

GOVERNANCE AND LEADERSHIP POLICY

Quality Areas: NQS 7 - Governance and Leadership

Policy Owner: Compliance

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Why this is important

1.0 Introduction and Purpose:

Guardian is committed to strong leadership and management processes to ensure that we operate within all legal and regulatory requirements and recognised best practice in service management.

The governance of an organisation is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of a service. Management is responsible for setting the directions for the service and ensuring that its goals and objectives are met in line with the strategic plan, and all legal and regulatory requirements governing the operation of the business are met.

We recognise our responsibility to protect the privacy, dignity and confidentiality of all people who access the service. We commit to doing this by ensuring that all records and information about individual children, families, team members and their families, contractors and management is treated with discretion.

2.0 Who does this policy apply to:

Team Members, Families, Children, Board members, Contractors.

3.0 What is our Policy:

3.1 Organisational Structure

Our organisational structure composes of a board, an Executive Leadership Team (ELT), General Managers, Portfolio Managers as well as a range of Support Office functions. These teams support the Centre Teams.

Our Executive Leadership Team sets the strategic direction of the business and drives improvements. The Guardian Board together with the ELT drives the focuses and strategic plan and ensures that we meet all legislative requirements.

Our Centres are led by a Nominated Supervisor (Centre Manager), an Assistant Centre Manager as well as an Educational Leader. Our teams then constitute of Early Childhood Teachers, Chefs and cooks as well as Diploma and Certificate 3 team members, some of which are appointed as Responsible Persons.

For further information about the process to appoint a Responsible Person review the Responsible Person Policy.

3.2 Guardian Mind-set and Guiding Principles



We have in place four mindsets that underpin how we work these include being brave, thoughtful, professional and positive. Our guiding principles also outline what our purpose and mindsets look like in practice.

Every Centre Leadership Team is focused on achieving outstanding performance in our 6 pillars, through a commitment to delivering on our purpose, mindsets and guiding principles. Our six pillars include:

- A safety-first culture
- High quality practice
- Awesome team experience
- Awesome Family experience
- High performing teams
- Consistent business discipline

3.3 A Safety-First Culture

We recognise that we owe all children, families, visitors and other attendees at the centre a duty of care must take reasonable steps to minimise the risk of reasonably foreseeable harm. As such we are committed to creating a safe environment every day. We are a Child Safe Organisation.

Our leadership and management are committed to safety and managing risk. Our leadership model and approach prioritise, creating and maintaining safe environments.

We ensure that safety information is made available to all levels of management so that safety trends can be understood, reflected up and be used as the basis of all decision-making.

3.4 Guardian as an Approved Provider

We recognise that as an Approved Provider that provides childcare meets all obligations set out in the National Law as well as other legal frameworks that set a framework of operational practices.

To meet these obligations, we develop policies and procedures that are developed and implemented.

3.5 Persons with Management and Control

The National Law sets out that Approved Provider (Guardian) must identify and nominate 'Persons with Management and Control' ('PMC'). The definition of a PMC is:

'a person in a management position of the business, with the authority or responsibility for, or significant influence over, decisions affecting the delivery of children's education and care (such as a state/territory or area manager).'

Guardian has identified the following persons as PMCs, these include:

- Executive Leadership Team Members who have significant influence over centre operations; and
- General Managers; and
- National Health and Safety Manager; and
- National Compliance Manager.
- A Person with Management and Control must be and remain:
 - a fit and proper person to be involved with children's education and care; and
 - a PMC has the same legal responsibility for the safety, health and wellbeing of children at their service as an approved provider; and

- A PMC can be individually liable.
- Persons who are a PMC must complete the below procedure. PMC positions will be reviewed annually. The position of PMC may be suspended in light of performance related issues.

For more information review the

3.6 Governance Process and Practices

We provide leadership and direction to all our centre teams as well as confidence for our families and communities. We must ensure there are effective systems, procedures, and processes in place to support Guardian centres operating effectively and ethically.

