

# Governance and Management

## Background

The day-to-day operations of early education and care services must comply with all relevant legislation, standards and codes of practice. Services cannot achieve this without effective governance and management. Quality Area 7 of the Guide to the National Quality Standard contains the elements of effective leadership and management that result in a well-functioning, compliant service. Quality Area 7 also assists services in improving their skills in governance and management.

The terms 'governance' and 'management' have different meanings. 'Governance' refers to the service's future direction and goals, and how it will achieve these. It also ensures the service meets its regulatory requirements and that members of its governing organisation follow that organisation's constitution. 'Management' is about the service's day-to-day operation, such as children having sufficient toys and resources, parents' fees being up-to-date, and staff and educators following the service's policies and procedures.

<p><b><u>Approved Provider</u></b></p> <p><b>Jeffrey Southwell</b></p>				
<p><b><u>General Manager:</u></b></p> <p><b>Amanda Southwell</b></p>				
<p><b><u>Operations Manager:</u></b></p> <p><b>Steph Cobb</b></p>				
<p><b><u>Aroona Director</u></b></p> <p><b>Rhonda Cain</b></p> <p>Meeting NQS</p>	<p><b><u>Chancellor Director:</u></b></p> <p><b>Sue Schenau</b></p> <p><b><u>Administrator:</u></b></p> <p><b>Pam McGregor</b></p> <p>Exceeding NQS</p>	<p><b><u>Beerwah Director:</u></b></p> <p><b>Kristy Griffiths</b></p> <p>Exceeding NQS</p>	<p><b><u>Brightwater Director:</u></b></p> <p><b>Rachael Hellicar</b></p> <p>Exceeding NQS</p>	<p><b><u>Brightwater School Kindergarten Director:</u></b></p> <p><b>Malissa Van Beek</b></p> <p>Meeting NQS</p>
<p><b><u>Administration</u></b></p> <p><b>Pam King and Sharon Wakely</b></p>		<p><b><u>Human Recourses</u></b></p> <p><b>Lee Ducker</b></p>		<p><b><u>Director Support</u></b></p> <p><b>Janine Clewley</b></p>

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Bella Grace Early Learning Centres have been operating as a family owned business since 2003. There are five operating services at Aroona, Beerwah, Brightwater and Chancellor Park.

Amanda Southwell is the General Manager for Bella Grace Early Learning Centres, has a broad knowledge and valuable experience with all aspects of child care and business management, including administration and financial management, human resources and development.

Steph Cobb is the Operations Manager for Bella Grace Early Learning Centres and has extensive experience working in the Early Childhood sector since 2004. Steph focuses on quality improvement and supporting all centre Directors and Educators in their role. Service delivery is reflected in the smooth day to day operation of the Centres.

Bella Grace Early Learning Centre works on a Management team approach. The Management Team is made up of the General and Operations Managers, Directors, Human Resources and Administration team. Managers and Directors meet weekly, monthly and as necessary to ensure that the channels of communication are kept open that the centre provides the highest care, educational programs and services to their local community.

## Policy statement

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This Policy outlines the way the Service ensures its practices comply with all relevant legislation, standards and codes of practice, and how it plans to continuously improve its leadership and management practices.

## Strategies and practices

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### Approved Provider and Nominated Supervisor

- Jeffrey Southwell is the Approved Provider of the Service, and holds the legal responsibility for operating the Service. QA 7.1.1
- The name of the Approved Provider and the name and contact details of the person(s) nominated to speak for the Approved Provider are displayed in the foyer and included in the Service Handbook given to parents at enrolment. QA 7.1.1
- A Nominated Supervisor, approved as a suitable, fit and qualified person by the Regulatory Authority and appointed by the Approved Provider, is in charge of the day-to-day operations of the Service. Refer to the Service's *Staffing Policy*. QA 7.1.5
- The Nominated Supervisor is also the Responsible Person whenever on the premises. Refer to the Service's *Staffing Policy*. QA 7.3.2
- At any time the Nominated Supervisor is not on the premises, a substitute Responsible Person who is physically present is placed in charge of the Service's day-to-day operations. Refer to the Service's *Staffing Policy*. QA 4.2.1
- The details of the Nominated Supervisor and the Responsible Person are clearly displayed in the main entrance of the Service. QA 7.1.1

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- The Nominated Supervisor ensures that the Service's staffing arrangements meet regulatory requirements at all times. Particular attention is given to the Responsible Person and Educational Leader. Refer to the Service's *Staffing Policy*. QA 7.1.4
- Induction for staff, educators and parents is comprehensive so that all know the Service's goals (plans for the future), how it will go about achieving these, and the policies and procedures which guide the Service's day-to-day practices. QA 7.1.2, 7.2.2, 7.3.2

## Information Displayed

- All information required by Regulation 173 of the Early Education and Care Services Regulations 2011 is displayed in the main entrance of the Service. QA 7.1.1

