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This Resource Manual assists services to explore the roles and responsibilities expected of its Management Committee members.

If you have recently been elected as a committee member or have been on a committee for a while, but feel you need to review the key responsibilities of your role, this easy-to-follow workbook, which includes role descriptions, checklists, key legislation information and form templates, will assist you.

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1.0 DEFINITIONS & ACRONYMS



ACECQA

Australian Children's Education and Care Quality Authority

APPROVED PROVIDER

The legal operator of the service, which is the Management Committee and is legally responsible to the Education and Care National Law, regulations and standards

ECRU

The Education and Care Regulatory Unit of the Department of Communities oversee Education and Care and National regulations and standards in Western Australia

EDUCATORS

Employees that are directly engaged in the care of children at the service

FAIR WORK COMMISSION

The Commission is the independent national workplace relations tribunal. It is responsible for maintaining a safety net of minimum wages and employment conditions, as well as a range of other workplace functions and regulation

MANAGER

Person responsible for the operational management of the service. Depending on your service and its organisational makeup, this person could also be called the Coordinator, Director, Supervisor or FDC Carer

NQF

National Quality Framework
NOMINATED SUPERVISOR

This person is responsible for the day-to-day operations of the service and for ensuring the service complies with national law, regulations and standards. When not present a pre-selected person in day-to-day charge (PIDTDC) relieves this duty

QA

Quality Assurance

SERVICE

Refers to a children's service i.e. Long Day Care, Outside School Hours Care, Family Day Care, Occasional Child Care

2.0 COMMITTEE KEY RESPONSIBILITIES CONTENTS TABLE

Resource Sheet	Committee Roles	Effective Meetings	Legal Responsibility & Risk	Employer Responsibility	Financial Accountability	Licensee	Quality Assurance	Policy, Planning & Review	Communication with all Stakeholders
Committee Job Description	✓	✓	✓	✓	✓	✓	✓	✓	✓
Committee Induction	✓								
Associations Incorporates Act	✓		✓		✓				
Executive Roles	✓		✓		✓				
Management Committee Responsibilities	✓		✓	✓	✓	✓	✓	✓	✓
Licensee Support to Supervising Officer	✓		✓			✓		✓	✓
Management Committee and Manager's Role	✓		✓	✓	✓	✓	✓	✓	✓
Employer Responsibilities	✓			✓					✓
Checklist Tasks	✓		✓	✓	✓		✓	✓	✓
Confidentiality	✓	✓	✓			✓	✓		✓
Setting the Scene for your Meeting		✓							✓
Agenda	✓	✓	✓		✓				✓
Minutes	✓	✓	✓						✓
Decision Making		✓					✓		✓
Organisational Chart	✓			✓				✓	✓
Key Legislation	✓		✓	✓	✓	✓	✓		
Philosophy Review							✓	✓	✓
Policy Review			✓			✓	✓	✓	✓
Marketing Strategies							✓	✓	✓
Useful Websites	✓		✓	✓		✓			

I'M ON THE MANAGEMENT COMMITTEE

3.0 MANAGEMENT COMMITTEE JOB DESCRIPTION

Responsible to: The members of the Association who are client families of the education and care service.



3.1 AIMS

- To operate a quality, financially viable education and care service for families within the local community and to be accountable for the income and expenditure of the organisation.
- To be Approved Provider and ensure the service operates within national law, regulations, and associated quality frameworks.
- To employ appropriately qualified and suitable educators and other staff to provide the education and care service, and ensure these employees are provided with work conditions and salaries in accordance with appropriate Awards or Industrial Agreements.
- To regularly meet to oversee the work and activities of the service in meeting its objectives.
- To monitor and evaluate the service's operations and plan the future directions of the service through philosophy and policy review.

3.2 KEY RESPONSIBILITY AREAS

3.2.1 Financial Viability and Accountability

- Prepare the annual budget.
- Monitor income and expenditure.
- Maintain appropriate financial records.
- Present financial reports at committee meetings.
- Organise and prepare the necessary information for the annual audit.
- Present the annual balance and audit to members at the AGM.

3.2.2 Licensee and Quality Assurance

- Ensure compliance with the education and care national law, regulations and any other legal requirements for operating an education and care service.
- Appoint a suitably experienced and qualified Nominated Supervisor that is responsible for the effective supervision and control of the education and care service.
- Communicate effectively with the Nominated Supervisor to ensure any issues of non-compliance are brought to the attention of the committee.
- Ensure appropriate resources are allocated to employ adequate educators to always maintain at least the minimum legislated educator/child ratios.
- Ensure the service has adequate equipment and financial resources to meet national law, regulations and associated quality frameworks.

3.2.3 Employer Responsibility

- Ensure appropriately qualified and suitable educators/staff are recruited.
- Provide employees with work conditions and salaries in accordance with the appropriate Award or Industrial Agreement.
- Ensure appropriate resources are allocated to support employees' professional development.
- Ensure appropriate Work Health Safety practices are followed at all times to protect employees from the risk of injury from harm of hazards in the workplace.
- Ensure all committee members follow service protocol for communication between employer and employees. Generally, committee communication with employees on employment issues is through the Manager or Staff Liaison Officer.

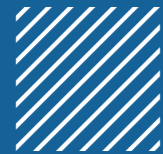
3.2.4 Committee Meetings

- Ensure all committee meetings are run in compliance with the Association's Incorporation Act 1987.
- Attend committee meetings and be prepared to fully participate in the decision making of the committee (i.e., reading reports, minutes or other information distributed prior to meetings).
- Work co-operatively with all other committee members and the Manager.
- Maintain high levels of confidentiality in all aspects of centre management.
- Act honestly, in good faith and in the best interests of the service at all times.
- Disclose any direct or indirect conflict of interest in a contract or proposed contract with the Association, as soon as this is known to you.

3.2.5 Policy and Planning

- Attend any planning days and participate in service philosophy reviews.
- Support the Centre Director to facilitate appropriate communication with Association members and service educators staff regarding the service philosophy and policy review.
- Support the Centre Director and the educator team to implement service policies and procedures.
- Ensure appropriate resources are allocated to ensure parent/carer and employee handbooks are up to date and readily available to all clients and staff.





4.0 MANAGEMENT COMMITTEE MEMBERS INDUCTION

New committee members will need assistance and information if they are to remain enthusiastic and be active members of the committee. It can often feel a little daunting when new members try to understand the scope of responsibilities associated with an education and care service management committee.

A thorough induction is essential for any new committee or when introducing a new member to the committee. Committees will often have a procedure in place to welcome new members after an Annual General Meeting, however, it is also important that a new member coming into the committee mid-term is thoroughly inducted into their role and its responsibilities.

Induction for new members can be implemented in either a formal meeting environment. It is important to set an agenda and ensure that the identified goals for the meeting are achieved. A formal meeting followed by a social gathering can be a good way to get to know the roles and responsibilities and welcome new members as well as other skills that could be useful for the committee.

Committees may have a buddy or mentor system for new members where an experienced committee member can assist the new member to understand the workings of the committee.

Ask new members to initial the list found on the next page when they have been given the information. Your committee may require additional information. This is just a sample of what may be required by new members.

