Fiera, Lain, Jamie  
 The Approved Provider is responsible for:

- ensuring compliance with the Education and Care Services National Law and the Education and Care Services National Regulations
- complying with family assistance law
- appointing a Nominated Supervisor, an Educational Leader and a Director for the Service

supporting the Nominated Supervisor and Responsible Persons in their role, providing adequate resources to ensure effective administration of WECC

- being an employer
- complying with funding agreements where appropriate
- ensuring WECC remains financially viable and can meet its debts and other obligations as they fall due
- managing control and accountability systems
- complying with all other ACT and Australian Governments' legislation that impacts upon the management and operations of a Service
- acting honestly and with due diligence
- developing coherent aims and goals that reflect the interests, values and beliefs of all stakeholders of WECC
- developing a clear and agreed philosophy which guides business decisions and the work of Management and staff
- ensuring there is a sound foundation of policies and procedures that complies with all legislative and regulatory requirements, and that enables the daily operation of WECC to be in line with WECC's philosophy and goals
- maintaining up to date and current policies and procedures for compliance by all educators
- establishing clearly defined roles and responsibilities for the members of the Management Committee and staff, individually and as a collective – clearly articulate the relationship between stakeholders
- completing a Quality Improvement Plan for WECC and update it at least annually
- reviewing WECC's budget and monitoring financial performance and management to ensure WECC is solvent at all times, and has good financial strength
- approving annual financial statements and providing required reports to government setting and maintaining appropriate delegations and internal controls
- appointing staff and monitoring their performance
- evaluating and improving the performance of the Management Committee
- ensuring all educators and staff have a clear understanding about the hierarchy of management
- reviewing the work process regularly
- providing clear, and direct feedback and instruction that is suitable and communicated in writing

The Nominated Supervisor is responsible for:

- adhering to the National Education and Care Service Regulations and National Law
- developing ethical standards and a code of conduct which guide actions and decisions in a way that is consistent and reflective of WECC's expectations
- undertaking periodical planning and risk assessments and having appropriate risk management strategies in place to manage risks faced by WECC
- ensuring that the actions of and decisions made are clear and consistent and will help build confidence in all stakeholders
- the day to day management of WECC
- the effectiveness of WECC's well-defined partnership between the Management Committee and the Nominated Supervisor. The partnership requires clear understanding of roles and responsibilities, and regular and open communication
- producing outcomes together with Educators and Staff. Educators must agree on their responsibilities and work according to current policies and procedures
- providing educators with training, resources and support
- identifying and reporting if something significant occurs
- identifying work required for completion and delegate to staff
- ensuring educators and staff do not delegate responsibilities for which they are accountable for or have been delegated to them by Management
- delegate all tasks in writing with a clear due date
- ensuring educators are adhering to WECC's policies and procedures

*WECC's Philosophy*

- the development and review of the philosophy and policies will be a continuous process on an annual basis or when required
- the philosophy and associated statement of purpose will reinforce all other documentation and the practices of WECC. The philosophy will reflect the principles of the Early Years Learning Framework
- there will be a collaborative and consultative process to support the development of the philosophy that will include children, parents and educators
- all documents will be dated and included nominated review dates

### *Confidentiality*

All members of the Management Committee along with the Nominated Supervisor, educators and staff who gain access to confidential information, whether in the course of their work or otherwise, shall not disclose information to anyone unless the disclosure of such information is required by law and will respect the confidentiality of all documents and meetings that occur. This also includes:

- using information acquired for their personal or financial benefit, or for the benefit of any other person
- permitting any unauthorised person to inspect, or have access to any confidential documents or other information

This obligation, placed on a member of the Management Committee, Nominated Supervisor and staff shall continue even after the individual has completed their term and is no longer on the Management Committee or employed by WECC. The obligation to maintain confidentiality also applies to any person who is invited to any meetings of the Management Committee.

### *Ethical decision-making*

WECC will make decisions which are consistent with our policies and procedures which work in conjunction with the Education and Care Services National Law and the Education and Care Services National Regulations, the Early Years Learning Framework and the ethical standards.

### *Review and Evaluation of WECC*

- ongoing review and evaluation will support the continuing development of WECC. We will ensure that the evaluation involves all stakeholders
- the development of a Quality Improvement Plan (QIP) will form part of the reflection procedure. Reflection on what works within WECC and what needs additional development. This will be included in the QIP.

