

6.8 GOVERNANCE AND MANAGEMENT OF THE SERVICE

Introduction

Good governance enables our service to meet its legal and financial obligations by implementing appropriate governance practices to support quality programs and services, continuous improvement, and compliance requirements. Governance provides the overall direction, effectiveness, supervision and accountability of the service.

The Management Committee and Management are responsible for guiding the direction of the service, ensuring its goals and objectives are met, and are in line with the philosophy of the organisation.

The following section outlines policies related to governance and management of the programs, services and staff at the centre.

Related Documents

This policy contains a number of policies and procedures in regard to governance and leadership to meet the following requirements:

National Quality Standards (NQS)		
Quality Area 6: Collaborative partnerships with families and communities		
Standard 6.1	Supportive relationships with families	Respectful relationships with families are developed and maintained and families are supported in their parenting role
Element 6.1.1	Engagement with the service	Families are supported from enrolment to be involved in the service and contribute to service decisions
Element 6.1.2	Parent views are respected	The expertise, culture, values and beliefs of families are respected, and families share in decision-making about their child's learning and wellbeing
Element 6.1.3	Families are supported	Current information is available to families about the service and relevant community services and resources to support parenting and family wellbeing
Standard 6.2	Collaborative partnerships	Collaborative partnerships enhance children's inclusion, learning and wellbeing
Element 6.2.2	Access and participation	Effective partnerships support children's access, inclusion and participation in the program
Quality Area 7: Governance and Leadership		
Standard 7.1	Governance	Governance supports the operation of a quality service
Element 7.1.1	Service philosophy and purpose	A statement of philosophy guides all aspects of the service's operations
Element 7.1.2	Management systems	Systems are in place to manage risk and enable the effective management and operation of a quality service

Standard 7.2	Leadership	Effective leadership builds and promotes a positive organisational culture and professional learning community
Element 7.2.1	Continuous improvement	There is an effective self-assessment and quality improvement process in place
Element 7.2.3	Development of professionals	Educators, co-ordinators and staff members' performance is regularly evaluated, and individual plans are in place to support learning and development

Relevant Legislation

Education and Care Services National Regulations 2012	
168	Education and care service must have policies and procedures
175	Prescribed information to be displayed
177	Prescribed enrolment and other documents to be kept by approved provider
181	Confidentiality of records kept by approved provider
183	Storage of records and other documents
184	Storage of records after service approval transferred

6.8.1 Governance and Management

1. Purpose and Scope

Joondalup Family Centre is a not-for-profit organisation governed by a Management Committee.

Management and staff understand their legal responsibilities in operating the service.

The service has the following structure in place:

Management Committee	Voluntary board members
Approved Provider	Joondalup Family Centre
Management	Program and Services Manager
Nominated Supervisor	Educator
Educational Lead	Pre-kindergarten lead educator
Responsible Person's	Manager
Persons in day-to-day charge	Educators

This Policy applies to the Educators/staff , management, Management Committee children, families and visitors of the service.

2. Policy

Joondalup Family Centre has a legal responsibility to comply with Education and Care Services National Law (WA) Act 2012 and the Educational and Care Services National Regulations 2012 and ensure the service remains financially viable.

The service also understands its responsibility to maintain appropriate governance arrangements that reflects the legal status and authority to hold a provider approval and service approval, and to effectively manage the service.

It is a general requirement of the Australian Government that education and care businesses meet one of the following organizational types:

- Community based organisations incorporated under the relevant state legislation
- Companies formed under corporations' law
- Sole proprietor and owner operators with ABN and registered business name
- Partnerships or trusts which are required to provide evidence of Agreements or Deeds.

Joondalup Family Centre is a community based incorporated organization. More information can be found in **Topic 1: Management and General Operations**.

3. Procedures

Prescribed Information to be Displayed

Regulatory and Licensing requirements demand the Prescribed information to be on display in a place that is visible to all stakeholders.

The approved provider of an education and care service has the responsibility to ensure the Educators/staff displays the Prescribed Information correctly. This includes:

- Approved Provider Name, Approval number, and any conditions on the provider approval.
- Name of Education and Care service, the service approval number and any condition on the service approval.
- Name of the Nominated Supervisor/s, if they are a member of a prescribed class, the class.
- The current rating levels for each Quality Area and the overall rating of the service.
- Any elements of the National Quality Standard and regulations that have been waived, duration of the waiver, whether the waiver is a service waiver or a temporary waiver.