4.1 INDUCTION OF NEW MANAGEMENT COMMITTEE MEMBERS - INFORMATION CHECKLIST

INFORMATION GIVEN

Signed

Dated

Inductions

Welcome Letter

Code of Ethics/Philosophy and Brief History of Service

Names & Contact Numbers for all Committee Members

Roles (e.g.; Chairperson, Staff Liaison Person etc)

Names and Roles of Employees

Name of Committee Member whos is Buddy/Mentor

Committee Meetings

The Constitution/Rules

Responsibilities of all Committee Members (e.g., participation, confidentiality etc)

Particular Information on New Member's Roles and Responsibilities (i.e., Job Description)

Task List (if taking over from a member mid-term)

Previous Minutes (any relevant unfinished business and last few meetings)

Meeting Protocol, times, location etc

Minutes of Last AGM (including auditor's report)

Policies & Planning

Strategic Plan, Philosophy, Goals etc

Committee Handbook (copy provided)

Employee Handbook (copy provided)

Parent/Carer Handbook (copy provided)

Policy Manual for the service (including Grievance procedures for employees, committee and parents) provide information on where it is kept

INFORMATION GIVEN

Signed

Dated

Legal & Financial Information

Regulations (provide information on where they are kept)

Overall quality rating status

Work Health & Safety Information

Financial Reports (last month's provided)

Overview of Committee Legal Responsibilities
i.e. legislation, employer responsibilities

Funding Bodies

Information on Existing Contracts (e.g. Transport, Lease Agreements)

General Information

Training Organisations

Network information



5.0 COMMITTEE RESPONSIBILITIES UNDER THE ASSOCIATIONS INCORPORATIONS ACT 1987

Management Committee Members have certain legal responsibilities associated with the Associations Incorporations Act. The Committee should purchase a copy of the Act and its Regulations for reference should a particular issue arise. Information about the Act and the Committee's responsibilities can also be obtained from the Department of Mines, Industry Regulation and Safety website:

<https://www.commerce.wa.gov.au/consumer-protection/associations-and-clubs>

MANAGEMENT COMMITTEE'S DUTIES UNDER THIS ACT:

- To act honestly, with reasonable skill, in good faith and in the best interests of the organisation at all times. There are penalties under the Act if Management Committee Members act dishonestly especially if they deliberately intend to defraud the organisation, its members, creditors or anyone else.
- To act with reasonable care to ensure the organisation only engages in activities which fall within its aims and purposes and operates according to its Constitution Rules.
- That individual Committee Members disclose to the Management Committee any direct or indirect conflict of interest in a contract, or proposed contract with the Association as soon as he or she becomes aware of his or her interest and withdraw from further discussion or decision making regarding that contract. The nature and extent of this interest must also be disclosed by the Committee Member at the next Annual General Meeting of the Association.
- Management Committee Members should not use their position or information obtained through their participation in the organisation for their own personal benefit or advantage at the expense of the organisation. Using 'inside information' about the organisation to obtain a job, or spreading information about customers gained as a Management Committee Member are examples of this.
- Management Committee Members are required to always act in the best interests of the organisation as a whole and not any particular member or group of members. Therefore, if a Committee Member is representing a particular group of members, the member should act for all members not just those they represent. This duty also includes a requirement to look after the interests of creditors when the organisation has become unable to pay its debts. Management Committee Members who use their position and power to knowingly either redirect resources away from the existing purposes of the organisation or assist people who aim to totally change the organisation might be seen as not acting with honesty and in the best interests of the organisation.
- Management Committee Members can delegate their duties to paid staff but cannot remove their responsibility for the duties being carried out properly by competent people.
- In circumstances where the Management Committee acts outside the Constitution and the Associations Incorporations Act 2015, they may be held individually or jointly responsible if there are damages that result from such action.

5.1 WHAT CAN MANAGEMENT COMMITTEES DO TO REDUCE THEIR LIABILITY?



- Avoid “disengaged” Committee Members (i.e. Members who do not attend meetings regularly or offer to share in the work of the committee.) All Committee Members should be aware of their responsibilities and duties.
- Ensure all decisions are made at properly convened meetings and are clearly minuted, so it is clear that the whole Management Committee made the decision and not any one individual.
- If the Management Committee is unable to reach a decision, or is unclear whether a particular action will fall outside the current activities of the organisation, they should call a special general meeting to seek the general membership opinion or approval regarding action to be taken.
- Assess the risks in your organisation. Being aware of the risks increases awareness of ways to deal with them.
- Minimise your risk of liability by:
 - developing written policies and procedures;
 - providing Handbooks for Employees and Committee;
 - providing orientation and training on management responsibilities for Management Committee Members;
 - providing reference books, guides and training for Management Committee Members;
 - using resource agencies, i.e. Department of Mines, Industry Regulation and Safety for information; and
 - obtaining legal advice if you are not sure.
- If you consider that your risks are very high, e.g. there is a substantial risk of insolvency, you may consider obtaining ‘Directors and Officers Liability’ insurance cover. However, this insurance is expensive and will not cover illegal behaviour, e.g., fraud, or organisations who knowingly operate insolvently. It is better to closely monitor financial viability and act before insolvency occurs rather than rely on insurance cover.



6.0 EXECUTIVE ROLES



6.1 CHAIRPERSON'S ROLE

The role of the Chairperson of the Management Committee is to:

- Facilitate the Management Committee (no authority or status);
- Set the meeting agenda including the order of business and allocation of time;
- Chair the meeting;
- Determine if a quorum is present at meetings;
- Ensure the agenda is adhered to and all members have a chance to contribute to any discussion. The Chairperson becomes the "conductor of an orchestra"—bringing in softer voices and toning down the noisier ones so all can be heard;
- Help the meeting come to agreement;
- When decisions are made, clearly state to the meeting what the decision is and who will implement it; and
- act as spokesperson for the committee when necessary.

6.2 THE VICE CHAIRPERSON'S ROLE

The role of the Vice Chairperson of the Management Committee is to:

- Chair meetings in the absence of the Chairperson; and
- Perform other roles as listed above, in the absence of the Chairperson.

6.3 THE SECRETARY'S ROLE

The Secretary's role on the Management Committee is to:

- Keep records of all business to do with the Committee, including membership records;
- Read and table for the meeting, all incoming and outgoing correspondence of relevance to the Management Committee;
- Deal with any correspondence as decided at the Committee meeting;
- Before each Committee meeting, type and distribute the agenda and organise the venue;
- Take minutes during meetings;
- Following each meeting, type minutes, copy and distribute to members of the Management Committee and post on notice board so that staff and Association members have access to the minutes;
- Keep a minute book as a record of the Committees decisions and actions; and
- Work closely with other executive members.

