



Management Policy

1. POLICY STATEMENT

The Walkerville Primary Out of School Hours Care (OSHC) is governed by the Walkerville Primary School Governing Council. Our service abides by the National Regulations and Standards and is assessed by Australian Children’s Education and Care Quality Authority (ACECQA)

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2. SCOPE

This policy applies to students, families, volunteers and educators at the service.

3. IMPLEMENTATION

(a) Management structure of the service:

1. Governing Council
2. Principal and OSHC Representative

Reviewed: July 2021

Date for next review July 2022 or as required

3. Co-Directors
4. Management Committee
5. Responsible Persons/ Educational Leader

(b) The Approved Provider (Walkerville Primary Governing Council Inc) will:

- ensure the service abides by the following policy
- provide all organisational policies to all staff, parents and/or guardians, as well as approved persons on request.
- review policies on a regular basis, at least annually.
- ensure parents/guardians have access to our program, policies and OSHC information at all times so that families are kept informed of their responsibilities about the service.
- ensure any policy changes are in line with the service philosophy, quality practices and to ensure the safety and wellbeing of children.
- ensure families and educators will be informed of changes to service policies in hard copy form and via email if requested.

The Management Committee meeting once per term and meetings are roughly 1-2 hours long. Governing Council meet twice per term and meetings are roughly 2 hours long.

The Co-Directors are in frequent contact with our Governing Council OSHC representative via phone, email and in person.

4. SECTIONS

Section (1) ABSENCE OF DIRECTOR

Policy Statement

Walkerville Primary OSHC will have a responsible person physically present at OSHC at all times.

Background

The Education and Care Services National Law determines that a responsible person must be physically present at a school based service at all times that a service operates.

- There must be a Responsible Person in charge of the service and physically present at all times.
- The Responsible Person is placed in day-to-day charge of the service in accordance with the National Regulations.
- Generally the Responsible Person at a service will be the Nominated Supervisor.
- Certified Supervisors could agree to be the Responsible Person when the Nominated Supervisor is not on duty, to ensure that during all operating hours there is a Responsible Person present at the service.
- The Responsible Person, although in charge of the service does not take on the responsibilities of the Nominated Supervisor.
- The Nominated Supervisor has overall charge of the service and ensures that there is consistency and continuity in practice.

A responsible person can be

1. The Approved Provider – The Principal of the school who is responsible for the management and control of the service.
2. The Nominated Supervisor – The Director who has a Supervisor’s Certificate and is designated by the service as the Nominated Supervisor
3. A Supervising Educator – an Educator who has signed authorisation form and has been placed in day-to-day charge of the service in the absence of the Nominated Supervisor.

The Approved Provider will

- ensure the Nominated Supervisor and the Supervising Educator have a clear understanding of the role of the responsible person.
- ensure that the responsible person is appropriately skilled and qualified.
- ensure a responsible person is physically present at the school at all times when the OSHC is operating.

The Nominated Supervisor or delegated authority will

- arrange for the keeping of a “responsible person record”. This record will document the current responsible person.
- ensure the name of the responsible person is displayed on the door of the main OSHC room.

Section (2) ACCOUNTING AND FEES

Policy Statement

Family fees and government subsidies (Child Care Subsidy-CCS) provide the money to pay wages and provide equipment for daily running of the service. Accounts are calculated weekly in arrears using computer system SPIKE and are distributed via email. Accounts are usually available on Tuesday after the previous Friday, which is the end of the accounting period. However due to unforeseen circumstances accounts may sometimes be available later than this. It is the account holder's responsibility to collect accounts and pay by the due date.

Procedure

Payment of Fees

- Fees are payable weekly or fortnightly.
- Accounting and receipting is carried out daily.
- Accounts are sent via email supplied on the enrolment form.
- Fees must be paid for all permanently booked sessions, irrespective of whether the child/ren cannot attend the service through illness, personal holidays etc.
- Booked sessions cannot be exchanged for sessions which are not booked.
- Families wishing to alter sessions need to apply for those sessions on a permanent basis.
- Casual bookings require 48 hours' notice prior to sessions of a cancellation or full fee is charged.
- Permanent bookings require 14 days' notice of a cancellation or full fee is charged.
- Non Excursion School Closures require 48 hours' notice to cancel without full charge
- Excursion School Closures require 7 days' notice to cancel without full charge
- Fees can be paid via the different payment methods. Qkr App, Internet Banking or Direct Debit.
- Fees must be paid within 28 days of care, or we reserve the right to place care on hold until the balance is cleared and a payment plan is put in place.

