

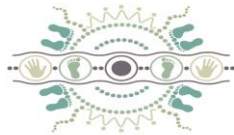
## P7-14: Governance Policy

The Governance Policy provides the overall direction, effectiveness, supervision and accountability of a Service. The approved provider and management are responsible for guiding the direction of the service, ensuring that its goals and objectives are met in line with the philosophy, and all legal and regulatory requirements governing the operation of the service.

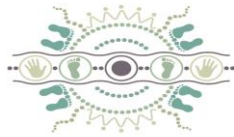
### NATIONAL QUALITY STANDARD (NQS)

QUALITY AREA 7: GOVERNANCE AND LEADERSHIP		
7.1	Governance	Governance supports the operation of a quality service.
7.1.2	Management Systems	Systems are in place to manage risk and enable the effective management and operation of a quality service.
7.1.3	Roles and Responsibilities	Roles and responsibilities are clearly defined and understood and support effective decision-making and operation of the service.
7.2	Leadership	Effective leadership builds and promotes a positive organisational culture and professional learning community.
7.2.1	Continuous improvement	There is an effective self-assessment and quality improvement process in place.
7.2.2	Educational leadership	The educational leader is supported and leads the development and implementation of the educational program and assessment and planning cycle.
7.2.3	Development of professionals	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 LAW AND NATIONAL REGULATIONS	
S. 13	Matters to be taken into account in assessing whether fit and proper person
S. 14	Regulatory Authority may seek further information
S. 21	Reassessment of fitness and propriety
S. 51	Conditions on service approval
S. 162	Offence to operate education and care service unless responsible person is present
S. 165	Offence to inadequately supervise children
S.172	Offence to fail to display prescribed information



S. 173	Offence to fail to notify certain circumstances to Regulatory Authority
S. 174	Offence to fail to notify certain information to Regulatory Authority
S. 175	Offence relating to requirement to keep enrolment and other documents
S.188	Offence to engage person to whom prohibition notice applies
29	Condition on service approval-insurance
31	Condition on service approval-quality improvement plan
55	Quality improvement plan
56	Review and revision of quality improvement plans
73	Educational program
74	Record of child assessments or evaluations for delivery of educational program
84	Awareness of child protection law
85	Incident, injury, trauma and illness policies and procedures
136 (3)	First Aid qualifications
117A	Placing a person in day-to-day charge
117B	Minimum requirements for person in day-to-day charge
117C	Minimum requirements for a nominated supervisor
157	Access for parents
158	Children's attendance record to kept by approved provider
161	Authorisations to be kept in enrolment record
162	Health information to be kept in enrolment record
167	Record of service's compliance
168	Education and care services must have policies and procedures
170	Policies and procedures to be followed
171	Policies and procedures to be kept available
172	Notification of change to policies and procedures
173	Prescribed information to be displayed
174	Time to notify certain circumstances to Regulatory Authority
175	Prescribed information to be notified to the 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
184	Storage of records after service approval transferred
185	Law and regulations to be available

## RELATED POLICIES

All QDPA policies.

## PURPOSE

Queanbeyan & District Preschool Association (QDPA) 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.

## SCOPE

This policy applies to children, families, staff, educators, management, approved provider, nominated supervisor, students, volunteers and visitors of the Association.

## IMPLEMENTATION

Under the Education and Care Services National Regulations, the Approved Provider must ensure that policies and procedures are in place in relation to the governance and management of the service (Reg. 168) and that they take reasonable steps to ensure those policies and procedures are followed (Reg. 170). ACECQA 2021. Governance is the process that directs and controls our Association, ensuring accountability, and supporting decision making.

QDPA is managed and governed by a Management Committee. The Management Committee oversees all aspects of the operation of the Preschools in conjunction with the Executive Officer. The Management Committee and Executive Officer are the legal entity and takes on the role of employer and all responsibilities of the Approved Provider under the Education and Care Services National Law 2010, Education and Care Services National Regulations 2010, and other relevant legislation as required.



We are committed to providing a strong Management Committee team who are aware of their roles and responsibilities to the Preschools, children, families, educators, and community. The Management Committee will always maintain their professionalism, performing in an ethical manner, which is reflective of QDPA's values, mission, philosophy and strategic priorities.