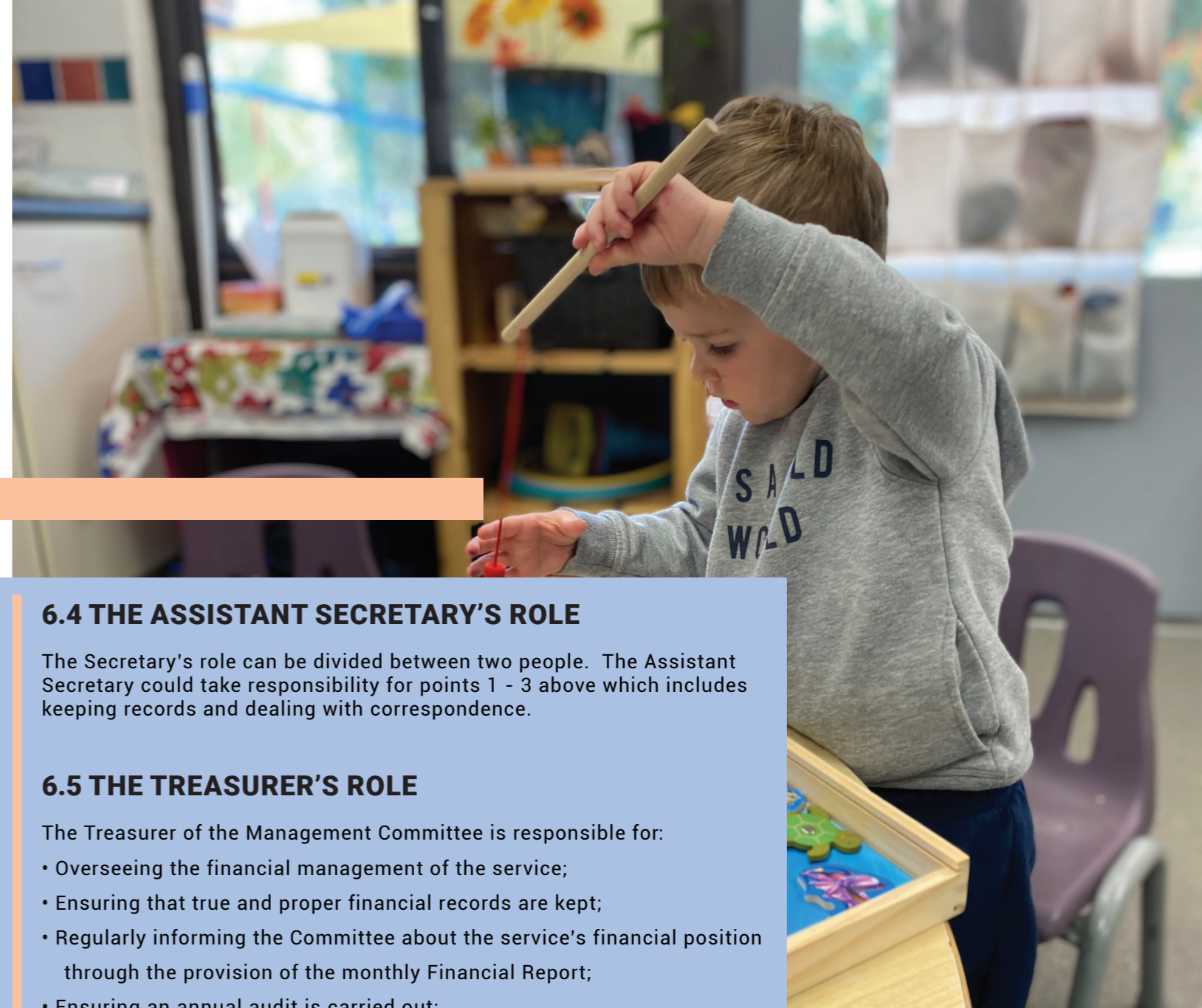
6.4 THE ASSISTANT SECRETARY'S ROLE

The Secretary's role can be divided between two people. The Assistant Secretary could take responsibility for points 1 - 3 above which includes keeping records and dealing with correspondence.

6.5 THE TREASURER'S ROLE

The Treasurer of the Management Committee is responsible for:

- Overseeing the financial management of the service;
- Ensuring that true and proper financial records are kept;
- Regularly informing the Committee about the service's financial position through the provision of the monthly Financial Report;
- Ensuring an annual audit is carried out;
- Drawing up the annual budget with the Nominated Supervisor and Chairperson;
- Ensuring the Commonwealth Department's financial requirements are met;
- Ensuring provisions for annual leave, sick leave, long service leave, equipment replacement and building maintenance have been made;
- Ensuring that all payroll responsibilities are met including Workers Compensation Insurance, Superannuation, PAYG and Award/Industrial Agreement entitlements; and
- Ensuring that a full copy of the Award/Industrial Agreement is available to staff.



7.0 MANAGEMENT COMMITTEE RESPONSIBILITIES

OVERALL MANAGEMENT SERVICES

- Philosophy
- Goals & long-term planning
- Policies & procedures
- Communicate policies
- Promotion & marketing
- Supporting the Manager
- Quality Assurance

LEGAL REQUIREMENTS

- Duty of Care: children (Negligence)
- Duty of care: staff (WHS)
- Ensure safe premises (Occupiers Liability)
- Privacy Act
- Equal access to the Service (EO)
- Education and Care Services Regulations
- Associations Incorporation Act
- Records
- Contractual obligations

TO OTHER COMMITTEE MEMBERS

Attend meetings

- Participate in decision making
- Share committee work
- Support committee decisions
- Maintain confidentiality
- Address any grievances by following service procedures

ONE OF THE KEY ASPECTS OF BEING A SUCCESSFUL MANAGEMENT COMMITTEE MEMBER IS BEING INFORMED, SO:

- **ASK FOR CLARIFICATION WHEN YOU DON'T UNDERSTAND SOMETHING.**
- **READ INFORMATION THAT IS GIVEN TO YOU FOR MEETINGS.**
- **RAISE YOUR CONCERNS IF YOU BELIEVE A MISINFORMED DECISION IS BEING MADE.**

ABOVE ALL MAKE TIME TO GET TO KNOW EACH OTHER AND HAVE SOME FUN!

EMPLOYER RESPONSIBILITIES

- Award/Enterprise Agreement – ensure conditions of employment maintained
- All employees have appropriate Contracts & Job Descriptions
- Payment of wages
- Educators/staff recruited as required
- Performance appraisals given priority
- Employee training & development is supported
- Employee grievances are addressed
- Employee dismissals
- Staff Liaison Officer – employees supported

FINANCIAL MANAGEMENT

- Accountability & reporting requirements for funds received from government and other Departments
- Annual Budget
- Financial viability of the service – ensuring solvency
- Being informed about the financial status of the service
- Superannuation payments
- Insurance requirements

8.0 COMMITTEE RESPONSIBILITIES

8.1 The committee is responsible to

- The membership of the Association (that is the parents of children that attend the service) to manage the Association in accordance with the purposes or objects of the Association as stated in the Rules. In the case of an education and care service this will usually include the provision of a financially viable, quality education and care service that provides a safe and stimulating environment for children, and is responsive to the needs of the children and families in the community in which the centre is located.
- The Department of Mines, Industry Regulation and Safety in regards to its obligations under the Associations Incorporation Act. The Department provides much information on the internet regarding the Act and Management Committee responsibilities. It is important that all Management Committee members check out the website for the INC Guide and the range of Associations Info Sheets available
- The Education and Care Regulation Unit in regard to compliance with the Regulations, and providing support to the Nominated Supervisor/Manager. The Management Committee is the Approved Provider of the education and care service and as such bears ultimate legal responsibility for the service. This responsibility includes making sure there are effective strategies and resources in place to allow the supervising officer to realistically achieve his or her role as required by the regulations. Ensuring the committee communicates effectively with the supervising officer is essential for this to happen, plus making sure the service has adequate educators/staff, equipment and financial resources to meet the provisions of the regulations, including appropriate resources to ensure employee development and competence.



- Government Departments and Offices in regard to financial accountability for Government funding, Taxation, Superannuation, Workcover Insurance, and other Federal, State or Local government laws and regulations. A comprehensive list of these agencies and departments can be found on the sheet "Useful Websites".
- The employees. This responsibility includes ensuring appropriately qualified and suitable educators and other staff are hired, and to provide employees with work conditions and salaries in accordance with appropriate Awards or Industrial Agreements. The committee should also ensure there are opportunities for educator/staff appraisal and professional development, and that appropriate Work Health Safety practices are followed at all times to protect employees from harm and hazards in the workplace.
- Persons or organisations with which the service has a contractual agreement, such as a tenancy or leasing agreement. These types of agreements will contain a range of conditions with which the service must comply, and as the legal entity, the committee is responsible for ensuring compliance is maintained.

8.2 The Committee is Responsible for:

- Children's safety, health and welfare, and any legal representation in regards to claims of negligence made against the service are the responsibility of the committee. The service takes out Public Liability Insurance cover to protect it from being liable for legal expenses that may be incurred if a claim of negligence is made against it. Individual committee members are protected from individual liability by the Associations Incorporation Act provided that is, they act in accordance with the Act. This is one of the major reasons why each committee member should be aware of their own obligations under the Act and ensure that all decisions made by the committee have been made at a properly convened meeting.
- As an employer the committee is responsible for the actions of their employees, in regard to their work at the service. This responsibility is called vicarious liability. It is important, therefore, that the committee feels assured that competent and suitable people are employed to work in the service, as should their employees act in a negligent way, the service may be held liable. Of course, this does not include illegal acts taken by employees, but covers any actions taken in the scope of the employee's employment. For instance, if an educator failed to supervise children appropriately, and a child was injured as a result of this action, the service may be held liable. Although the employee who acted negligently may be personally liable, the advantage of suing the employer rather than the employee, is that the employer is more likely to have insurance cover and be more financial, should compensation be awarded.