Registration fee

The Walkerville Primary Out of School Hours Care Program charges an annual family registration fee of \$10. This fee will be applied to the family's first account. It is a government

requirement that all children are registered prior to commencement, and that emergency information must be provided along with permission to seek emergency medical treatment.

Public Holidays

- When a Public Holiday falls on the day the child is booked in no fee will be charged.

Pupil Free Days/School Closures

- When a Pupil Free Day or School Closure falls on day the child is usually booked to attend, no fee will be charged unless they have been booked in for care officially on that day via text message or email.

Vacation Care Fees

- Vacation Care needs to be booked separately from Before School Care (BSC) and After School Care (ASC).
- Daily charges will be provided on the Enrolment and Information form, which is, released in week 4-5 each term prior to the upcoming school holidays.
- Once families have filled in forms for the holiday bookings, it will be entered as a booking on the computer.
- This is confirmation of all bookings requested on the form unless otherwise instructed.
- All bookings require a non-refundable \$10 booking fee per day per child. Parents are unable to exchange bookings once they have been entered into the system. A new day and a new \$10 deposit will need to be paid to ensure a new day being booked.
- Once the bookings have closed off for the Vacation Care period, any cancellations made after this date will incur the full charge for the day. Any bookings cancelled before the cut-off date will only incur the \$10 loss of deposit.
- **Please note: You will be unable to book in for Vacation Care if there is an outstanding amount due outside the 28-day period, this includes all bookings.**

Leaving the Service and Changing your Booking

- Two weeks' notice is required when your child leaves the OSHC service permanently, or if you reduce your child's booked times so that a vacancy can be created and can be filled without loss of revenue to the service.
- All fees will be charged where two weeks' notice is not given.
- Parents are unable to swap bookings. A new booking will need to be made and the two weeks' notice still applies.

Service Closure

- When the OSHC service is closed over the Christmas/New Year break, no fee will be charged.

Fee Reductions

- Some families are eligible for The Commonwealth Government Child Care Subsidy. This will reduce the fees payable to the service. The Child Care Subsidy will be paid direct to the service and applied to the fees charged. Families will need to pay the gap or balance to the service. The amount of Child Care Subsidy payable is means tested. The number of eligible hours is determined by an Activity Test detailed on the Service Australia (Centrelink) Website. To apply for Child Care Subsidy the account holder must contact Centrelink by accessing the MyGov website and following the prompts.
- Our OSHC requires the CRN for both the enrolling family member, each child and their correct D.O.B.
- Once all details are entered per the enrolment form into our system, Centrelink can will be advised of booking details to assess the Child Care Subsidy payable.
- Full fees will be charged until such time as the OSHC service receives the CCS payment applicable to the customer account.

Late Fee

- A late fee will be charged at the rate of \$30 per 15 minutes or there-part of for collection of children after the service closing time of 6.00pm.

- This will be charged to the account accordingly. If this is an ongoing issue, enrolling families will be spoken to about arranging alternate care if they are unable to collect their child on time. Please note, the Child Care Subsidy does not apply to the late fee.

Section (3) DROPPING OF AND PICKING UP

Policy Statement

We aim to provide a procedure for dropping off and picking up children from the service to ensure clear routine and the safety of the children in our care. Families must follow the specific communication procedures to ensure we can provide appropriate care for all children.

Procedure

Dropping off

- Children are not to be left at the service prior to the opening time of 7:15am.
- On arrival the carer dropping of the child is responsible for the signing in of children on the device. This must be done with their own personal code.
- The carer dropping the child off to the service must ensure an educator is aware of the child's presence at the service before leaving.

Picking up

- Children must be collected from the service prior to the closing time of 6:00pm
- The authorised carer collecting the child must enter their code on the signing out device prior to departure.
- Families who have given written permission for child to leave the service by themselves will need to notify educator and the educator will sign out child at departure time on signing out device.
- The authorised carer must ensure all belongings are collected prior to leaving the service.
- If the child needs to be collected by a person that is not on the collection list, families need to notify an educator prior to collection and the person can be added to the collection list.
- Any new person collecting the child must bring photo identification to the service and show a relevant educator before child is collected.