The approved provider and nominated supervisors of QDPA preschools accept the legal responsibilities associated with establishing, administering, and maintaining QDPA. Management may include Persons with Management or Control of the Service (PMC) as defined by ACECQA. Persons with Management or Control may *participate in executive or financial decision-making or have authority or responsibility for, or significant influence over, the planning, direction or control of the activities or the delivery of the education and care service* (ACECQA 2023). QDPA has the following established positions:

Approved Provider	Management Committee / Executive Officer
Executive Officer	Ashleigh Daly
Harris Park Preschool - Nominated Supervisor /Director	Ashley Hugill
Harris Park Preschool – Assistant Director & Educational Leader	Kyla Lee & Dorcas Hancock
Karabar Preschool - Nominated Supervisor/Director & Educational Leader	Jenny Farnhill
Mura Preschool – Nominated Supervisor/Director & Educational Leader	Carly Smith-Beeson
Mura Preschool - Assistant Director & Educational Leader	Christina Cake
Waratah Preschool - Nominated Supervisor/Director & Educational Leader	Joanne Crammond
In addition, Responsible Persons are assigned at each Preschool	

#### THE APPROVED PROVIDER IS LEGALLY RESPONSIBLE FOR:

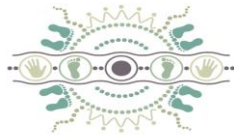
- ensuring compliance with the Education and Care Services National Law and Education and Care Services National Regulations



- ensuring compliance by all employees and educators with the Education and Care Services National Law and Education and Care Services National Regulations
- ensuring educators, staff, students and volunteers have knowledge of and adhere to this policy
- ensuring families are aware of this *Governance Policy*
- ensuring all notifications are made to the department, in writing, within the specified timeframes as outlines with the NQF
- appointing a suitably qualified nominated supervisor and educational leader for each preschool
- supporting the nominated supervisor in their role, providing adequate resources to ensure effective administration of QDPA
- notifying the regulatory authority of any changes to the nominated supervisor at least 7 days prior to the appointment (or as soon as possible, but no more than 14 days after commencement)
- notifying the regulatory authority within 14 days of any changes to Persons with Management or Control
- notifying the regulatory authority of any change to the ages of children being educated and cared for by the Service; and any change to the nature of education and care offered by the Service (Reg 175 (2)(a))
- displaying the prescribed information as listed in Reg. 173 including the current rating levels for each quality area stated in the National Quality Standard
- ensuring background checks, including criminal history for all nominated supervisors, and Working with Children Checks are completed for all staff and educators
- determining whether or not a person working in the preschool is a 'fit and proper person' (as per National Quality Framework and Family Assistance Law requirements)
- provide information to the regulatory authority upon request in relation to being a 'fit and proper person'
- implementing a probation and induction orientation program to ensure employees are aware of their roles and responsibilities, understanding of the values and organisational culture of the preschool and QDPA, policies and procedures, child protection law and other legislation
- developing a clear and agreed philosophy, which guides business decisions and the work of management and staff
- acting honestly and with due diligence
- ensuring that families of enrolled children have access to enter the premises (Reg. 157)



- 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 QDPA to be in line with the philosophy and goals
- maintaining up to date and current policies and procedures for compliance by all educators
- ensuring the health, safety and wellbeing of children and taking every reasonable precaution to protect children from harm or hazard
- ensuring policies and procedures are followed in the event that a child is injured, becomes ill or suffers a trauma (Reg.85)
- confirming incident, injury, illness or trauma records are stored in a kept in a safe and secure place until the child is 25 years of age. In the event of a death of child while being cared for by the service or may have occurred as a result of an incident, the records must be kept until 7 (seven) years after the death
- being an employer, including all legal and ethical responsibilities that this entails
- appointing staff and monitoring their performance
- ensuring educator qualification requirements are current
- ensuring all educators and staff have a clear understanding of the hierarchy of management
- providing clear and direct written and verbal feedback and instruction that is suitable and appropriate to the task
- ensuring QDPA remains financially viable and can meet its debts and other obligations as they fall due
- ensuring QDPA holds a current insurance policy for public liability with a minimum cover of \$10,000,000.00
- managing control and accountability systems
- reviewing QDPA's budget and monitoring financial performance and management to ensure QDPA is solvent at all times and has sound financial strength
- approving annual financial statements and providing required reports to government bodies and maintaining appropriate delegations and internal controls
- complying with funding agreements where appropriate
- Ensure that the nominated supervisor completes a Quality Improvement Plan (QIP) for each preschool and updating it at least annually