## Philosophy, Policies and Procedures

- The Service has a written Philosophy which reflects the principles of the Education and Care National Regulations 2011 and the Early Years Learning Framework 2009. This Philosophy was developed by the Approved Provider, Nominated Supervisor, staff, educators and parents and, as such, reflects their shared understanding of the role of the Service with children, families and the community. QA 7.2.1
- The Philosophy informs the Service's policies and procedures as well as the decisions and day-to-day practices of the staff/educators. QA 7.2.1
- The Service maintains up-to-date policies and procedures on all topics required by Section 168 of the Education and Care Services National Regulations 2011. The way these policies and procedures are communicated to parents, educators and staff, the process by which these policies and procedures are reviewed, and how changes are communicated to parents, educators and staff are detailed in the Service's *Policy and Procedure Review Policy*. QA 7.3.5

## Record Keeping

- The Service keeps records according to Sections 177-184 of the Education and Care Services National Regulations 2011. Refer to the Service's *Privacy and Confidentiality Policy*. QA 7.3.1

## Privacy and Confidentiality

- The Service maintains the privacy and confidentiality of all records and information about individual children, families, parents, staff/educators, students and volunteers. Refer to the Service's *Privacy and Confidentiality Policy*. QA 7.3.1

## Continuous Improvement

- The Service is committed to continuous improvement. It has processes in place to evaluate the extent to which it meets or exceeds the National Quality Standard 2009. The findings of the evaluation are used to develop the Services Quality Improvement Plan (QIP). QA 7.2.1, 7.2.3

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## Grievances and Complaints

- The Service follows clear processes to ensure all grievances and complaints are addressed, investigated fairly and documented promptly. If relevant, changes are made to the Service's Policies and Procedures. Refer to the Service's *Grievance and Complaint Policy*. QA 7.3.4

## Notifications

- The Approved Provider and Nominated Supervisor notify, within the stated time, the Regulatory Authority of circumstances and provide it with information as detailed in Regulations 174, 175 and 176 of the Early Education and Care National Regulations 2011. QA 7.3.3

## Links to other policies

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- Grievance and Complaint Policy
- Enrolment and Orientation Policy
- Privacy and Confidentiality Policy
- Staffing Policy
- Policy and Procedure Review Policy

## Links Education and Care Services National Regulations 2011, National Quality Standard 2011

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Regs	14	Application for provider approval by individual
	15	Application for provider approval by person other than an individual
	16	Matters relating to criminal history
	31	Condition on service approval – quality improvement plan
	46	Application for supervisor certificate
	55	Quality improvement plans
	56	Review and revision of quality improvement plans
	173	Prescribed information to be displayed
	174	Time to notify certain circumstances to Regulatory Authority
	175	Prescribed information to be notified to Regulatory Authority
	176	Time to notify certain information to Regulatory Authority
	177	Prescribed enrolment and other documents to be kept by approved provider
	180	Evidence of prescribed insurance
	181	Confidentiality of records kept by approved provider
	183	Storage of records and other documents
	185	Law and regulation to be available

QA	7.1.1	Appropriate governance arrangements are in place to manage the service
	7.1.2	The induction of educators, co-ordinators and staff members, including relief educators, is comprehensive
	7.1.4	Provision is made to ensure a suitably qualified and experienced educator or co-ordinator leads the development of the curriculum and ensures the establishment of clear goals and expectations for teaching and learning

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7.1.5	Adults working with children and those engaged in management of the service or residing on the premises are fit and proper
7.2.1	A statement of philosophy is developed and guides all aspects of the service's operations
7.2.2	The performance of educators, co-ordinators and staff members is evaluated and individual development plans are in place to support performance improvement
7.2.3	An effective self-assessment and quality improvement process is in place
7.3.1	Records and information are stored appropriately to ensure confidentiality, are available from the service and are maintained in accordance with legislative requirements
7.3.2	Administrative systems are established and maintained to ensure the effective operation of the service
7.3.3	The Regulatory Authority is notified of any relevant changes to the operation of the service, of serious incidents and of any complaints which allege a breach of legislation
7.3.4	Processes are in place to ensure that all grievances and complaints are addressed, investigated fairly and documented in a timely manner
7.3.5	Service practices are based on effectively documented policies and procedures that are available at the service and reviewed regularly

## Sources

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- Early Years Learning Framework 2009
- Education and Care Services National Regulations 2011
- ACT Council of Social Service. (2016). *Organisations Information Kit*. <http://www.actcoss.org.au/oik/infosheets/governance/boardnEOresponse.html> accessed 5 February 2016
- Guide to the National Quality Standard 2011
- My Time, Our Place 2009

## Further reading and useful websites

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- ACT Council of Social Service – <http://www.actcoss.org.au/> accessed 5 February 2016
- Byrne, S. (2009). *Governance and management interaction in a childcare setting*. <https://eprints.usq.edu.au/6446/> accessed 5 February 2016
- Community Child Care Co-operative. (2013). *So now you are on the committee*. <http://cccnsw.org.au/resources/management> accessed 5 February 2016

## Policy review

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Bella Grace Early Learning Centres encourage staff and parents to be actively involved in the annual review of each of its policies and procedures. In addition, the Service will accommodate any new legislative changes as they occur and any issues identified as part the Service's commitment to quality improvement. The Service consults with relevant recognised authorities as part of the annual review to ensure the policy contents are consistent with current research and contemporary views on best practice.

**Date reviewed: February 2017**

**Next review Date: February 2018**