- Planning and policy making a key responsibility of the committee is to ensure there are a set of guidelines for the service that are developed with input from all stakeholders, so that everyone in the service knows where it is heading and what it aims to achieve, and the service has the necessary resources to achieve its goals. It is recommended that the Management Committee organises a planning day on an annual basis, at which the service philosophy is reviewed, and a set of long and short term goals are established for the service. This will form the foundation for policy review and budgeting during the forthcoming year, and will help the service to remain on track in regard to the purpose and objects of the organisation.
- The committee is responsible for the maintenance of the premises from which the service operates. Ensuring the service has established procedures in place to regularly check and monitor buildings and equipment to make sure they do not pose a threat to the health and safety of anyone that is present on the premises, is the key to ensuring this responsibility is fulfilled.
- Financial viability of the service including making sure proper financial records are kept and income and expenditure levels are monitored to maintain solvency. It is the role of the Treasurer to facilitate this process and keep the committee informed. Individual committee members need to keep themselves informed by carefully examining Financial Reports and asking for explanations if all is not clear. Financial Reports can be quite difficult to interpret, so individual members should not feel reticent about asking for clarification. It is quite likely that another member that is less confident is wanting to ask the same question too. Keeping track of the services financial state is imperative, as there is often a fine line between profit and loss and just a few months in the negative can cause irreversible financial damage.
- Managing a successful business includes promoting the service in terms of what it can offer and its achievements. The committee needs to determine a range of strategies to achieve this task.

9.0 APPROVED PROVIDER SUPPORT FOR THE NOMINATED SUPERVISOR



9.1 The Approved Provider

The Approved Provider is responsible for ensuring that effective strategies and resources are in place to allow the Nominated Supervisor to realistically achieve their role as required by the Education and Care Regulations.

This will include:

- Facilitating effective communication between the centre Director and the Approved Provider;
- Ensuring the availability of adequate human and physical resources to meet the provisions of the regulations such as effective policies and procedures;
- Ensuring the availability of adequate financial resources to meet the provisions of the regulations; and
- Carrying out the performance management and professional development of the centre Director.

9.2 The Nominated Supervisor

The Nominated Supervisor is the person responsible for the effective supervision and control of the education and care service on a day-to-day basis.

The Nominated Supervisor is therefore the person who is present at the service to:

- Effectively communicate with the Approved Provider about strategic day to day operational matters and any matters that may prevent the provider from complying with the regulations;
- Carry out professional development, supervision and performance management of staff;
- Oversee the development and implementation of appropriate high-quality programs for the children attending the service;
- Maintain up to date policies and procedures as required by the regulations;
- Maintain at least the minimum staff to child ratios as required by the regulations;
- Oversee the provision of effective excursion plans to ensure the safety of children attending the excursion;
- Facilitate communication between staff and parents;
- Ensure children's records such as enrolments, emergency contacts, medical and developmental progress, learning records etc. are kept up to date; and
- Report allegations of abuse, injury or illness as required by the regulations.

10.0 MANAGEMENT COMMITTEE & SUPERVISING OFFICER/MANAGER ROLES

10.1 THE MANAGEMENT COMMITTEE

- Is a group of volunteers that due to their involvement with the service as a parent, client or community member, have been elected onto the Management Committee.
- Meets regularly and commits individual effort and energy to the management of the service.
- Gathers knowledge about the service through their own observations and experiences as parents, clients and community members, and through information provided by the Nominated Supervisor Director and other employee representatives at committee meetings.
- Takes legal responsibility for the service and makes decisions for the service based on their involvement in meetings and the knowledge they have gathered about the service.
- Includes people from a broad range of backgrounds, experiences and skills.
- Has a changing membership, which means members have differing levels of knowledge and understanding about the service and the decisions that need to be made.

10.2 THE SUPERVISING OFFICER/CENTRE DIRECTOR

- Oversees the operational aspects of the service daily including financial administration, records management, compliance with regulations, quality assurance, customer service, marketing etc.
- Co-ordinates the daily business of the service including communication with parents, ensuring the provision of quality care and programming, dealing with quality control issues.
- Manages the educator staff team including performance appraisal, employee training and development, support, professional leadership and work health safety.
- Informs the management committee on all of the above areas and provides an overview of priorities, issues and possible outcomes.

11.0 THE COMMITTEE'S ROLE AS EMPLOYER



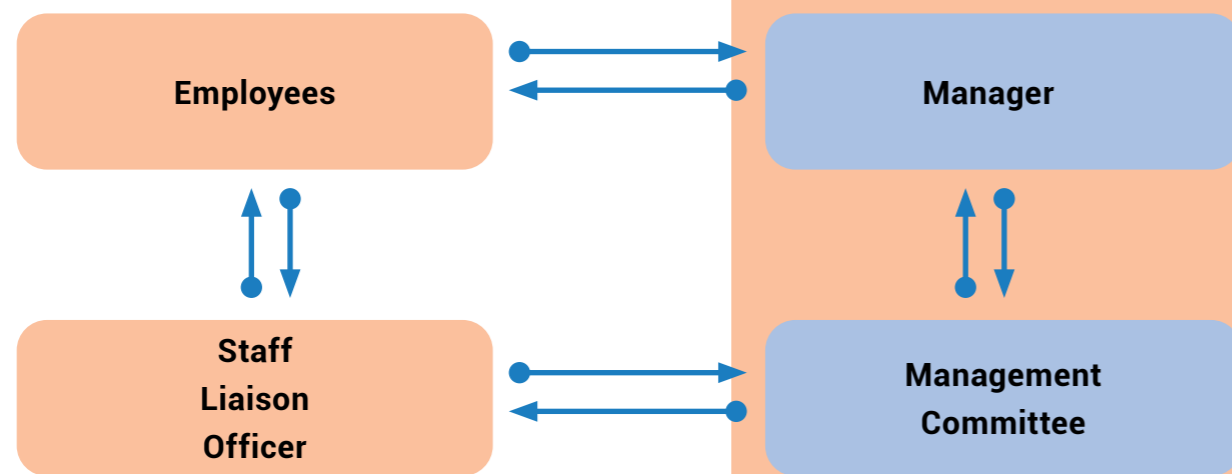
11.1 The Role of the Centre Director

The Centre Director is not the employer, but carries out directives on behalf of the Management Committee. Much of the educator/staff support work, employee consultation and ensuring employees are fulfilling their duties is overseen by the Manager as part of the day-to-day management of the services. Employees are accountable to the Management Committee through the Centre Director.

This means that employees should not approach individual Committee Members with issues concerning their employment. They should approach the Director and if this proves unsatisfactory then approach the Staff Liaison Officer of the Management Committee.

Likewise, Management Committee Members should not approach individual employees concerning their work performance but should go through the Director or the Staff Liaison Officer.

It is important to ensure that all employees and Committee Members are clear about these lines of accountability. The following diagram seeks to clarify these relationships.



I'M ON THE MANAGEMENT COMMITTEE

11.2 Role of the Staff Liaison Officer

The Staff Liaison Officer has an important role to play in liaison between employees and Committee. It is recommended that the person who takes on this role has regular contact with employees and is approachable, understanding and responsive to employee issues and concerns. Employees need to feel confident that this person will take their concerns seriously and act to address issues raised in a fair and consistent manner. The Committee needs to ensure that clear Grievance Procedures are developed and the Staff Liaison Officer is oriented into these procedures to ensure consistency and fairness of approach.

The Staff Liaison Officers role is as follows:

- To act as a liaison person between the service employees and the Management Committee.
- To carry out Performance Evaluation of the Manager according to the service's Performance Evaluation and employee development plan guidelines.
- To participate in the appeal process of performance evaluations and employee development plans where this is necessary and according to the policy.
- To encourage interaction between employees and the Management Committee.
- To participate in the grievance process where this is necessary and according to the policy.
- To be on the Sub-Committee to employ educators staff for the service.
- To ensure new employees are orientated into their new job role.
- To ensure Employee Handbooks are available to all employees.



11.3 Committee & Manager Working Together

The Manager has a central role in the management of the service. The committee will delegate many of its responsibilities directly to the Manager who has the required skills, knowledge and professionalism to carry out the day-to-day business of the service.

The Committee and the Manager can support each other in the fulfilment of their roles in the following ways.

The Committee will greatly assist the Manager by:

- Clearly identifying the agreed roles and responsibilities of both the Manager and the Committee and evaluating and updating these from time to time;
- Providing the Manager with the appropriate level of authority to make the decisions required in the day-to-day operation of the service;
- Recognising the Manager's skills, knowledge and professionalism and giving her/him autonomy to manage a quality child care service; and
- Supporting the Manager by providing clear policies and guidelines for the operation of the service.

