



Governance & Management Policy

Policy Statement:

Pennant Hills Before and After School Care Service is committed to strong governance and effective management that ensures compliance with the Education and Care Services National Law and Regulations. The service maintains clear structures of accountability, transparent decision-making, and continuous improvement practices, including the Quality Improvement Plan, to safeguard children's wellbeing, support staff, and deliver high-quality care.

Definitions:

Approved Provider: The legally accountable governing body under the Education and Care Services National Law and Regulations, responsible for overall compliance, strategic direction, and ultimate decision-making authority.

Nominated Supervisor: A person/persons designated by the Approved Provider to manage the day-to-day operations of the service, ensuring compliance with legislation, policies, and regulatory requirements.

Responsible Person in Charge: A staff member authorised under the National Law to assume day-to-day charge of the service.

Educational Leader: An educator appointed to guide the development and implementation of the educational program and embed reflective practice.

Quality Improvement Plan (QIP): A mandatory document that records the service's goals, strategies, and evidence of continuous improvement across all Quality Areas in the National Quality Framework, supporting compliance and preparation for assessment and rating.

Considerations:

- Education and Care Services National Regulations:
 - Regulation 55 – Quality Improvement Plan
 - Regulations 173-185 – Display, records, and retention requirements
 - Regulation 118 – Appointment of Educational Leader
 - Requirements relating to Approved Provider, Nominated Supervisor, and Responsible Person in Charge
- Education and Care Services National Law:
 - *Section 12-13:* Responsibilities and obligations of the Approved Provider.

- *Section 118*: Requirement to appoint an Educational Leader.
- *Section 133*: Assessment and Rating of services against the National Quality Standard.
- *Section 165–167*: Duties relating to the health, safety, and wellbeing of children.
- *Section 174*: Requirement to notify the Regulatory Authority of prescribed incidents, complaints, or changes.
- My Time Our Place Framework
- National Quality Standard:
 - Quality Area 7 – Governance and Leadership
 - 7.1.2: Management systems are in place to support effective service operation.
 - 7.2.1: Continuous improvement is embedded in service operations through the Quality Improvement Plan.
 - 7.2.2: The educational leader supports educators to improve practice and pedagogy.
 - 7.2.3: Educators, coordinators, and staff members engage in ongoing critical reflection to drive quality outcomes.
 - Quality Area 1 – Educational Program and Practice
 - 1.3.2: Critical reflection on children’s learning and development is regularly used to inform program planning and practice.
 - 1.3.3: Families are engaged in their child’s learning and contribute to service decision-making.
 - Quality Area 6 – Collaborative Partnerships with Families and Communities
 - 6.1.2: Families are supported from enrolment to be involved in service governance and decision-making.
 - 6.2.3: The service builds partnerships with community organisations to enhance children’s learning and wellbeing.

Policy:

Structure & Responsibilities:

Parent Management Committee (Approved Provider):

The Parent Management Committee (PMC) is the governing body of the service and, for the purposes of the Education and Care Services National Regulations, collectively fulfils the role of the Approved Provider. Operating under the organisation’s constitution, the PMC ensures that governance arrangements are legally compliant, strategically sound, and aligned with the service philosophy. The PMC holds ultimate accountability for the service and cannot delegate certain core responsibilities.

Responsibilities:

- Act as the Approved Provider under the National Law and Regulations.

- Ensure compliance with the service's constitution, values, and objectives.
- Ratify the service philosophy and policies, with all changes formally minuted.
- Approve policies, plans, and budgets; monitor organisational performance.
- Review and approve strategic direction and initiatives.
- Ensure compliance with all relevant laws, regulations, and regulatory requirements.
- Establish and maintain systems of financial control, internal control, and performance reporting.
- Approve annual financial statements and required government reports.
- Maintain organisational structure, frameworks of delegation, and internal control.
- Select, evaluate, reward, or dismiss staff; delegate functions to sub-committees and the Nominated Supervisor.
- Review and monitor risk management and compliance; ratify policies and decisions on significant risks.
- Address and manage disputes or conflicts within the organisation.
- Oversee compliance with regulations relating to facilities, environment, and equipment.
- Conduct ongoing review and evaluation of the service, including development of the Quality Improvement Plan (QIP).
- Ensure appropriate record keeping and compliance with retention requirements under Regulations 177-185.
- Maintain confidentiality in line with the Privacy, Confidentiality & Record-Keeping Policy.
- Consider work, health and safety implications and ensure risk assessments are undertaken.

Nominated Supervisor(s):

The Nominated Supervisor/s are responsible for the day-to-day management of the service. They operate under the direction of the Approved Provider and implement policies while addressing operational and management issues. The centre director is required to sign on as a Nominated Supervisor, and it is best practice for the Assistant Director/s to do so as well.

Responsibilities:

- Develop and implement organisational strategies; make recommendations on significant initiatives.
- Recommend staff appointments, determine terms of employment, evaluate performance, and maintain succession plans.
- Contribute to the annual budget and manage daily operations within budgetary limits.
- Maintain an effective risk management framework.
- Keep the Approved Provider and regulators informed of developments impacting service performance.
- Report on work, health, and safety issues to the Parent Management Committee.