For the purposes of satisfying section 172 of the Education and Care Service National Law (WA) 2012 the following are displayed:

- The hours and days of operation of the service
- The name and telephone number of the person at Educators/staff service to whom complaints may be addressed.

- The name and position of the Responsible person in charge of Educators/staff at any given time.
- The name of the Educational Leader at the service
- Contact details of the Regulatory Authority.
- If applicable, a notice stating that a child who has been diagnosed as at risk of Anaphylaxis is enrolled at Educators/staff
- If applicable, a notice of an occurrence of an Infectious Disease at Educators/staff.

Legal and Insurance Cover

Joondalup Family Centre reviews its insurance requirements annually to ensure appropriate insurance cover is obtained and kept up to date.

The service must hold current public liability and professional indemnity insurance cover.

The Educators/staff will ensure that they are informed of the appropriate insurance and legal cover required, their responsibilities and obligations and their rights and entitlements.

Records management

Regulatory, licensing and funding bodies require the retention and maintenance of records in relation to service stakeholders and children for a specified time. All records are required to be kept up to date and stored confidentially in a secure area with access by authorised persons only. Records will be destroyed appropriately after specified times.

Records will be kept as outlined below:

Type of Record	Timeframe
Staff record	3 years post service
Record of access to early childhood teachers or suitably qualified person	3 years post service
Record of educators working directly with children	3 years post service
Record of volunteers and students, contact details and days in attendance	3 years post service
Record of responsible person in day-to-day charge including nominated supervisors places in day-to-day charge	3 years post service
Evidence of current public liability insurance	Ongoing
Quality improvement plan (QIP)	Ongoing, revised annually
Child assessments or evaluations for delivery of the educational program	3 years post service
Incident, injury, trauma and illness record	Until the child is 25 years old
Medication record	3 years post service
Child attendance record	3 years post service
Child enrolment record	3 years post service
Death of a child while being educated and cared for by the service	7 years post death
Record of service's compliance history	3 years post service

Confidentiality

Educators/staff will keep confidential the affairs of each child in their care and of the child's family and shall not disclose any information to a third party other than the Educators/staff or as legally required to do so.

Confidential conversations will be conducted in a quiet area away from other children, parents and Educators/staff. Such conversations in relation to the health and wellbeing of the child should be noted in writing and stored in a confidential manner.

Reports, notes and observations in relation to Educators/staff and children must be objective, accurate and free from bias and negative comments including use of labels.

Students, volunteers and/or visitors will ensure that information in regard to Educators/staff children and families is not discussed outside of the context in which it was heard.

Any information received or transmitted via mobile telephone (including text/SMS) or any other electronic device (example email) shall be treated with the same confidentiality as any other written form of communication and must be stored confidentially.

Privacy

The Educators/staff will not collect sensitive information unless the individual has consented, or there is a legal requirement to do so or in other special circumstances that have a bearing on the wellbeing of the child.

Every reasonable step will be taken to ensure personal information collected, used or disclosed is accurate, complete and current.

Every reasonable step will be taken to ensure that personal information held within the Educators/staff is protected from misuse, loss and from unauthorised access, modification or disclosure.

No images showing children's faces will be made public without parental consent, at any time.

Service review and continuous improvement

Joondalup Family Centre is committed to continuous improvement in service delivery. Ongoing review and evaluation supports the continuing development of the Service. We will ensure that the evaluation involves all stakeholders.

The development of a Quality Improvement Plan (QIP) will form part of the reflection procedure. This will be reviewed at least annually.

Families are encouraged to be actively involved in the review and continuous improvement of the service through:

- Participation in committees, advisory groups and AGM
- providing feedback to management through surveys, and other communication strategies
- involvement in service activities, social and community events
- involvement in the review of policy and procedures.

Policy and procedures are reviewed annually by management and the Management Committee.

4 Document History

Record of policy development		
Version	Date approved	Date for review
2014.1	30/06/2014	6/2015
2015.1	30/06/2015	6/2016
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6.8.2 Staffing Arrangements and Management

1. Purpose and Scope

This policy ensures that our education and care service is at all times compliant in relation to staff/child ratios, qualified educators and a nominated supervisor is in the room at all times.

This policy applies to staff, volunteers, families and children in the service.

2. Policy

Joondalup Family Centre has a responsibility to ensure the service is delivered by qualified and experienced educators who are able to develop warm and relationships with children.

The responsibility for the day to day delivery of the service is delegated to the nominated supervisor and Lead Educator.