- The child will not be released to any person not on the collection list, or if the service has not been given written permission by the family prior to collection.
- In an emergency the family must call the service prior to collection to inform them if a person that is not on the collection list needs to collect their child. This then needs to be texted to the phone for educators to have written confirmation.
- Any carer that arrives to collect a child must be able to produce photo identification.
- In the event a person under the age of 18 must collect the child, families must fill in the 'siblings collection permission form' this will give those who are under 18 permission to collect a child from the service.
- For late fees please see Accounts and Fees Section (2).
- In the event a child has not been collected by a carer by 6:10pm and no notification has been given by family of late collection, educators will begin calling persons on the emergency contact list. If no contact can be made by 6:30pm the educators will contact the assistant principal and the local police station for guidance. Educators will follow the instructions from the local police station to resolve the issue and will remain with the child until appropriate care can be located and child can be collected.

Section (4) EDUCATOR: CHILD RATIOS

Walkerville Primary OSHC aim to provide safe and quality care to all children at the service. Our educators are provided our supervision policy and must comply with all standards provided.

Procedure:

- There will be a minimum of 2 educators present at the service at all times.
- Educators must be replaced with appropriate relief educators in the instance of sickness or the inability to work.
- Students and volunteers are not be counted in the educator: child ratio.
- At least one educator on site at all times has their qualification in first aid of HLTAID004.
- When organising educator: child ratios for excursions and incursions the setting, any hazards, the proposed activities and duration of the excursion and incursions will be noted.

- Our service will adhere to the standards outlined by ACECQA. No more than 15 children will be allowed on site for every one educator.

Section (5) EMPLOYMENT AT THE SERVICE

Policy Statement

Walkerville Primary OSHC service provides employment under the appropriate awards and conditions. Taking into consideration Equal Employment Opportunity (Commonwealth Authorities) Act 1987, Income Tax Assessment Act 1997, Superannuation Act 1976, Fair Work Act 2009 and the Work Health and Safety Act 2012.

Conditions of Employment

- All relevant conditions set out by each award apply to all educators employed at the service.
- It is the co-directors responsibility to keep up to date with any changes to the appropriate conditions and inform all educators of these changes.
- All educators will abide by the educators Code of Conduct and Service Philosophy.
- All educators will be paid fortnightly and will need to sign in and out using the Tanda program in the staff room. It is the responsibility of the individual educators to remember to sign in and out using this system.

Educator Induction

Educators are given an induction package on first shift, the induction process is performed by the co-directors for all employees and this will be reviewed by the end of the induction. The induction process will consist of the following:

- Clear instructions of the service operations and expectations
- Code of conduct
- Important contacts and numbers to know
- Directors guide for new educators
- My Time Our Place – Framework for School Aged Care
- National Quality Standards
- Personal Details form to be filled in and returned

- Tax file declaration
- Feedback on induction
- The service pedagogy
- Philosophy
- Information and orientation
- Emergency Evacuation procedures
- Lockdown procedure
- Supervision policy

These are to be reviewed by the educators and some forms returned to co-directors.

Section (6) ENROLMENT POLICY

Policy Statement

Our service aims to provide the local community with an efficient, clear and easily understandable enrolment process. We ensure the confidentiality of all families enrolling in the service (see Confidentiality Policy). When the family member enrolling the child/ren is not fluent in English, wherever possible, the induction will be conducted in their first language with a translator.

Procedure

- An enrolment form must be completed and received by the service from each family prior to the child/ren attending.
- Enrolment forms must contain all relevant details relating to personal, medical and custodial details for each child, parent or guardian and emergency contacts, along with any special requirements relating to that child.
- If a child is subject to an access order or agreement, the service must have a copy on record plus any subsequent alteration registered by the court.
- Evidence of court orders or agreements will be considered part of the enrolment in order to minimize, the likelihood of distressing situations occurring in the future.
- All enrolment forms are to be kept in a locked file and kept confidential from all but the approved persons who enrolled the child, relevant educators, management and Commonwealth and /or State Department Officers.