- ensuring the QIP is updated upon request by the regulatory authority and submitted to the regulatory authority upon request (Reg. 31, 56)
- developing coherent aims and goals that reflect the interests, values and beliefs of all stakeholders of QDPA
- establishing clearly defined roles and responsibilities for the members of the Management Committee and staff, individually and as a collective, and clearly articulating the relationship between all stakeholders
- evaluating and improving the performance of the Management Committee
- ensuring the educational program is based on an approved learning framework (EYLF) and contributes to each child's sense of identity and wellbeing
- complying with all other NSW and Australian governments' legislation that impacts upon the management and operations of QDPA
- ensuring all notification and reporting requirements are met regarding the National Quality Framework and other legislation
- ensuring a copy of the Education and Care Services National Regulations and National Law is available at all times at each preschool for use by educators, staff, families and visitors (Reg. 185)
- ensuring that requirements relating to the physical environment, space, equipment and facilities are met
- notifying the regulatory authority if transportation is provided by the preschool for the first time or if transportation ceases to be provided by the preschool [Reg. 175 (2)(f)]
- notifying families at least 14 days before changes to policy or procedures that:
  - affect the fees charged or the way they are collected
  - significantly impact the service's education and care of children, or
  - significantly impact the family's ability to utilise the service.

#### THE NOMINATED SUPERVISOR IS RESPONSIBLE FOR:

- adhering to the Education and Care Services National Law and National Regulations
- developing ethical standards and a code of conduct which guide actions and decisions in a way that is consistent and reflective of QDPA's expectations
- undertaking periodical planning and risk assessments and having appropriate risk management strategies in place to manage risks faced by QDPA and the preschool

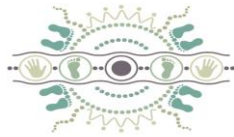


- ensuring that actions taken, and decisions made are clear and consistent and will help build confidence in all stakeholders
- the day-to-day management of the preschool
- ensuring all notification and reporting requirements are met regarding the National Quality Framework and other legislation
- the effectiveness of the preschools well-defined partnership between the Management Committee, Executive Officer 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 (for example: work health and safety; fraud prevention; complaint handling)
- identifying work required for completion and delegate to the appropriate educator/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 QDPA policies and procedures.

## ASSOCIATION AND PRESCHOOL PHILOSOPHIES

- The development and review of the philosophies will be a continuous process on an annual basis or when required.
- The philosophy and associated values and mission will reinforce all other documentation and the practices of the QDPA. The philosophy will reflect the principles of the approved national framework *Belonging, Being and Becoming: The Early Years Learning Framework for Australia, V2.0*
- There will be a collaborative and consultative process to support the development and maintenance of the philosophy that will include children, parents and educators.
- All documents will be dated and include nominated review dates.





## CODE OF CONDUCT

The standards of behaviour outlined in our *Code of Conduct Policy* provide guidance for all staff and educators to make personal and ethical decisions related to confidentiality, recruitment, duty of care, record keeping, professional relationships and appropriate use of resources within the Association.

## QDPA POLICIES & PROCEDURES

QDPA has policies and procedures for all aspects of operation at our preschools. This is required as a condition of our licensing approval by the state government and is designed to ensure that children receive consistent, quality early childhood education and care. All staff members must be aware of QDPA policies and procedures and are provided with access to all QDPA Policies and Procedures at the time of induction. Staff members are also required to sign that they have read and understand all QDPA policies. All staff members employed through QDPA are responsible for implementing our policies and procedures at all times.

A copy of all policies and procedures is readily available to staff, parents, and committee members. Policies are available on our website, OWNA, and on the shared drive for all employees.