In turn the Manager can assist the Committee by:

- Being accountable to the Committee for her/his performance as leader and senior employee and taking this position on in a responsible and trustworthy manner;
- Keeping the Committee advised of relevant information so that informed decisions can be made;
- Ensuring that the services policies are carried out in a competent manner and any issues in relation to these policies are brought to the attention of the Committee;
- Making decisions about the operation of the service in an informed and professional manner; and
- Seeking Committee advice and approval where appropriate.



12.0 CHECKLIST OF FINANCIAL MANAGEMENT TASKS

The following is a checklist of financial management tasks for most Children's Services. Complete the checklist by recording who is responsible for undertaking the task (e.g., Manager, Administration Assistant/ Bookkeeper, Treasurer, Management Committee Member or other). Record also whom acts as support to the task when the main person is on leave or busy with other duties or the task needs verification, such as wage payments.

There is space at the end of the checklist to add tasks required by your service not included in this list.



TASK

Who does it?

Who supports?

1. Fees

Calculation of correct family/guardian fees

Collection of fees

Receipting of fees

Collection and follow-up of arrears of fees

Invoicing/Statements

2. Education and Care Subsidy

Calculation of Education and care subsidies

Quarterly claims

Records Management

3. Wages

Collection and balancing of Staff Time Sheets

Maintenance of staff records including staff leave records, vaccination status

Calculation of wages

Industrial Award updates

Payment of wages

Industrial Award updates

Superannuation contribution calculation & payment

Union dues payment

P.A.Y.G. payments/records

Preparation of P.A.Y.G. Payment Summaries

Calculation of Staff Leave Provisions

4. Daily Tasks

Banking

Updating the Cash Book/Computer records

Preparation of cheques to cover expenses

Petty Cash

Everyday purchases for the service

Banking authority signatories

Transfers of funds between bank accounts

I'M ON THE MANAGEMENT COMMITTEE



TASK

Who does it?

Who supports?

5. Monthly/Quarterly Tasks

Bank Reconciliation

Preparation and presentation of Financial Reports to Management Committee

Allocation of Consumable and Equipment allowance of the centre

Completion of the Business Activity Statement (BAS) for the ATO

Monitor expenses actual vs budget

6. Annual Tasks

Collection of Audit Requirements Checklist

Preparation of the Annual Financial Report

Preparation of the budget (Provisions for future expenses)

Setting Fee Scales

Organisation of Insurance Requirements

Purchase of large items of equipment

Completion of Australian Government Department forms for accountability

Ensure an annual audit and audited accounts are completed

Ensure adequate provisions are held

7. Other

Fundraising

Applications for funding

Funding applications to other bodies, Lotteries Commission etc

13.0 CHECKLIST OF MANAGEMENT TASKS

The following is a checklist of management tasks for most Children's Services. Complete the checklist by recording whom is responsible for undertaking the task (e.g., Chairperson, Secretary, Treasurer, Management, Committee Members, Manager, Bookkeeper, Administrative Assistant or other). Record also whom acts as support to the task when the main person is on leave or busy with other duties or the task needs verification, such as organising a venue for a meeting.

There is space at the end of the checklist to add tasks required by your service not included in this list.



I'M ON THE MANAGEMENT COMMITTEE

TASK

Who does it?

Who supports?

1. Committee Members

Find new members

Assist and support new members

Keeps a record of Management Committee Members

Telephones members who have not sent an apology and not attended 2 meetings in a row to inquire why

Keeps register of Association members

2. Committee Meetings

Decides when meeting will be held; time & place.

Organises venue for meeting; seating, tea/coffee

Writes Agenda

Chairs Meetings

Takes Minutes

Distributes Minutes

Maintains a Correspondence log

3. Service Administration

Keeps attendance record

Keeps record of families using the service

Develops policy and procedure

Implements policy





TASK

Who does it?

Who supports?

4. Service Employees

- Develops job descriptions
- Produces a selection criterion
- Develops an employment contract
- Designs work rosters
- Interview prospective employees
- Hires new employees
- Carries out educator/staff grievances
- Dismisses educators/staff
- Organises educator/staff training

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

5. Service Representations

- Advise parents of centre fees
- Produce Parent Handbook
- Produces Employee Handbook
- Keeps Committee informed of issues
- Speaks on behalf of committee
- Represents the organisation

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

6. Other

- Applies for additional funds
- Liaises with funding body
- Liaises with sponsoring body
- Fundraising
- Preparation and presentation of Management Reports to Management Committee

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

14.0 MODEL CONFIDENTIALITY STATEMENT



- Employees, students and management committee members will respect the rights to privacy of: enrolled children and their families; other employees, students and other committee members and their families, and agree to comply with the National Privacy Principles, included in the Privacy Act. (<https://www.oaic.gov.au/privacy/the-privacy-act/rights-and-responsibilities>)
- Information pertaining to children and their families, employees, students or management committee members and their families is not discussed with, or made available to, any person who has not been authorised by the individual family, employee, student or committee member, except in circumstances involving an authorised officer of the Education and Care Regulatory Unit (ECRU) or from other government departments covered by legislation.
- Information about individual children or their families is only discussed with persons within the service. All discussions relating to individual children and their families by educators, other staff, students or management committee members will be on a confidential professional basis.
- Information about an employee and their family is not discussed with other employees at the centre, or with any person or persons within or outside the centre, without the employee's consent.
- Information pertaining to the service's confidential business transactions is not discussed with any person or persons within or outside the service, except where this is within the employee's or management committee member's professional work at the service.

I agree to abide by the above Statement.

Name:..... (Please Print)

Signature:..... Date:.....



14.1 MAINTAINING CONFIDENTIALITY

Maintaining confidentiality is a key issue for Management Committees of Education and Care services, as confidential issues will need to be discussed from time to time. Families, employees and committee members need to be assured that their confidences and privacy will be maintained and respected in all circumstances.

Confidentiality must be ensured when the committee must discuss issues relating to specific children or families, or individual employee grievances or concerns, or in regard to individual committee members conflicts and tensions.

It may be decided that in some instances only the Executive will be given the full details of a particular matter, to protect the privacy of those individuals concerned. It is important to ensure confidential matters are never discussed at open meetings that may be attended by the broader membership.

Minutes of meetings should not include confidential details and should be written with discretion so as not to identify the individual. Confidential details should be written up in a separate report that is filed confidentially.

Committee Members must ensure they do not discuss confidential committee business with friends and colleagues outside of committee meetings. Even what may seem to be insignificant or minor issues can become serious breaches of privacy when talked about with unauthorised people. Spreading stories about other committee members, employees or families is also a breach of confidentiality, if the person has not given their consent for you to tell others about them.

15.0 SETTING THE SCENE FOR YOUR MEETING



Ensuring members of the committee are comfortable and in a setting that allows them to focus on the work in hand without interruptions or distractions is one of the keys to a successful meeting.

Consider the following:

- Sitting around a table helps participants to feel more business-like and focused. Trying to balance papers on your knees can be difficult and does not create an atmosphere of businesslike efficiency.
- Ensure there is sufficient space for everyone to sit comfortably. Uncomfortable chairs or cramped conditions will distract members from focusing on the discussions at hand. Adult sized chairs are essential for the comfort of committee members.
- Appropriate lighting, acoustics and temperature control also help to create a suitable meeting environment.
- Ensuring the committee can close the door on interruptions or outside disturbances will also help committee members to concentrate on the work in hand. If committee members have to bring their children with them to meetings, it is preferable to arrange for these children to be supervised by a staff member in another room on the premises.
- Taking a break for a drink and snack is also important as it provides an opportunity for more informal discussions between members, refreshes people and recharges flagging concentration, and assists in promoting friendships between members. The timing and length of this break needs to be carefully considered as it is important not to prolong the meeting unnecessarily, whilst still allowing time for relationship building.
- It is important to check on individual members needs for education and care, or assistance in travelling to meetings, so that all committee members are able to attend the meeting each month. This may involve paying an educator to stay to supervise children or organising for Committee Members to assist each other with transport arrangements where required.

