

# Management Policy

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Management committee's provide families and the local community to participate in the management and structure of the Service. When they are involved in decision-making, families and the community are more likely to understand decisions and make a commitment to support the service.

## National Quality Standards (NQS)

Quality Area 7: Leadership and Service Management	
7.1	Effective leadership promotes a positive organisational culture and builds a professional learning community.
7.2	There is a commitment to continuous improvement.
7.3	Administrative systems enable the effective management of a quality service.

## PURPOSE

We are committed to providing a strong management team who are aware of their responsibilities to the Service, children, families, educators, and community. Management will adhere to Education and Care Services National Regulations and the National Quality Standards, ensuring positive working relationships are formed. Educators and Management will maintain their professionalism at all times performing in an ethical manner, which is reflective of the Services philosophy.

## SCOPE

This policy applies to management, educators and families of the Service.

## IMPLEMENTATION

### In relation to the Service:

- Management will be involved along with families and Educators in the development and review process for all policies and procedures
- Management will ensure that the Service is supplied with current legislation and advice from recognised authorities in relation to Occupational Health and Safety.
- Independent audits for Occupational Health and Safety, Maintenance and Cleaning will be undertaken throughout the year.
- Independent audits for emergency safety will be undertaken including the inspection and service of emergency equipment e.g. exits lights, fire extinguishers.
- All electrical equipment will be tagged as per legislation requirements.
- Management will develop a professional development plan in collaboration with individual Staff and Educators to ensure currency and compliance

- Continuing to review and update the Quality Improvement plan documenting continuous improvement.

#### In relation to the Children and Families:

- Management will communicate with families, information that relates to safety within the Service's environment and will seek feedback from families on this matter.
- Management will support families and/or children with additional needs, implementing appropriate individual management plans, and work with support agencies to ensure we are providing a safe, supportive environment and continuity in care.
- Management will ensure all ideas and concerns are recognised and addressed.
- Written information regarding the Service's management structure will always be made available to families.
- Written information regarding the procedure for handling grievances will always be made available to families.
- Information on management decisions that affect children, families or Educators is made available to Educators in a timely manner
- Information regarding staffing changes that affect families and children are made available in a timely manner including the introduction of relief Educators.
- Families will always have the opportunity to communicate with management in their preferred method and their preference in the way to communicate will be respected and adopted by management and Educators.
- Management and Educators review the effectiveness of staffing practices to ensure continuity of care for children.

#### In relation to Educators:

- Management will provide professional development opportunities for all Educators
- Management works with Educators to develop an Individual Professional Development Plan that supports professional growth, reflection and goals and shows continuous improvement
- Educators are encouraged to network with other Services and agencies to share effective work practices and share current information relating to the industry
- Management encourages and supports Educators to participate in formal study that will lead to relevant and recognised qualifications
- Management encourages the input and involvement from resource people to help them develop their skills and encourage Educators to share such knowledge with their colleagues at monthly staff meetings.
- Management and Educators work together in reflecting on rostering changes to ensure that continuity of care is not compromised for the children or their families
- All staffing changes are systematically reviewed to identify ways to minimise stress for the children, families and other Educators especially with consideration to changes in roster.

- Management will seek input from Educators to ensure that staffing practices are effective and meeting the needs of families and Educators.
- Educators are encouraged to suggest ways of communicating with Management if they feel accessibility is not functioning at its best.
- All Educators are to take part in an induction process, performance review and feedback meetings. This is to be an opportunity for both Educators and Management to share their experiences and feedback and to both evaluate their practices.
- Management encourages Educators to be involved in an advisory, consultative and decision making role within the Service.
- Management will attempt to employ Educators from cultural and linguistic backgrounds of the children at the Service or that are represented in the greater community.
- All Educators will receive a copy of the Service's philosophy a job description; conditions of employment; Educators handbook and information on the Service's grievance policy on employment. Policies and procedures to be read and can be found at the Undercroft in the policy file and or OSCA webpage under resources.
- Supporting Certified Supervisor, Educational Leader, and Educators in their role at the service
- Keeping all Service families informed of events and pertinent matters
- Employing and inducting educators and other staff members to the service, ensuring they have a clear understanding of the Centre philosophy, policies and procedures.
- Verifying educators and staff member's qualifications in accordance with the ACECQA requirements
- Ensuring ratio and qualification requirements are met by educators and staff of the Service
- Ensuring all educators and staff comprehend and adhere to National Regulations, National Quality Standards and the Early Years Learning Framework
- Ensuring policies and procedures remain up to date and are followed by all employees.
- Ensuring all employees comply with the Code of Conduct and Australian Code of Ethics
- Working with current legislation and seeking advice from recognised authorities in relation to work health and safety.
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#### In relation to Education and Care Services National Regulations:

- Management will ensure that Regulations are always being adhered to through strict Policies and Procedures.
- Educators and families will always have access to the current Regulations.
- During the induction process of Educators, the current regulations will be discussed and Educators will be directed to the webpage <https://www.acecqa.gov.au/nqf/national-law-regulations> making themselves aware of the current regulations and law.
- Procedures that support meeting current Regulations will be developed and implemented with consultation with Educators.
- Management will inform all Educators and families of any changes that need to take place because of Regulations
- Educators and families will be made aware of when the Service is going through the assessing process and how they can be involved

### In relation to Key Indicators set by the National Quality Standard:

- All Educators will be introduced to the Quality Improvement Plan and National Quality Standard on employment as well as the system that the Service has in place to ensure reflection is occurring on a daily basis to meet the key standards and elements stipulated.
- Information on the National Quality Framework including National Quality Standard, Early Years Learning Framework and Education and Care Services National Regulations <https://www.acecqa.gov.au/nqf/national-law-regulations>
- Quality Improvement is addressed directly in the Service's Professional Development Plan.
- A Quality Area represented in the National Quality Standard will be address at Educators meetings.

### Management Committee role:

It is a general requirement of the Commonwealth Government that non-profit organisations operating services must be incorporated under the relevant State legislation.

- The Committee will ensure that the organisation is properly constituted and that the requirements of the Association's Rules/Constitution are met.
- Committee Members will be familiar with the Rules which will contain:
- Broad organisational goals (objects).
- Requirements relating to membership, management structure, meetings, auditing, common seal, alteration of Rules, dissolution.
- The formal roles of the chairperson, secretary and treasurer.
- The rules will not contain policy detail or other information that may require updating or changing regularly.
- Committee Members will be elected at an AGM in accordance with the Associations Rules/Constitution. It is anticipated that at least half of the existing committee will be re-elected to ensure continuity of management.
- All new members of the Committee will be oriented into their roles and responsibilities as a Committee Member. Returning Committee Members will provide new members with ongoing support and encouragement.
- Individual committee roles are detailed in the Associations Rules/Constitution.
- The Committee will nominate a Committee Member to represent the service in the Industrial Relations Commission or other legal commissions as required. The experience and expertise of individual members of the committee will be the criteria for determining who will be nominated. The option to contract an expert representative may also be considered depending on current expertise available within the Committee and budgetary constraints.
- Parents will be actively encouraged to participate in the management of the service.
- The Committee will ensure that all relevant guidelines, Acts and Regulations are adhered to in the management of the service.
- The Committee, as the Licensee, is responsible to the Child Care Licensing & Standards Unit for ensuring that the Centre operates in accordance with the conditions of license. This includes ensuring the presence of an approved Director, the design and maintenance of the premises,

minimum number of staff and their qualifications, number of children in care within various age groups, appropriate policies, procedures and records in place etc.

- The Management Committee is responsible for ensuring that effective strategies and resources are in place to allow the Director to realistically achieve his/her role as required by the Outside School Hours Care Regulations. This will include:
  - Facilitating effective communication between the Director and the Licensee
  - The availability of adequate human and physical resources to meet the provisions of the regulations such as effective policies and procedures
  - The availability of adequate financial resources to meet the provisions of the regulations
  - The performance management and professional development of the Director.
  - The Director is the person responsible for the effective supervision and control of the child care service, that is, the person who is present at the service to:
  - Effectively communicate with the Management Committee about strategic day to day operational matters and any matters that may affect the Management Committee's ability to comply to the Regulations
  - Ensure the professional development, supervision and performance management of staff
  - Ensure a quality service is maintained and assure the development and implementation of appropriate programs for the children attending the service
  - Maintain up to date policies and procedures as required by the Regulations
  - Maintain at least the minimum staff to child ratios as required by the Regulations
  - Oversee the development of effective excursion plans to ensure the safety of children attending the excursion
  - Facilitate communication between staff and parents
  - Ensure children's records such as enrolments, emergency contacts, medical and developmental progress, are kept up to date
  - Report allegations of abuse, injury or illness to the Department for Community Development as required by the regulations.
- The Management Committee should consider appointing a person to act in place of the Director. This person must be approved by the CEO (Child Care Licensing & Standards Unit) and therefore has to complete an application in accordance with the Regulations. The person to act in place of the Director would act as Director when the Director is:
  - on leave, such as unpaid, annual or special leave
  - on sick leave for more than 2 consecutive days
  - cannot be present for the minimum of 25 hours or 70%, whichever is the lesser.
- The Director and each Managerial Officer (i.e. Management Committee member) must submit a criminal record check and a statement indicating whether or not he/she has been convicted of a prescribed offence in the period since the criminal record check/assessment notice was issued, with their application to renew the licence.
- The Management Committee must notify the CEO (Child Care Licensing & Standards Unit) immediately in writing if:
  - the Centre ceases to occupy the place specified in the Licence
  - the Director dies, is dismissed, retires, resigns or becomes incapable of being the Director
  - the Director is unable to supervise and control the provision of the child care service for a period of more than 30 consecutive working days
  - there is a change in the Managerial Officers of the body corporate
  - a Committee Member of the Management Committee, or the Director have been convicted of a prescribed offence