Any matters that the nominated supervisor or Lead Educator are not confident in resolving, or determines to be of a significant nature, will be brought to the attention of management for discussion as soon as possible.

In the absence of the nominated supervisor, a responsible person in charge will be allocated.

Everyone in the Service has only one primary manager. This reduces confusion and increase accountability and transparency.

3. Procedures

Educators

- Our service will nominate a qualified and experienced educator, co-ordinator or other individual as the service's Educational Leader. This person is responsible to lead the development and implementation of the service's educational programs.
- Our service will ensure that any educator that is under eighteen years of age does not work alone at the service and is supervised at all times by an educator who is over eighteen.
- We will only include educators in the educators to child ratio who are working directly with the children.
- Educators' rostering and routines will at all times make sure enough educators are available for the adequate supervision of children (see Child Supervision Policy).
- Our service will, when possible and to the best of our ability, make use of a regular pool of relief educators.

Supervision of Services

Our service will have at least one "responsible person" present at all times when caring for and educating children. A responsible person is

- An approved provider.
- A nominated supervisor.
- A certified supervisor who is in charge of the daily running of the service.

The name of the responsible person will be clearly displayed in the main entrance of the Service. If the responsible person needs to change (for example the current person needs to leave the Service), he or she will "hand over" responsibility for the role to another eligible person at the Service. Both the old and new responsible person will communicate directly and ensure the name of the responsible person displayed at the Service correctly reflects who currently holds the position.

The Approved Provider or Nominated Supervisor will ensure that regulations in relation to the supervision of children are adhered to.

At no time will students or volunteers be included in the ratio of adults supervising children, except on excursions according to regulations.

Delegation

Information, requests, or delegations that would cause our educators/staff to take action or change the course of their actions will only come from the person to whom they report.

Our service will

- Identify the work/result to delegate and to whom.
- Educators/staff will not delegate responsibilities for which they are accountable
- Educators/staff will not delegate non-usual assigned work to another staff member without prior agreement from Management
- Put the delegation in writing with a clear due date.
- Discuss the delegation with the educator/staff member whenever possible.
- Get the educator/staff member's agreement.

- The person who delegates remains accountable for making sure the right result is achieved. For more information on staff and volunteer management see **Topic 3: Human Resources**.

Approved Diploma Qualification

A person is taken to hold an approved Diploma level education and care qualification if:

- They hold an approved qualification or former qualification as published on <http://www.acecqa.gov.au/qualifications/>
- If immediately before 1 August 2012, they were recognised under the former education and care services law of any participating jurisdiction as a Diploma level educator and employed or engaged in a declared approved service.

Approved Certificate III Qualification

A person is taken to hold an approved Certificate III level education and care qualification if immediately before 1 August 2012:

- Was recognised under the former education and care services law of any participating jurisdiction as certificate III level educator and employed or engaged in a declared approved service or
- Held an otherwise approved qualification or former as published on <http://www.acecqa.gov.au/qualifications/>

Requirements for an Early Childhood Teacher (ECT)

For services licensed for fewer than 25 approved places:

- The service must have an ECT working with the service for at least 20% of the time the service provides education and care.
- In order to comply with this, the ECT may be working with the service by means of information communication technology such as videoconferencing, phone or skype This can be calculated on a quarterly basis.

Other Educators Qualifications

First Aid Qualifications

The approved provider must ensure that at least one educator attending the service

- Holds a current approved first aid qualification.
- Has undertaken current approved anaphylaxis management training.
- Has undertaken current approved emergency asthma management training.

An educator is taken to hold an approved first aid qualification or training if

- the educator holds an approved qualification or training as published on <http://www.acecqa.gov.au/qualifications/>

Child Protection

The Approved Provider of an education and care service must ensure that the nominated supervisor, educators and other staff members who work with children are advised of the current child protection law and any obligations they may have under the law.

Working With Children Check

The approved provider or nominated supervisor of an education and care service ensure a Working With Children check(WWC) is undertaken for all is undertaken for all educators, staff, volunteers and students whose duties will involve direct contact with children. Some exemptions apply including:

- Students/volunteers on unpaid placements under 18 years of age
- Parents volunteering in many activities where their child is involved.

Performance Review and Management

Staff performance is reviewed by the manager by scheduling a performance review meeting. For more information on this see **Topic 3: Human Resources, Managing Staff Performance**.