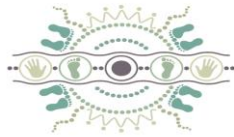
The Executive Officer regularly reviews policies and procedures to ensure compliance and currency. Feedback is sought from families, employees, and committee members when policies are being reviewed. All feedback is considered in the review process. Finalised policies are distributed to all staff for electronic signing and uploaded to the website and OWNA accordingly.

## CONFIDENTIALITY

All members of the management committee along with the executive officer, 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.
- Any information received or transmitted via mobile telephone (including text/SMS) or any other electronic device (e.g., email) shall be treated with the same confidentiality as any other written form of communication and must be stored confidentially.

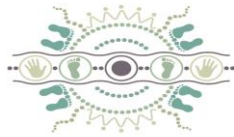
This obligation shall continue even after the individual has completed their term and is no longer on the management committee or employed by the Association. The obligation to maintain confidentiality also applies to any person who is invited to any meetings of the management committee.

### ETHICAL DECISION-MAKING

Our Association will make decisions which are consistent with our policies and procedures and that work in conjunction with the Education and Care Associations National Law and National Regulations, our approved learning framework (EYLF), and the ethical standards within the ECA Code of Ethics.

### REVIEW AND EVALUATION OF THE ASSOCIATION

- Ongoing review and evaluation will support the continuing development of QDPA. 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 each preschool and what needs additional development will be included in the QIP.
- The Association will maintain a strategic plan and review this document as required. Input from Association Staff, families and the broader community will be sought where appropriate.
- The Association's constitution will also be reviewed on an ongoing basis in accordance with the terms of the constitution
- The executive officer will conduct regular audits at each preschool in alignment with the national quality framework to evaluate current practice and compliance, and provide their findings to the nominated supervisor for inclusion into the QIP, staff meetings, newsletters, etc.
- Feedback will be regularly sought from families and employees to assess satisfaction across the



preschools and the Association

## MAINTENANCE OF RECORDS

- QDPA will adhere to record keeping requirements outlined in the National Regulations (177)
- QDPA will adhere to the storage of confidential records outlined in the National Regulations (181-184)
- QDPA has a responsibility to keep sufficient records about staff, families, and children in order to operate dependably and lawfully
- QDPA will safeguard the interests of all children, their families, and the staff, using procedures to ensure appropriate privacy and confidentiality practices are upheld
- The executive officer will determine the process, storage location, and timeline for storage of records, using the National Regulations as a minimum standard
- QDPA's orientation and induction processes will include the provision of significant information to managers, educators, children, and families to comply with National Regulations and Standards
- The executive officer will ensure that the record retention procedure meets the requirements of government departments and laws, including, but not limited to, the Australian Tax Office (ATO) and the National Law and Regulations

## MANAGING CONFLICTS OF INTEREST

- Conflict of interest, whether actual, potential or perceived, must be declared by all members of the Management Committee, Persons with Management or Control, or any paid employee to ensure it can be managed 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 cause 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 executive officer and/or the management committee about the conflict.
  2. A conflict of register form is required to be completed and submitted to the Executive Officer and Management Committee for reading, acceptance/refusal, and signing



3. The details will be added to the QDPA conflict of interest register, which is to be reviewed every six months.
4. Any changes to the conflict of interest must be disclosed promptly to the executive officer and/or management committee.

[see *Conflict of Interest Policy* for more details]

## OVERVIEW OF QDPA MANAGEMENT COMMITTEE

The Management Committee is elected each year at our Annual General Meeting (AGM). All family members of children who attend the preschools are invited to join the Management Committee as well as members of the community as required. The members of the committee include:

Chair

Vice Chair

Treasurer,

Secretary,

General Committee members

Public Officer/ Teacher Representative (Executive Officer)

The Management Committee has an overall responsibility for the sustainability and relevance of QDPA. The Committee provides effective governance to support the operation of our quality education and care service and actively supports families to meaningfully engage with the Association philosophies, policies and procedures and provide feedback to ensure ongoing improvement.

## NEW COMMITTEE MEMBERS

To meet our regulatory requirements, our Committee Members are required to provide certain information. This information is used to lodge notifications with the Department of Education and the Australian Charities & Not-for-Profits Commission (ACNC). These requirements include:

- A completed Declaration of Fitness & Propriety document which is submitted to the Australian Children's Education & Care Quality Authority (ACECQA) to provide evidence they are deemed a fit and proper person as per the Education and Care Services National Law Act 2010 Section 12.