### *Maintenance of Records*

- WECC will adhere to record keeping requirements outlined in the Education and Care Services National Regulations
- WECC will adhere to the storage of confidential records about staff, families and children in order to operate dependably and lawfully
- WECC will safeguard the interests of the children and their families and the staff, using procedures to ensure appropriate privacy and confidentiality practice is upheld
- the Approved Provider assists in determining the process, storage place and time line for storage of records
- WECC's orientation and induction processes will include the provision of significant information to managers, educators, children and families to comply with the Education and Care National Regulations and the National Quality Standards
- The Approved Provider will need to ensure that the record retention procedure meets the requirements of the following government departments:
  - Australian Tax Office (ATO)

- Family Assistance Office (FAO)
- Early Childhood Education and Community (ECEC)

#### *Managing conflicts of interest*

- conflict of interest, whether actual, potential or perceived, must be declared by all members of the Management Committee/Nominated Supervisor, Senior Staff and manage effectively to ensure integrity
- every stakeholder that is in a position of management has a responsibility to ensure their transactions, external business interests and relationships will not provide potential conflicts and to make such disclosures in a timely manner as they arise
- the following process will be followed to manage any conflicts of interest:
  1. whenever there is a conflict of interest, the member concerned must notify the Approved Provider about the conflict
  2. the member who is conflicted must not be present during the meeting of the Management Committee or Management meeting where the matter is being discussed or participate in any decisions made on the matter. The member concerned must provide the Management Committee with any and all relevant information they possess on the particular matter
  3. the minutes of the meeting must reflect that the conflict of interest was disclosed, and appropriate processes followed to manage the conflict
  4. a conflict of interest disclosure statement must be completed by each member of the Management Committee / Staff member upon their appointment and annually thereafter. If the information in this statement changes during the year, the member shall disclose the change to the President, and revise the disclosure statement accordingly

#### *Management*

The Management Committee is a way to give families a say in what happens within WECC. We believe in providing families with the opportunity to work in partnerships with our managing team to assist in making decisions about how WECC is operating, including policy review and practice which is reflective of WECC's philosophy.

The Management Committee is elected each year at our Annual General Meeting. The members of the committee include: Executive Committee (President, Vice President, Secretary, Treasurer, Public Officer), parent representatives, the Director and Staff representatives.

The Management Committee has four vital functions and Committee members contribute to one or more of these functions, depending on their interests and skills:

- Finance – fundraising, etc.
- Communication – keeping the WECC community informed of Committee decisions, new policies and events, etc.
- Future planning – being actively involved in WECC's Quality Improvement Plan and the Professional Development Plan for WECC
- Policy development – formulating and updating WECC's policies and philosophies. The Nominated Supervisor, families and staff also contribute to the policy review process
- The complete set of policies is available in the foyer and on the WECC website. Families are encouraged to consult this regularly

#### *Management Committee: role*

The Management Committee has an overall responsibility to members for the sustainability and relevance of WECC. The Management Committee will direct its activities towards achieving WECC's goals and implementing the *Quality Improvement Plan* by guiding and monitoring WECC's business and affairs in line with

the objects as set out in the organisation's rules and in line with the organisation's philosophy. In carrying out its responsibilities, the Management Committee undertakes to maximise the value and contribution of WECC to the community, and to serve the interests of WECC's members, educators and families and children using WECC. In serving these interests there is an implicit understanding that the rights of the child are paramount in all decision-making.

The Management Committee is the employer of all educators of the organisation and is responsible for the management and control of WECC as the Approved Provider of education and care under the Education and Care Services National Law

#### *Policies*

The Management Committee will:

- ensure that a comprehensive set of policies is in place as required under the Education and Care Services National Regulations and other Regulations and laws that WECC must comply with
- ensure that these policies comply with relevant legislation
- review and update (as required) these policies on a regular basis
- be involved along with families and educators in the development and review process for all policies and procedures

#### *Compliance measures*

The Management Committee will:

- ensure that mechanisms are in place such as compliance tools and a compliance calendar to assist them to assess that WECC's policies are implemented

The Management Committee will ensure that:

- the organisation's constitution/Articles of Association is/are followed at all times
- the constitution/Articles of Association are reviewed at least every three (3) years
- each new member of the Management Committee is provided with a copy of the organisation's constitution and *Quality Improvement Plan* on their appointment to the Management Committee

In relation to WECC:

- the Management Committee will reflect upon and provide feedback on the Quality Improvement Plan, documenting continuous improvement
- the Management Committee will ensure all ideas and concerns are recognised and addressed
- the Service management will seek assistance from families in the way of a Management Committee to represent the family body of WECC in respect to policy decisions and any other areas of interest
- written information regarding the Service's management structure will always be made available to families
- whilst the Nominated Supervisor is responsible for the day to day running of WECC, it is to be in line with the decisions of the Management Committee
- the Management Committee consists of a President, Vice President, Secretary, Treasurer and Public Officer, Nominated Supervisor, other elected members and two (2) staff representatives
- the members of the Management Committee, (other than the Nominated Supervisor and staff representatives), are elected by those families who attend WECC. Families may join the committee at any time throughout the year
- meetings are held on the last Wednesday of the month starting from 6:15pm
- all families are encouraged to attend the Management Committee meetings and may vote on motions

### *Management Committee powers*

The Management Committee sets the strategic direction and monitors performance of WECC. The Management Committee will provide effective governance to pursue excellent overall management of WECC's business and financial objectives.