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6.8.3 Volunteer and Student Practicum Placements

1. Purpose and Scope

The service supports participation of work experience students and volunteers wanting to develop professional skills in knowledge in their effort to become Early Childhood Professionals. To ensure a professional and pleasurable learning experience, students and volunteers will be encouraged to participate in the centre's daily routine and assist in accordance with their qualification necessary to work with children under the National Quality Framework.

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

2. Policy

Joondalup Family Centre provides opportunities for the training needs of volunteers and students through a volunteer placement with Educators/staff in the service. We offer practicum placements to students studying in a relevant field such as childcare, teaching, recreation or community services.

We also offer semester placements for University students studying in a relevant field.

3. Procedures

The Educators/staff will:

- Provide students and volunteers with guidelines identifying their responsibilities, expectations and code of conduct while at the Educators/staff during a work experience induction.
- Check that all students and volunteers over the age of 18 years have completed a Working with Children Check prior to commencing at the Educators/staff.
- Inform students and volunteers that they must comply with all obligations under **Child Protection Policy**.
- Give support and guidance to students and volunteers, encouraging participation in activities with the children
- Ensure that the **Confidentiality Policy** adhered to and students/volunteers do not discuss children's development or other issues with parents.
- Ensure students and volunteers are supervised at all times and never left alone or in charge of any children.
- Require students and volunteers to abide by *Education and Care Services National Regulations, 2012* while on placement.
- Provide students and volunteers with access to Educators/staff policies and procedures.
- Expect students and volunteers to take responsibility for the role that they are undertaking whilst on placement, viewing it as part of their own professional development.
- Inform families when a student or volunteer is on placement at the service, if applicable.
- Provide ongoing constructive feedback and assessment that is fair and equitable.

- Provide students and volunteers with opportunities to learn and participate in a positive, encouraging environment.
- Maintain a record of all students and volunteers attending Educators/staff.

5 Document History

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6.8.4 Grievances and Disputes

1. Purpose and Scope

Joondalup Family Centre takes grievances and complaints against the service seriously. We want to ensure that any family or Bater user who is unhappy, has the opportunity to register a complaint or grievance and to have this dealt with in a timely, respectful and appropriate manner.

These guidelines will apply to all staff, students on placement, volunteers, parents/guardian, children and others attending the service.

2. Policy

Joondalup Family Centre aims to ensure any complaints are dealt with efficiently, promptly and in a professional manner. We support each individual's right to be heard fairly, the right to an unbiased decision made by an objective decision maker, and the right to have the decision based on relevant evidence. This ensures all persons are provided with procedural due fairness in relation to complaint management.

Joondalup Family Centre has comprehensive grievances and disputes policy and procedures including **4.11.2 Member and General Public Complaints** in **Topic 3: Human Resources**.

3. Procedures

It is important to solve grievances in order to keep the lines of communication open and to meet the needs of all families. Families are encouraged to discuss grievances and complaints in person or in writing to the centre's manager. All suggestions are taken seriously, considered and discussed amongst the staff and management where necessary. All grievances will be tracked and analysed to help improve systems, procedures and policies within the Centre. Every effort should be made to resolve the grievance at this level before moving on to the following steps.

If the grievance is not resolved satisfactorily, either party can bring the matter to the attention of the Educators/staff Approved Provider to assist in the resolution of the matter.

Any grievance which has been fully discussed between the Educators/staff and the parties involved and is still unresolved, can be referred for further mediation to the approved provider or Chairperson of the Management Committee.

Families will be informed of their right to contact the Department of Local Governments Unit – Education and Care Regulatory Unit as displayed on the Educators/staff noticeboard and are as follows:

Department of Local Government and Communities
Education, Care and Regulatory Unit
Level 1, 111 Wellington Street
EAST PERTH, WA, 6004
PH: (08) 6551 8333
Email: ecru@communities.wa.gov.au

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6.8.5 Record of Visitors

1. Purpose and Scope

To ensure the health and safety of children at the Bater, a record of visitors will be kept.

This policy applies to all non-regular visitors and contractors.

2. Policy

Every effort will be taken to ensure a record of all visitors to the Centre is kept at the office. This includes:

- Non regular visitors
- Contractors

This excludes parents and guardians of enrolled children and regular centre hirers.

The service educators/staff must take all reasonable steps to ensure that visitors to the service are not left alone with enrolled children.

3. Procedures

A record will be kept of all visitors and contractors as outlined above and will include:

- (i) date;
- (ii) name and company details (if applicable);
- (iii) time in/out;
- (iv) signature.

Written records are to be kept for 3 years after the record was made.

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