16.0 AGENDA

1. Present

- List all persons present at the meeting
Either send around an attendance sheet for everyone to sign or the minute taker to note who is present.

2. Apologies

- List names of all people who have sent apologies for the meeting.

3. Minutes of Previous Meeting and Matters Arising

- Attendees of the previous meeting to confirm the previous minutes are a true record of that meeting. Make any amendments to the minutes and then Chairperson to sign minutes to confirm they are a true and correct record of the meeting. These minutes then need to be kept in the minute book.
- Any matters arising or actions taken relating to topics in the previous minutes can be discussed here. If they are lengthy add to General Business.

4. Correspondence In & Out

- The Secretary presents incoming and outgoing correspondence from the previous month. Some correspondence will need to be acted upon and follow-up tasks allocated to Committee members.

5. Reports

- Financial Report – presented by the Treasurer
- Manager's Report
- Sub-committee Reports.

6. General Business

- This is where any items of interest or concern not addressed elsewhere on the Agenda can be raised and discussed.
- The Chairperson should prioritise items and set timelines for discussion.
- Members of the Association should be given the opportunity to put forward items for discussion in General Business, and to attend the meeting to address their discussion item, or the Committee should organise a Special Meeting for the discussion of the item with the broader membership.



7. Close of Meeting

- Note the time the meeting finished.

8. Next Meeting

- Note the agreed date, time and place of the next meeting.

17.0 KEEPING MINUTES

Minutes should be an accurate record of a meeting.

They should always include:

- Title – Place and date of the meeting and time commenced.
- Present & Apologies – Names of participants and apologies from people unable to attend.
- Minutes of Previous Meeting and Matters Arising Confirmation that the previous minutes were accepted as a true and correct record of the previous meeting Table previous meeting minutes (All attendees from meeting should have received minutes prior to current meeting. Always have extras on hand). These need to be passed as accurate by 2 people who attended the previous meeting.
- Business arising from the previous minutes.
- Correspondence In & Out – Note any follow-up tasks, who will action and timeline.
- Reports – Usually the reports are provided in writing and attached to the minutes. You will need to note any decisions made in response to reports.
- General Business – Work through the General Business items covering each item listed. Note down the item number and decision from committee. Brief notes on items discussed, amendments, rejected ideas and reasons why. (It is a summary of what has been said).
- Tasks: Write down who is responsible for carrying out the task and the date it is to be completed by. This serves as a good reminder to people of their tasks and can be followed up at the next meeting under Business Arising.
- Close of Meeting – Note finishing time.
- Next Meeting – Set time and date for next meeting.

Some Tips for the Minute Taker:

- Minutes should be brief, easy to understand and accurate. If you think you need clarification on a point/s don't hesitate to ask for it to be clarified before writing it down.
- Do not include confidential information (especially names) in minutes – remember minutes should be posted on a notice board at the service for all Association members to read. If confidential decisions need to be recorded, this should be done in a separate report that is filed confidentially. The minutes should be labelled "Abridged Minutes" so that members know they are not a complete record of the decisions of the meeting.
- The wording is to be recorded accurately when decisions are made. Note the motion word for word, who made the motion and who seconded it, with brief notes about how the decision was arrived at.
- Have a book/file to keep all official minutes in.
- Minutes should be signed by the Chairperson once they are passed as true and correct.
- If policies are discussed and decisions are made to amend them, keep a dated record of the rationale for change in the official policy book.
- For clarity have minutes typed. It is best to do this as soon as possible after the meeting, while it is still fresh in your mind.

Adapted from Committee Handbook – PSC WA

17.1 Minute Taking Pro-Forma

Name of Meeting: _____

Date: _____

Time: _____

Place: _____

1. PRESENT:

2. APOLOGIES:

3. MINUTES OF PREVIOUS MEETING

Amendments:

Accepted as a true and accurate record by: _____

Seconded by: _____

Matters Arising from Minutes of Previous Meeting

i) _____

Who will take action: _____ When: _____

Proposed by: _____ Seconded by: _____

ii) _____

Who will take action: _____ When: _____

Proposed by: _____ Seconded by: _____

I'M ON THE MANAGEMENT COMMITTEE

4. CORRESPONDENCE

IN: _____

OUT: _____

Accepted by: _____ Seconded by: _____

Who will take action: _____ When: _____

5. REPORTS

5.1 Treasurer's Report

Accepted by: _____ Seconded by: _____

5.2 Coordinator's/Supervisor's Report:

Accepted by: _____ Seconded by: _____

5.3 Sub-Committee Reports

i) _____

Accepted by: _____ Seconded by: _____

ii) _____

Accepted by: _____ Seconded by: _____

6. GENERAL BUSINESS

ITEM 1:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

ITEM 2:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

ITEM 3:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

ITEM 4:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

I'M ON THE MANAGEMENT COMMITTEE

ITEM 5:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

ITEM 6:

Who will take action: _____ When: _____
Proposed by: _____ Seconded by: _____

7. CLOSE OF MEETING

Meeting finished at: _____

8. NEXT MEETING

Next meeting to be held at: _____

Date: _____ Time: _____

AGENDA ITEMS FOR NEXT MEETING:

Signed by Chairperson: _____

Date: _____

18.0 PARTICIPATIVE DECISION MAKING

A healthy organisational climate is one where everyone is treated with respect, and where it is understood that people need to have a say in decisions that directly affect them.

Decisions that have the support of management, employees and clients, are good decisions and will be implemented with the least amount of sabotage.

The decision-making structure needs to be flexible rather than rigid, so it can:

- Respond to concerns and issues; and
- Take into consideration the changing expertise, abilities, needs and expectations of all concerned.

18.1 Process for Participative Decision Making

Step 1: Identify the problem or decision that needs to be addressed.

- Determine that there is a problem or issue.
- Seek consensus on exactly 'what' the problem or issue is.

Step 2: Include all relevant stakeholders.

- Brainstorm who will be affected by the decision.
- Develop strategies for obtaining feedback from all stakeholders.

Step 3: Gather recommendations about how to solve the problem or address the issue.

Collect feedback from all relevant stakeholders through:

- surveys;
- questionnaires; and
- individual and group meetings.

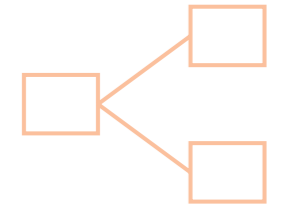
Step 4: Collate the recommendations and find consensus

- Discuss and debate divergent opinions.
- Come to consensus – everyone agrees it's the best decision.
- Be prepared to compromise.

Step 5: Ensure that consensus has been reached.

Confirm that:

- Everyone understands the decision that has been reached and is prepared to give it a go;
- Everyone understands any constraints; and
- Everyone feels that their point of view has been heard and considered in reaching the decision.



18.2 Benefits of Participatory Decision Making

Participatory decision making has many benefits as it:

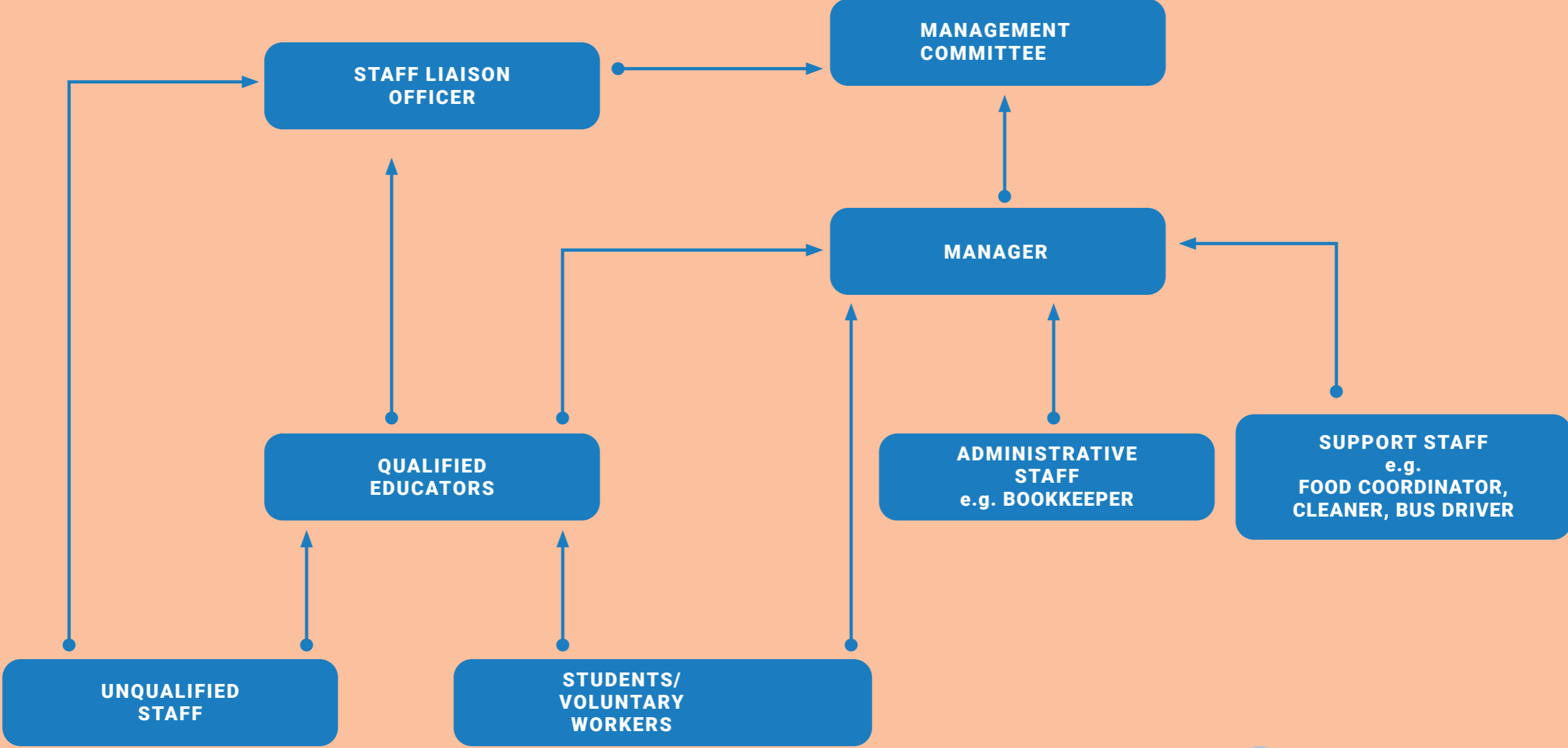
- Acknowledges the breadth and wealth of human resources within the group;
- Is a positive utilisation of these resources;
- Stimulates debate, reflection and discussion of options, which often leads to a better decision being made;
- Demonstrates respect and trust of each other, and is seen to be fair;
- Creates a challenge; and
- Guarantees a bond between decision making and implementation.



18.3 Dealing with Differences

- Be honest if you have an agenda, and explain that agenda.
- Really pay attention to the response of the other people.
- Work together to find common action that works for everyone.

19.0 ORGANISATIONAL CHART



I'M ON THE MANAGEMENT COMMITTEE



20.0 MANAGEMENT COMMITTEE INFORMATION REFERENCES

20.1 Key Legislation

- Associations Incorporation Act 2015 (WA)
- Privacy Act 1988 (Cth)
- Education and Care Services National Regulations 2012 (WA)
- Industrial Award/Enterprise Agreement
- Occupational Safety & Health Act 1984 (WA)
- Education and Care Services National Law (WA) Act 2012
- Industrial Award /Enterprise Agreement



20.2 Key Information

- Child Care Subsidy (CCS) for Education and care
- COVID-19 coronavirus: Mandatory COVID-19 vaccination information
- The Australian Privacy Principles (or APPs)
- Guide to the National Quality Framework
- Service Policy
- Committee Handbook
- Parent/Carer/Family Handbook
- Staff Handbook



21.0 PHILOSOPHY REVIEW

When reviewing your service philosophy, you will need to ask all stakeholders i.e. parents, children, employees and committee members the following questions:

What are we here to achieve?

What are our values and beliefs about our education and care service?

How will we achieve these things?

You can do this in a variety of ways:

- Hold a meeting with each group and brainstorm their answers to each question.
- Ask people to answer the questions by completing a questionnaire.
- Informally speaking to individuals and noting their comments about each question.

When everyone's ideas and beliefs have been gathered it is possible to pull the common elements together into your philosophy statement.

The following questionnaire can be adapted to be given to employees and committee members by changing a few of the key words and changing the final question to relate to the specific group. Use this format to survey your stakeholders.

Child Australia also provides support and training in this area: details are available via their website.

21.1 Parent questionnaire

Dear Parents and children

We are reviewing the philosophy of our service which is a statement about the beliefs, attitudes and values that the service endeavors to foster. Your needs and expectations are an important part of this review, and we therefore ask you to provide your answers to the following questionnaire and returning to at the service by

1. What do you like best about our education and care?

2. What do you least like about our education and care?

3. What do you believe to be the most important aspects of education?

4. What do you want most for your child/ren who attend/s our service?

5. What do you children want most from the service?

6. What do you want most for yourself, as a parent of our service?

Thank you for your feedback. We value your input.

22.0 POLICY REVIEW

A good policy document provides a framework for all decision making that relates to the service. It provides clear guidelines for staff, parents and operators and ensures a consistent approach to the day-to-day operation of the service.

It is important that policies reflect current practices, legislative requirements and Quality Assurance Principles. To ensure your policy document is current and relevant it is necessary to review policies on a planned basis. It is recommended that services form a Policy Review Committee (including operator, parent/s, Manager, employees, so that all stakeholders are represented) that can meet regularly to review and establish policy updates. (Use the format overleaf to review your policy and note recommended changes to be considered by the operator for final decision.)

22.1 POLICY REVIEW ACTION PLAN

It is important to establish a review plan. The Policy Review Committee should meet every 2 months to review the services philosophy and policies. (See example action plan below.) Additionally, policy should be reviewed when incidents happen at the service that are not adequately covered by current policies.

A procedure for announcing policy changes needs to be decided upon and implemented after each policy area has been reviewed.



22.2 Policy Review Action Plan



Policies to be reviewed	How	When	Communicated How	When
Philosophy	Ask for feedback from parents: newsletter, flier, feedback sheet, meeting Ask for feedback from employees: meeting, feedback sheet	January	Display new philosophy. Flier to employees & parents Notice in newsletter	February
Operator's Responsibility	Check for legislative changes, government requirements, NQF requirements, management needs. Complete review form	March	Update AP handbook. Newsletter notices to inform parents Educator/Staff meetings	April
Educator/Staff management	Meeting with employees to identify issues. Complete review form	May	Updates circulated to employees Update employee handbook	June
Service management	Review service forms Meet with administration re administrative procedures Complete review form	July	Update service forms Newsletter notices re changes for parents Educator/Staff meetings	August
Health & Safety	Review injury & sickness reports to determine trends. Meet with cook re nutrition policy Educator/Staff meeting Complete review form	September	Update parent handbook Newsletter notices Update Work Health Safety handbook Update notices re Safety & Health around the service as required Educator/Staff meetings	October
Children's program	Parent/children surveys Meeting with educators to discuss issues Complete review form	November	Newsletter notices Display notices in children's rooms for parents and children Educator meetings	December

22.3 Policy Review Form

Name of Policy under review:	Date of review:
-------------------------------------	------------------------

Note here any changes to policy that have been adopted during the previous year, including changes to philosophy that may impact on this policy area:

Name of Policy under review:

Note here any changes to legal or accountability requirements that impact on this policy:

List present considerations for this policy area under the following headings:

Children's needs:

Parent/carer needs:

Employee needs:

Management needs:

Identify any amendments to current policy or additional policies required to address all the above considerations:

Present this form to the Approved Provider for their consideration for implementation.