Director:

The Director is the authorised supervisor responsible for the overall management and administration of the service. The Director ensures that the quality of care provided aligns with the values, principles, policies, and objectives of the organisation, school, and community. This role bridges governance and daily operations, providing leadership to staff and maintaining compliance with all statutory requirements.

Responsibilities:

- Oversee the overall management and administration of the service.
- Supervise the development, implementation, and evaluation of educational and developmental programs that meet the needs of individual children.
- Ensure the service operates in accordance with the Education and Care Services National Law and Regulations, including health, safety, and wellbeing requirements.
- Support the Parent Management Committee, school governing council, and principal to ensure the service is managed in line with organisational objectives.
- Lead staff by providing direction, mentoring, and professional development opportunities.
- Maintain compliance with policies, procedures, and statutory requirements, including risk management and notification obligations.
- Uphold confidentiality and respect for diversity and inclusion across the service.
- Ensure effective communication with families, staff, and community stakeholders.
- Report to the Approved Provider/Parent Management Committee on service performance, staffing, and compliance matters.

Assistant Director(s):

The Assistant Director supports the Director in the overall management of the service and provides leadership to educators in delivering quality, play-based education and care. This role ensures continuity of operations when the Director is absent, coordinates daily programs, and upholds compliance with the Education and Care Services National Law and Regulations. Assistant Directors act as a bridge between governance and practice, helping to implement policies, mentor staff, and maintain safe and engaging environments for children.

Responsibilities:

- Support the Director in managing the service's daily operations and administration.
- Coordinate and direct the activities of educators in implementing and evaluating developmentally appropriate programs.
- Contribute to the development and review of service policies through consultation with the Director and Parent Management Committee.
- Supervise staff, mentor, and assist with professional development and training.

- Ensure compliance with Work Health and Safety requirements, including risk assessments and reporting.
- Assist with program planning, including scheduling activities and ensuring they align with the service philosophy and approved learning framework.
- Act as a point of contact for families, supporting communication and engagement.
- Step into the Director's role when required to ensure continuity of leadership and decision-making.
- Maintain records and documentation in line with regulatory requirements.

Educational Leader:

The Educational Leader is a designated, suitably qualified and experienced educator appointed by the Approved Provider under Regulation 118 of the Education and Care Services National Regulations. The role is central to guiding the development and implementation of the educational program and inspiring high-quality practice. The Educational Leader works collaboratively with educators, children, and families to ensure that the program aligns with the approved learning framework and supports continuous improvement.

Responsibilities:

- Lead the development and implementation of educational programs that align with the approved learning frameworks (e.g., *My Time, Our Place Framework*)
- Inspire, motivate, affirm, and challenge educators to extend their practice and pedagogy.
- Facilitate inquiry and reflective practice among educators to improve outcomes for children.
- Ensure programs support play and leisure-based learning and reflect the significance of school age care in the education continuum.
- Mentor and support educators in planning, documenting, and evaluating children's learning experiences.
- Ensure the service meets National Quality Standard 7.2 (Governance and Leadership) by embedding educational leadership into practice.
- Work with families and communities to build understanding of the program and its learning outcomes.
- Promote high-quality teaching practices and contribute to the service's Quality Improvement Plan (QIP).

Senior Staff – Responsible Person in Charge:

Senior staff members designated as the Responsible Person in Charge are authorised to oversee the service when the Director or Nominated Supervisor is not present. This role is recognised under the Education and Care Services National Law and Regulations, which require that a Responsible Person be physically present at the service at all times children are in care. These staff ensure continuity of leadership, uphold compliance, and provide immediate decision-making authority during operational hours.

During opening hours, the Responsible Person's name and photo is displayed on the front door and on the parent sign in/out table.

Responsibilities:

- Act as the Responsible Person in Charge whenever the Director or Nominated Supervisor is absent.
- Ensure the service operates in accordance with the Education and Care Services National Law and Regulations during their period of responsibility.
- Supervise daily routines, programs, and staff to maintain quality care and safety.
- Respond to incidents, complaints, or urgent matters, escalating to the Director or Approved Provider as required.
- Maintain accurate attendance and enrolment records in line with prescribed requirements.
- Ensure children's health, safety, and wellbeing are prioritised at all times.
- Communicate effectively with families, staff, and external stakeholders during their period of responsibility.
- Support compliance with Work Health and Safety requirements, including risk assessments and reporting hazards.
- Uphold confidentiality and professional standards in decision-making.

Administrative Roles for Senior Staff:

Administrative functions such as vacation care planning, inclusion support, and Work Health and Safety coordination are often delegated to senior staff to assist the Director and Assistant Director(s) in managing the service. These roles provide practical support, help distribute workload, and ensure smooth daily operations.