- A registration form must be completed prior to every vacation care period to secure bookings.
- Families will be advised that it is their responsibility to notify educators of any changes to their enrolment. This can be done in via email, text message or in writing in our communication book. This includes any requests for changes or cancellations of any permanent or casual bookings, changes to pick up or emergency contact list or information regarding child's/ren's bookings that need to be altered.
- If any days have a waiting list for BSC and ASC the directors will inform the family when they receive the enrolment form. Any child/ren will then be placed on the waiting list and families will be notified by phone or email by the directors when a permanent place becomes available. Families/caregivers are required to notify whether they require the care being offered within one week of being notified.
- Casual Bookings are available for each day in BSC and ASC, providing they are not fully booked out. Families/caregivers can request the use of a care on any given day on a casual basis. The directors will notify at the time of the request if care will be available.
- Emergency Care is available and the directors will allow care if they deem that it is necessary.
- During Vacation Care, excursions have limited vacancies. All vacancies will be closed prior to the closing date at the nominated date on the registration form. If during the initial enrolment process a child does not obtain a place on a given excursion, due to a waiting list, families can enquire on the day of an excursion as to whether any vacancies have arisen. If a vacancy has arisen due to illness or absence of another child a replacement child will be allowed to attend.
- Enrolments of children are based on the Commonwealth Government 'Priority of Access' Guidelines where necessary. These guidelines must be used when there is a waiting list for a service and a number of parents are applying for a limited number of vacant places, or if the service is full and a Priority 1 or 2 child requires child care.
- The booking form will last the duration of the current school year (or Vacation Care Period). Prior to the commencement of the new year returning families will need to fill in a statement of intention. In the event of a new booking form not being

completed, children will not be accepted to the service using the previous year's booking form.

- The bookings made by families over the year do not roll over to the next year and a statement for intention will need to be filled in for the new year's bookings.
- Once the booking form has been completed all fees and charges will be raised as a direct result of the information provided therein.
- Families will need to complete a Child Care Subsidy assessment online to check eligibility and entitlements to CCS which needs to be done through myGov website.

Enrolment Pack

Families will be provided with an enrolment pack which consists of:

- Current fee structure and payment details
- Parent Handbook

Section (7) GRIEVANCE PROCEDURE

Policy Statement

Our OSHC believes in the important role families play in the running of our service and value their input. We aim to ensure that families feel welcome to communicate any concerns they have in relation to the service, educators, management, our programs, the environment or policies without fearing negative consequences and are fully aware of the procedure to do this.

The following procedure applies to all family communication regarding input for the service.

- Walkerville OSHC will support the right for all families to lodge a grievance and will endeavour to help resolve any issues that have occurred.
- Grievances can be made in an informal or formal basis. Any grievance made by families will be taken seriously and educators will ensure they will work to rectify the issue.
- All conversations that families would like to be confidential will be undertaken in the office, away from children, other families and educators.
- If a family has a grievance about the service they are encouraged to speak to one or both of the Co-Directors.

- In the event a family has a grievance about one or both of the Co-Directors it is advised they make an appointment to speak to the Assistant Principal to discuss their issue.
- Any grievance made to the Co-Directors of the service or to the assistant principal will be recorded with the date, time, people present and issue raised.
- Co-directors and Assistant Principal will inform the family of the decision made by the service to rectify the issue and any action taken.
- Educators will be informed of the grievance if relevant verbally or in writing and will be directed to the appropriate action needed to be taken.
- Grievances can also be directed to The Chairperson or Governing Council in writing. This grievance will then be reviewed by the Governing Council. The email address of the Chairperson can be requested from the school or Co-Directors.

Section (8) MANAGEMENT OF POOR PERFORMANCE

Policy Statement

Walkerville Primary OSHC aim to ensure the safety and care for all children through high quality professionalism and standards of behaviour from all educators. If an educator falls below these standards it will be clearly addressed by co-directors and a resolution will be worked towards.

Definitions:

Poor performance:

- Not meeting the job description/ contract
- The severity of the conduct of the educator will dictate if an immediate verbal warning is given or the following process is required.

Written warning:

A written warning is to be given to an educator for misconduct, this will be recorded and must be signed by the educator and the co-directors and will be kept in the educators file.

Procedure for dealing with serious unacceptable behaviour

Where an educator in the workplace is found:

- Intentionally endangering life
- Is found stealing

- Arrives for work under the influence of drugs or alcohol
- Inflicts or threatens physical or sexual harassment or abuse

In these instances the employee is to be advised in written form of an investigation into the reports and action will be taken. When immediate termination is required the educator will have all shifts cancelled and employment terminated. All relevant records will be kept in the employees file.