- the Management Committee becomes aware of any change to any other fact or circumstance relating to the provision of the child care service.
- The Management Committee's notification to the CEO must include the name and address of new managerial officers, who are also required to complete and forward to the CEO, the Licensing Unit's application form and provide a current criminal record check and statement indicating whether the officer has been convicted of a prescribed offence in the period since the criminal record check/assessment notice was issued, within 30 days of their appointment.
- All Committee members will ensure they remain well informed in regard to decisions made by the Committee and the operations of the Centre including current policies and procedures.
- Parents and staff will be kept informed about the Committee's membership, meetings and decisions and will be provided with opportunities for input into the management of the Centre.
- The committee will ensure the philosophy statement reflects the needs and values of those people for whom the Centre exists, e.g. Children, parents, staff and community. This will be done by evaluating the statement at least annually. The committee will also ensure the operation of the Centre is consistent with the philosophy statement.
- Policies and procedures will be regularly updated to ensure they meet current needs. Adopted policies and procedures will be strictly followed by the Committee.
- Decisions about the overall management of the Centre will be made at Committee Meetings and in accordance with the Associations Rules/Constitution. The best interests of the Centre will always take priority in determining decisions.
- Committee members who discover a conflict of interest in determining an outcome for the service should announce this at the Committee Meeting and withdraw from further discussions or decision making in relation to that issue.
- A process of appeal will be included in parent, staff and committee handbooks should anyone wish to question a decision of the Committee.
- Responsibility for the day to day management of the Centre is delegated to the Director. Any matters that the Director is not confident in resolving or determines to be of a significant nature will be brought to the attention of the Committee for discussion as soon as possible. Where urgent decisions need to be made at short notice an executive decision may be made by three members of the Committee (including at least one executive member) and in accordance with the Association Rules/Constitution.
- The Director will participate, in an ex officio capacity, in the meetings of the Management Committee. At these meetings, the Director will present a progress report including any concerns or different aspects of care, details of incidents, accidents and outstanding debts, and provide information to assist the Committee in its decision-making tasks.
- Communication between the Committee and staff in relation to their work or the operation of the Centre will be via the Director and/or Assistant Director.
  - Individual Committee Members, when they are at the Centre, will only have direct contact with other staff members:
    - as a parent in relation to their child's participation at the Centre.
    - at social functions.
    - whilst accompanied by the Director.
- Committee Members will have due regard for the harmonious operation of the Centre when requesting access to the Centre's resources, records etc. for the purpose of fulfilling their committee responsibilities. All requests for access will be made through the Director who will determine a mutually convenient time. The Centre's policy on "Confidentiality" will be strictly observed.

- Confidentiality will be maintained at all levels by all committee members.
- Committee Meetings will be held in accordance with the Association’s Rules/Constitution. All members of the Association are welcome to attend “open” committee meetings which will be held from time to time. If an ordinary member, who is not on the Management Committee, wishes to attend a normal Committee Meeting to raise an issue for Committee discussion, they must write to the Committee to ask that their issue be included on the Agenda. They will then be invited to attend the meeting to speak to their Agenda item only. As much of the work of the Committee is of a confidential nature the ordinary Association member will not be permitted to stay for the remainder of the meeting. The minutes of all meetings (which will not include confidential details) are available to members of the Association.
- Association members may call a Special General Meeting in accordance with the Association’s Constitution to address specific issues or grievances.
- Some of the work of the Committee may be achieved through sub-committees. Membership of sub-committees will be open to all members of the Association and invited professionals. Parents will be actively encouraged to participate. Sub-committees must make their recommendations to the Management Committee for endorsement prior to any action. Sub-committees cannot make decisions or act on behalf of the Centre without Committee endorsement.
- Committee Members will be asked to identify their training needs and encouraged to attend relevant training to enhance their skills and participation in committee tasks. The Committee will ensure provisions for committee training and development are included in the annual budget. These provisions will include reimbursement for babysitting fees, travel, phone etc.
- All Committee Members should be aware of the grievance policy and should a conflict arise the grievance procedure should be set in place and all steps adhered to. Where parties cannot resolve issues a mediator may be contracted to assist in resolving the conflict. If after mediation the conflict is still unresolved the committee member in dispute will be required to stand down. Matters must not be left unresolved for longer than 2 months.

#### Source

- Australian Children’s Education & Care Quality Authority. (2014).
- Guide to the Education and Care Services National Law and the Education and Care Services National Regulations 2015,
- ECA Code of Ethics.
- Guide to the National Quality Standard.
- Early Years Learning Framework for Australia: Belonging, Being and Becoming

#### Review

Policy Review Date
November 2019