In addition, the Management Committee members may delegate any of their powers (with the exception of the power of delegation and responsibilities as Approved Provider) to a committee of directors, a director, an educator or any other person.

The Management Committee delegates the responsibility of implementing the strategic plan and day-to-day management of WECC to WECC's Nominated Supervisor or Director.

The Management Committee's authority includes:

- overseeing WECC including its control and accountability systems
- appointing and removing the Nominated Supervisor or Director
- ratifying the appointment of all educators
- developing organisational strategy and performance objectives
- reviewing, ratifying and monitoring systems of risk management and internal control, codes of conduct, and legal compliance
- monitoring the Nominated Supervisor or Director's performance and implementation of strategy
- approving and monitoring financial and other reporting
- authorise appropriate delegations within WECC
- ensuring appropriate resources are available to carry out WECC's functions
- approving and monitoring the progress of major capital expenditure

### *Risk management*

The Management Committee will:

- ensure WECC operates with and to a valid constitution/Articles of Association and that all governance and management practices of the Management Committee and educators align with the constitution/Articles of Association
- demonstrate achievement of this through accessible meeting minutes and reflective thinking
- assist Management Committee member to receive ongoing support and professional development in the implementation of effective and evidence-based governance practices

### *Code of conduct*

Management Committee will:

- commit themselves to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as Management Committee members
- demonstrate un-conflicted loyalty to the interests of WECC when acting as a Management Committee member
- avoid conflicts of interest with respect to their role
- annually disclose their involvement with other organisations or companies that currently do business or may do business with WECC
- avoid conflicts of interest with respect to their role
- annually disclose their involvement with other organisations or companies that currently do business or may do business with WECC
- immediately disclose to the Management Committee any and all impending conflicts of interest. That

- member shall absent themselves without comment from both the deliberation and final decision-making
- not use information exclusive to Management Committee members for personal gain and will respect the confidentiality of all information obtained during meetings or through their role
- respect the confidentiality appropriate to issues of a sensitive nature

## Evaluation

WECC is recognised for effective governance management practices. WECC's philosophy is adhered to, its goals are reached, and it continues its quality improvement journey.

Organisational risks and legal obligations are identified and managed through policies and relevant processes.

## Related policies /documents

- Determining a responsible person*
- Grievances and complaints management*
- Privacy and Confidentiality*
- Code of conduct*
- Delegation*
- Record keeping and retention*

## Statutory legislation and considerations

- The Education and Care Services National Law
- The Education and Care Services National Regulations

## Sources and references

- Australian Children's Education & Care Quality Authority. (2014).
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- Australian Government. Department of Education. Child Care Provider Handbook. (2019). <https://www.education.gov.au/child-care-provider-handbook-0>
- Early Childhood Australia Code of Ethics. (2016).
- Early Learning Association Australia (ELLA) Employee management and development kit (2014) <https://elaa.org.au/resources/free-resources/employee-management-development-kit/>
- Education and Care Services National Law Act 2010. (Amended 2018).
- Education and Care Services National Regulations. (2011).
- Guide to the National Quality Framework. (2018). (Amended 2020).
- Revised National Quality Standard. (2018).
- Work Health and Safety Act 2011 (Cth).

Policy Reviewed	August 2021	Ratified Date	Next Review Date
<b>Modifications</b>	<ul style="list-style-type: none"> <li>Document number added</li> <li>Addition to Education and Care Services National Regulations</li> <li>Leadership roles added</li> <li>Change of format</li> <li>Sources and references updated</li> <li>Minor punctuation and wording edits</li> <li>Sources checked and updated</li> </ul>		
<b>Policy</b>	<b>September 2018</b>	<b>Ratified</b>	<b>Next Review</b>

<b>Reviewed</b>		<b>Date</b>	<b>Date</b>
<b>Modifications</b>	<ul style="list-style-type: none"> <li>Existing Policy</li> </ul>	Sept2018	Sept 2021
<b>Policy Reviewed</b>	<b>September 2013</b>	<b>Ratified Date</b>	<b>Next Review Date</b>
<b>Modification</b>	<ul style="list-style-type: none"> <li>Existing Policy</li> </ul>	Sept 2013	Sept 2016

## Authorisation

*James Robinson*

President

2020-21 WECC Management Committee