Considerations

National standards and regulations

Fair Work Act 2009

Work Health and Safety Act 2012

Procedure for Poor Performance

Step 1: A letter is provided to the educator to initiate the process outlining the issue(s) raised and the evidence given to support this. An appropriate time frame to resolve the issue(s) that are raised with the employee is provided and this will be different based on the nature of the issue(s).

Step 2: A initial performance improvement meeting is conducted reviewing the issue(s) raised and the improvements made. The co-directors and educator will meet to communicate if the educator has met the expectations outlined in the letter and the next review period.

Step 3: Subsequent performance improvement meeting(s) during the review process. These are to review the ongoing performance of the individual educator and to establish a success measure.

Step 4: Review of all outcomes, this is a black and white review of the success or failure of the process. The employee is provided the opportunity to provide input regarding the process and how they have gone.

Step 5: If the performance of the educator is deemed satisfactory according to the review process conducted by the co-directors the educator will receive a letter of recognition of performance improvement.

If the performance of the educator is deemed as not satisfactory according to the review process conducted by the co-directors the educator will receive a letter of termination in meeting with the co-directors.

Section (9) PARTICIPATION OF VOLUNTEERS AND STUDENTS/VISITORS TO THE SERVICE

Policy Statement

Our educators will maintain a safe and secure environment for educators, the children, families and visitors to the service. The OSHC will promote a positive role for volunteers and encourage a wide range of family participation.

Background

The presence of visitors must be monitored and documented. The OSHC encourages students and volunteer participations as we are committed to assisting students gain valuable experience in early childhood settings. Volunteers come from a wide range of backgrounds and bring with them a wonderful array of experiences, skills and interests. It is hoped that the volunteer experience will also provide assistance to the volunteers themselves; providing opportunities to spend time with young children in an educational setting, the acquisition of work skills and experience, helping to maintain self-esteem, confidence, and self-respect and developing broader social contacts.

Volunteers have the right to

- Protection (a safe environment)
- Be listened to
- Decide when and how long to be available
- Supervision and instruction
- A real piece of work or task
- Promotion and variety
- Negotiate the job, times and days
- Know what the job is before starting
- Have the right tools for the job
- Contribute to the decision making process

Volunteers have the responsibility to

- Be conscientious
- Be punctual

- Be responsible for what they have agreed to do
- Be reliable
- Let the coordinator know if they are unable to work
- Maintain confidentiality
- Support other volunteers
- Be a team member
- Seek support when needed
- Know their own limitations (time, money, physical needs, family and friendships)
- Most positions are described briefly in the OSHC Information Book given to all families on enrolment.

Orientation, Education and Training

- Prior to work the Volunteer receives an orientation which includes;
- Location of attendance book. Voluntary staff are to sign on and off at each attendance.
- Introduction to staff.
- Tour of areas (if unfamiliar).
- Location of place to keep personal possessions, e.g. bag.
- Location of adult toilet facilities.
- Explanation /training for job, including any Work Health and Safety issues.
- Location of materials required to complete tasks.

Section (10) POLICY DEVELOPMENT AND REVIEW

Policy Statement

Our service aims to provide effective management and a quality service through the ongoing development and review of policies, which are required to run the service effectively. The Management Committee and School Governing Council will ensure that all individuals are aware of relevant policies and have free access to the policy booklet.

- Management Committee will ensure all policies developed in accordance with the National Regulations and Standards.
- All other policies deemed necessary by School Governing Council will be developed accordingly.

Any review and development of policy will be based on the following criteria

- An issue or problem arises that is not addressed in the current policy.
- The current policy is not meeting a current need.
- Daily operations of the service are not addressed in the policy and are unclear to educators, children or families.
- Educators, families or Governing Council are unsure how to proceed in a certain situation.
- Changes have been made to daily operations of the service due to an outside influence.
- Suggestions to the policy have been made by any persons involved in the service.
- Policies will be reviewed yearly, or more frequently where one of the above occurs to ensure the policies are up to date and current for daily running of the service.
- Any changes to policy will be announced on the family board, the newsletter and in any relevant meetings such as staff meeting, Governing Council and Management Committee.