- A completed Application of Membership of Association form (current and past families membership fees of \$1 are considered paid as part of their advance fee payment for their child, however, the form requires completion)
- A clear photocopy/scan of a driver's licence (which is submitted to the Regulatory Authority as proof of identity with the PA02 Declaration form)
- Suitable qualification and/or resume to demonstrate fitness as a proper person to manage.
- A current NSW WWCC (Working with Children Check)
- Criminal History Check (Police Check)
- A completed Committee Member Confidentiality Agreement.
- A completed Conflict of Interest form (if required)

On acceptance of membership to our Committee, the Public Officer/Executive Officer will provide all of the information required to the new members and support any questions regarding the process of provision of these forms.

Persons who have been banned or disqualified by the Australian Securities & Investment Commission (ASIC) are not eligible to be members of the QDPA Management Committee. All prospective members of the Committee are checked against the ASIC "banned & disqualified" list for this reason.

## STRATEGIC PLANNING

The Management Committee needs to plan beyond the end of their term of office to ensure the ongoing viability of the QDPA Association and our preschool services. Strategic planning, strong service policies and clear risk management procedures help to focus the committee, staff and families on working together towards the same long and short-term goals and thereby provide security and ongoing quality across the Association. A 5-year strategic Plan will be developed and maintained by the QDPA Management Committee in consultation with the Executive Officer & individual preschool directors.

## IN RELATION TO THE ASSOCIATION, COMMITTEE MEMBERS WILL:

- Ensure they take their role and responsibilities seriously
- Adhere to the QDPA *Code of Conduct* and *Privacy and Confidentiality Policy*



- Have a valid Working with Children Check and criminal history check
- Receive relevant paperwork on commencement of the membership.
- Submit relevant paperwork back to the Executive Officer in a timely manner to meet the regulated timeframes for submissions
- Be involved in conjunction with families and educators in the development and review process for all policies and procedures
- Reflect upon and provide feedback on the strategic plan
- Ensure all ideas and concerns are recognised and addressed in a professional and timely manner
- Will encourage family participation in the Management Committee to represent the family body of QDPA
- Make written information regarding the Association's structure available to families at all times
- Ensure a suitably qualified and experienced Executive Officer oversees the day to day running of the Association
- Will formally declare any conflicts of interest, whether actual, potential or perceived

## SOURCE

Australian Children's Education & Care Quality Authority. (2024). [Guide to the National Quality Framework](#)

Australian Children's Education & Care Quality Authority. (2023). Policy and procedure guidelines. [Governance and Management Guidelines](#).

Australian Government. Department of Education. [Child Care Provider Handbook](#). (2024)

Early Childhood Australia Code of Ethics. (2016).

Education and Care Services National Law Act 2010. (Amended 2023).

[Education and Care Services National Regulations](#). (2011). (Amended 2023).

## REVIEW

Version Control	Date	Author	Description of Change
1.0	2021	QDPA	Original document
2.0	2022	QDPA	<p>Scheduled Review</p> <ul style="list-style-type: none"><li>• Extensive detail added in relation to Management Committee role and referencing to QDPA Constitution</li><li>• Section on QDPA Policies &amp; Procedures added</li><li>• Additional law/regulations added in Links and document as required- ACECQA Guidelines to Policy and Procedure document (August 2021)</li><li>• Mura Preschool added to outlined positions table</li><li>• Appendix – Organisation Chart updated to include Mura Preschool</li><li>• Related policies added</li></ul>



Queanbeyan and District  
Preschool Association

			<ul style="list-style-type: none"><li>• Sources checked for currency</li></ul>
3.0	February 2025	QDPA	<ul style="list-style-type: none"><li>• annual policy maintenance</li><li>• new regulations added re: storage of records</li><li>• minor formatting changes</li><li>• sources updated as required</li><li>• removed duplicated information</li><li>• updated reference from managing director to executive officer</li></ul>



Queanbeyan and District  
Preschool Association

## Appendix A – Association Structure as of 2025

### QDPA MANAGEMENT COMMITTEE