While senior staff carry out these tasks, they are not legally accountable for outcomes, nor solely responsible for completion. Legal responsibility remains with the Approved Provider and Nominated Supervisor(s). Delegation is intended to strengthen capacity and compliance without shifting statutory accountability.

Regulatory & Licensing Compliance:

The Nominated Supervisor(s), in collaboration with the Approved Provider, ensure compliance at all times with the key operational and regulatory requirements of the service. This includes:

- Insurance requirements such as public liability and workers' compensation.
- Prescribed information displays as required under Regulation 173.
- Licensing conditions attached to the service's approval under the National Law.
- Notification obligations to the Regulatory Authority for changes, incidents, or complaints.
- Maintaining accurate and confidential records (see Privacy, Confidentiality & Record-Keeping Policy).

- Maintaining licensed hours of operation.

Hours of Operation:

The centre operates during NSW Government school terms, providing before school care from 7:00am to 8:45am and after school care from 3:15pm to 6:15pm, Monday to Friday. It does not operate on public holidays, and families are notified if the centre closes unexpectedly. No child is left unattended after closing (see Delivery & Collection of Children policy).

During school holidays, the service runs vacation care for seven weeks across autumn, winter, and spring holidays, plus approximately 2.5 weeks in the summer holidays before the new school year begins. Vacation care, which includes programs run on School Development Days, operates Monday to Friday from 7:15am to 6:15pm, with closures on public holidays.

Policy Development & Review:

The service ensures that all required policies under the National Law and Regulations, as well as additional policies deemed necessary, are developed and maintained to support clear operations and compliance. Policies are reviewed when new issues arise, when operational clarity is needed, or when changes occur in service delivery. They are written to reflect the service philosophy, stored in an accessible location, and introduced to new educators and families. Stakeholders are encouraged to contribute to policy development and review, with families receiving at least 14 days' notice of any changes that may affect them.

Policies are reviewed annually, or sooner if there are legislation changes, best practice updates, or changes to operational needs. Reviews assess effectiveness, responsiveness to incidents, alignment with the service philosophy, and compliance with current legislation and standards. Any changes are approved by the Parent Management Committee and communicated to the community promptly through multiple channels.

We are committed to conducting an annual review of our service philosophy, ensuring that the perspectives of staff, children, and families are meaningfully included. It is vital that all stakeholders have the opportunity to contribute, as the philosophy serves as the foundation for guiding and shaping our practices.

Stakeholder Engagement:

Our service actively fosters meaningful engagement with all stakeholders, recognising that community involvement strengthens the quality and relevance of our programs. Parents and guardians are encouraged to participate in the Parent Management Committee, providing direct input into decision-making and service operations. Families are also invited to share their skills, knowledge, and cultural practices with the service, enriching the learning environment, and promoting inclusivity.

Children are consistently given opportunities to voice their ideas and suggestions about activities and service practices, ensuring their perspectives shape our program. External community contributions are welcomed through initiatives such as high school work experience, Duke of Edinburgh volunteers, TAFE and university placements, and broader community partnerships. These connections are further embedded in our program through themed events, educational activities, and collaborative projects.

Maintenance & Facilities:

The service ensures that all equipment and facilities are kept safe, clean, and in working order through regular inspection, cleaning, and repair. Faulty or unsafe items are removed or isolated until fixed or replaced, with budget provision for ongoing maintenance.

The Parent Management Committee monitors compliance with relevant regulations and ensures practices are consistent with procedures laid out in policy. Urgent repairs are escalated immediately, and the centre will close if conditions are deemed unsafe, with families notified in a timely manner.

As the buildings and grounds are maintained by Pennant Hills Public School, the service prioritises a strong working relationship with school leadership to ensure timely reporting and resolution of maintenance issues, supporting a safe environment for children. For more detailed information on maintenance and safety, please see our Providing a Child-Safe Environment Policy.

Quality Improvement & Service Assessment:

Our service maintains a Quality Improvement Plan (QIP) as a central part of our governance and management framework. The QIP is reviewed and updated regularly to reflect progress against the National Quality Framework and the Education and Care Services National Law and Regulations. It records our goals, strategies, and evidence of improvement across all Quality Areas, with contributions from educators, families, and children. This collaborative approach ensures accountability and positions the QIP as both a compliance requirement and a tool for driving ongoing quality practice.

The QIP also underpins our engagement with the Assessment and Rating (A&R) process, which is a formal evaluation of a service's practices against the National Quality Standard to determine its quality rating. It provides a clear record of how improvements are identified, implemented, and sustained, enabling assessors to see the depth of our practice. By documenting cycles of reflection, stakeholder input, and measurable outcomes, the QIP supports us in presenting evidence of quality practice that goes beyond minimum standards. This ensures our service is well-prepared for assessment and demonstrates a culture of continuous improvement.

Version	Action	Date
V.1	Original endorsement	5 th November 2020
V.2	Major update: - Added key roles and responsibilities - Added information about compliance, stakeholder engagement and QIP - Removed confidentiality and records (to new policy) - Added where RP is displayed / communicated	18 th December 2025
V.2	PMC Approval	30 th March 2026