23.0 MARKETING STRATEGY

23.1 Firstly, identify your Unique Selling Proposition (USP)

What are your strengths and unique features? What sets your service apart from other services? What are the key aspects of your service that you believe will make families want to sample your product? When you have got your list of great features, use this information in your marketing materials.



23.2 What about the visibility of your service?

Is the service clearly visible from the road? Do you need a sign at the entrance to ensure new families can find you? Is the building itself signed? Does it look like a children's service? Does it look friendly and inviting? What are people's first impressions likely to be?

Do you transport children in a service vehicle? If so, ensure signage on the vehicle lets people know where you are, what you do, and how they may contact you.

Visibility of the service can also be improved by ensuring that whenever educators/staff or children are outside of the service they are immediately recognisable as being from your service. Educators could wear a service uniform (tee shirt with service name and logo) which identifies them. Consideration could also be given to printing tee shirts or hats for the children that parents would have the option to purchase. The garments could have the service name and logo and perhaps a slogan such as "We have fun at education and care."

If you feel your service is not adequately signed you will need to research the possibilities of establishing better signage as part of your marketing plans.

23.3 Free Publicity

This is the most cost-effective way of marketing your service. Brainstorm as many ideas as possible, and then systematically try them out to determine which methods produce the best results. Some ideas include: notices in school newsletters; social media pages, websites, fliers/brochures delivered to pre-primary and primary schools, colleges, community services, family centres, child health centres, libraries, shire offices, doctors' surgeries, etc.; displays in local shopping centres; speaking at or putting up displays at school orientation days; articles in local community newspapers; displaying posters or fliers in the community; referrals from your current users etc.



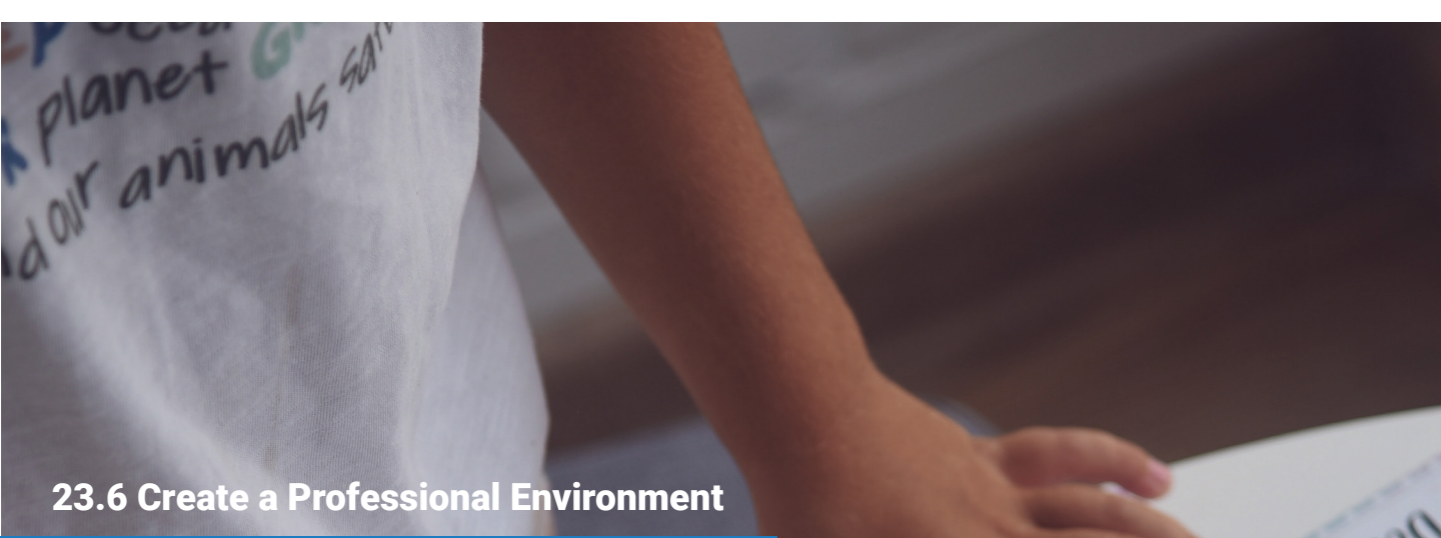
23.4 Advertising

You can pay for advertising in a range of media including: newspapers, community radio, as well as online through social media pages or search engines etc. If you decide to pay for advertising, make sure you keep records about its effectiveness, and don't continue to pay for advertising if it is not achieving results.

23.5 Encouraging Referrals

It is important to build on the good reputation of your service through family referrals.

- Provide copies of the centre brochure for parents/carers to take home and give to their friends and family who enquire about education and care or are looking for education and care.
- Produce a newsletter for parents. Include the service name, address and contact details on your newsletter as a first page heading, so that this then becomes an efficient marketing tool, when parents hand it on to their friends and family for information. Try to include some items of information that would be of interest to families from outside the service i.e., articles on children's activities, parenting techniques, information about family oriented local events etc.
- Hold a parent information night and encourage families to bring along their friends. Ask visitors to provide their contact details for follow-up later. Survey your current parents regarding the sorts of information, skills or entertainment they would like to be provided on this night. Set up a display or colourful notice about the idea in the entrance with a sheet on which individuals can write their ideas. Education and Care Educators can direct parents to read the notice board and add their ideas when they collect or drop off their children.
- Hold an Open Day at the service, and invite parents, other local families, local businesses, representatives from local agencies, school principals etc. to come and view the service Organise special activities for the day and ensure people are on hand to speak with visitors and answer their queries.



23.6 Create a Professional Environment

First impressions are lasting, and it is therefore very important to make families feel confident in your service from their very first contact with you. You can help to achieve this by following these strategies:

- Ensure all enquiries are handled in a professional and friendly manner. Remember that the first point of contact with the service needs to be friendly, concerned yet business-like in order to ensure they take the next step towards enrolling their children.
- Make people feel welcome on arrival. Think about welcoming aromas and background sounds. Try to create a warm friendly feel.
- Ensure all employees are friendly and ready to attend to people as they arrive. Everyone should be alert and notice when a visitor has arrived at the service. This is important from a security point of view as well.
- Ensure programs, menus and health related information for parents is current and displayed where parents can see them.
- Create an environment in which children are happily busy and involved, and educators are interacting with the children.
- Consider requiring educators/staff to wear a uniform, i.e., shirt with the service name and logo. This looks professional and makes the service employees immediately recognisable to new families. Change displays of children's work regularly to show the child focused, dynamic environment that will catch people's attention.
- Deal effectively with complaints.
- Regularly survey parents and children to find out what they like most and least about your service.

24.0 USEFUL WEBSITES

www.commerce.wa.gov.au

Department of Commerce

- Associations Consumer Protection
- Freedom of Information guidelines
- Policies and Procedures
- Labour Relations
- WA Industrial Relations System
- Awards/Award Summaries/Wage Rates
- WorkSafe – Work Health Safety

www.wa.gov.au/organisation/department-of-communities/education-and-care-regulatory-unit

Department of Communities

- Education and Care Services National Law (WA) Act 2012
- Education and Care Services National Regulations 2012
- Assessment and Rating
- Applications and approvals

www.legislation.wa.gov.au/legislation/statutes

Department of Justice

- Key State Legislation – Acts/Regulations

<https://www.oaic.gov.au/>

Office of Australian Information Commissioner

- Privacy Act
- Information/Guidance Sheets

www.acecqa.gov.au

Australian Children's Education and Care Quality Authority

- Education and care information
- National Quality Agenda IT System (contacting regulatory authorities)
- National Quality Framework
- National register of approved services and providers
- 2nd tier reviews of Assessment and Rating
- Supports on-going quality improvement
- Guidance, resources and supports

www.servicesaustralia.gov.au/organisations/business/your-business-sector/child-care-providers

Child Care Subsidy

- Child care subsidy (CCS)
- Additional child care fee subsidy (ACCS)
- Provider Entry Point (PEP)

www.ato.gov.au

Australian Tax Office

- GST and Superannuation Information
- Online services

www.childaustralia.org.au

Child Australia

- Professional practice support
- Online learning
- Public events and workshops
- Sector advocacy





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