Section (11) RESOURCING

Policy Statement

Educators are hired under the Children's Services Award, the service employs educators on a casual and permanent basis.

Procedure; Panel: Co-directors, Educational Leader

Stage 1: Advertisement will be placed on Seek.com.au to find suitable applicants. All information regarding the requirements of the candidates will be placed in the advertisement.

Stage 2: Suitable candidates will be selected by the panel and be asked to participate in a phone interview. To proceed to the next stage candidate must provide suitable responses to previously created questions created for each stage. These are created by the panel prior to interview and are the same for each candidate.

Stage 3: A face to face interview is conducted for a maximum of 1 hour, this will be done by the panel at the service. A face to face interview question list will be asked of every candidate.

Stage 4: Trial shift requests will be sent to those who were deemed suitable from stage 3. These shifts will be conducted in the afternoon from 2:30pm-5:30pm. Candidates participating in trial shift will be given a performance values sheet to look over. This includes the qualities the service values in the philosophy and are to be evaluated against.

Stage 5: for those candidates who pass the trial shift, references listed on their resumes will be called and previously created questions will be asked of all referees.

Notification:

- Applications will be given the approximate that they will be contacted regarding their suitability for the position. Successful applicants will be notified by email or phone call.
- Unsuccessful applicants will be notified by email or phone call.

Section (12) ROLE OF EDUCATIONAL LEADER

Policy Statement

Walkerville Primary OSHC has appointed an Educational Leader(s) to lead the educational program of the service, to oversee all administration duties and mentor new educators in their role in the service. The Educational Leader(s) role include the following:

- Lead the development of the program using the Approved Learning Framework to inform and guide children's learning and development. This includes the following; ensuring that curriculum decision making is informed by the context, setting and cultural diversity of the families and the community. Ensuring that the foundation for the program is based on the children's current knowledge, ideas, culture and interests. Ensuring that critical reflection and evaluation of children's learning and development is used for planning and to improve the effectiveness of the program.
- Mentor Team Members in the implementation of the program, provide professional support to assist with further skills and knowledge, and provide opportunities for ongoing reflection and feedback on current practices.
- Discussing routines and how to make them more effective learning experiences
- Assisting with documenting children's learning and how these assessments can inform curriculum decision making.

Section (13) SERVICE OPERATING HOURS

Policy Statement

Walkerville Primary OSHC opening hours:

Before School Care hours

Monday to Friday: 7:15am-8:30am

After School Care Hours:

Monday to Friday: 3:25pm-6:00pm

Vacation Care Hours: 7:15am-6:00pm

Walkerville Primary OSHC will be closed Public Holidays

Over Christmas and New Year period the service will close operations for a minimum of 14 consistent days. These days will be negotiated with governing council and management committee prior to the end of term 3.

5. SOURCES

- ACECQA - Guide to the Education and Care Services National Law and the Education and Care Services National Regulations 2011
- Education and Care Services National Regulations 2018
- My Time Our Place 2019

6. LEGISLATIVE REFERENCES

National Quality Standard

Quality Area 1 - Educational Program and Practice **1.1** Program **1.2** Practice **1.3** Assessment and planning

Quality Area 2 - Children's Health. & Safety **2.1** Health **2.2** Safety

Quality Area 4 - Staffing Arrangements **4.1** Staffing arrangements **4.2** Professionalism

Quality Area 5 - Relationships with children **5.1** Relationships with children

Quality Area 6 - Collaborative partnerships with Families and Communities **6.1 & 6.2**

Quality Area 7 - Governance & Leadership **7.1** Governance **7.2** Leadership

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Date for next review July 2022 or as required

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Legislation

National standards and regulations

Fair Work Act 2009

Work Health and Safety Act 2012

Equal Employment Opportunity (Commonwealth Authorities) Act 1987

Income Tax Assessment Act 1997

Superannuation Act 1976

My Time Our Place

Outcome 1: Children have a strong sense of identity

Children feel safe, secure, and supported

Outcome 3: Children have a strong sense of wellbeing

Children become strong in their social and emotional wellbeing

Children take increasing responsibility for their own health and physical wellbeing

Principles

1. Secure, respectful and reciprocal relationships
2. Partnerships

Reviewed: July 2021

Date for next review July 2022 or as required

3. High expectations and equity

4. Respect for diversity