An effective governance framework includes:

- A statement of philosophy based on the centre's beliefs, values, and aims for the educational program.
- An effective and efficient management system to:
 - Enable the operation of a quality centre.
 - Ensure that all aspects of its operations, including policies and procedures, are consistent with the principles underlying the national law, national regulations and any other legislation that applies to the centre.
 - Manage foreseeable and long-term risks to the centre's operations and to children while they attend.
 - Embed ethical codes and practices that guide decision-making.
 - Ensure there are clearly defined roles and responsibilities that support effective decision-making and operation of the centre.
 - Ensure an effective complaints management process.
 - Implement guardian's strategic plan and day-to-day management of the organisation delegated from guardian's leadership team to the operations team and nominated supervisors of each centre.
 - Ensure a continuous improvement approach to all aspects of the centre and its educational program.

4.0 Responsibilities:

4.1 The Approved Provider will:

1. Ensure Guardian's philosophy guides all aspects of the business operations.
2. Ensure that a comprehensive set of policies and procedures are in place to guide the operation of our centres, and that all employees understand and follow these.
3. Ensure that all policies and procedures are based on advice from recognised authorities, comply with relevant legislation and are reviewed on a regular basis.
4. Ensure that mechanisms are in place, such as compliance tools, to ensure the organisation's policies are implemented and all regulatory obligations are adhered to.
5. Ensure that all incidents and/or complaints are monitored, and policies and procedures are reviewed to reflect this.
6. Delegate responsibilities to the Network teams to ensure effective provision to the centres.
7. Ensure there is an Organisation Governance Structure accessible and available to all key stakeholders.
8. That a Head of Organisation is appointed to meet Reportable Conduct Scheme requirements.
9. That we meet and provide systems to embed strong safety practices across all centres and support office.
10. That there are systems embedded to appoint Responsible Persons, Nominated Supervisors and Educational Leaders.

4.2 Centre Manager / Nominated Supervisor will:

1. Ensure that there are Responsible Persons appointed at the centre and at least one RP is rostered at all times the centre is in operation.
2. All team members have a current WWCC or equivalent and evidence of this is kept on the team member file.
3. That all team members in attendance have an educator record that includes all documents detailed on the record.



4. That ratio requirements are met.

4.3 Team Members will:

Ensure that they maintain a current WWCC or equivalent and ensure that this is provided to their manager.

4.4 Support Office will:

Ensure that they maintain a current WWCC or equivalent and ensure that this is provided to their manager.

4.5 Families and Community members will:

1. Know the governance structure of both Guardian and the centre.
2. Know who and how to contact the Centre Manager, Portfolio Manager and General Manager.
3. Know who is in charge of running the centre at any given time.
4. Be involved in the philosophy development and review.
5. Be involved in policy review that effects families.
6. Be involved in reflecting on continuous improvement.

5.0 Definitions

Governance: Governance of an organization refers to the system and processes through which an organization is directed, controlled, and administered to achieve its objectives. It involves defining the roles and responsibilities of key stakeholders, establishing decision-making processes, and ensuring accountability and transparency in all organizational activities. Effective governance is crucial for the success, sustainability, and ethical operation of an organization.

Key components of our organisational governance include:

Board of Directors: The board is responsible for setting the overall strategic direction of the organisation, approving major decisions, and ensuring that the organization is operating in the best interest of its stakeholders.

Management Team: The management team, led by the CEO, is responsible for day-to-day operations and implementing the strategies set by the board. This team is accountable for achieving the organisation's goals and objectives while ensuring that resources are used efficiently.

Risk Management: We identify, assess, and manage risks that could impact the organisation's and manage accordingly.

Accountability and Transparency: We are accountable for our actions and transparent in their decision-making processes. This involves clear communication about our performance, financial health, and decision making.

Leadership: Leadership plays a crucial role in guiding our organisation toward its goals, fostering a positive and productive work environment, and ensuring success and growth. A good business leader possesses a combination of skills, qualities, and behaviors that contribute to effective management and the overall well-being of the company. The mindsets underpin the values of effective leadership.

6.0 Tools and Resources

The most important documents I need are:

Persons With Management and Control Procedure
Compliance History Statement

Other supporting documents will include:

7.0 Links to the National Law and Regulations

Section 165 Offence to in adequately supervise children.

Section 167 Offence relating to protection children form harm and hazards

Regulation 168 Education and care services must have policies and procedures.

8.0 References

Education and Care Services National Law Act 2010

Education and Care Services National Regulations 2018

Guide to the National Quality Framework 2018

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