

# Leadership, Service Management and Effective Administration

## Policy statement

Goodstart Early Learning (Goodstart) is committed to ensuring that all its centres have effective leadership which promotes a positive organisational culture and builds a professional learning environment. Goodstart will pursue continuous improvement in all aspects of its operations, and this objective is central to each centre's Statement of Philosophy and Service Commitment. Goodstart believes that efficient administrative support systems are essential enablers for the effective management and delivery of quality services and is committed to providing and improving those systems. Protecting the privacy of children, families and staff is of the utmost importance. Goodstart is therefore committed to the preservation of the confidentiality, integrity and appropriate use of the information it is entrusted with.

*Regulatory references: National Regulations 168(2)(g) and 100, 101 and 102 (excursions); 168(2)(l) (governance, management and confidentiality); 168(2)(m) (acceptance and refusal of authorisations); 168(2)(n) (payment of fees and provision of a statement); 168(2)(o) (dealing with complaints)*

## What does this policy apply to?

- ▶ **Effective service leadership**
- ▶ **Continuous improvement**
- ▶ **Administrative systems**
- ▶ **Confidentiality, privacy and digital information security**

This policy relates to Quality Area 7 of the National Quality Standard

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| QA7   | Effective leadership and service management  |
| 7.1   | Effective leadership promotes a positive organisational culture and builds a professional learning community.  |
| 7.1.1 | Appropriate governance arrangements are in place to manage the service.  |
| 7.1.2 | The induction of educators, co-ordinators and staff members is comprehensive.  |
| 7.1.3 | Every effort is made to promote continuity of educators and co-ordinators at the service.  |
| 7.1.4 | Provision is made to ensure a suitably qualified and experienced educator or co-ordinator leads the development of the curriculum and ensures the establishment of clear goals and expectations for teaching and learning. |
| 7.1.5 | Adults working with children and those engaged in management of the service or residing on the premises are fit and proper.  |
| 7.2   | There is a commitment to continuous improvement.   |

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| <b>DOCUMENT NUMBER &amp; TITLE</b>   |  | <b>NQS7 Leadership, Service Management and Effective Administration POLICY</b> |  |                          |            |
| <b>CONTENT OWNER</b>   | Warren Bright, Chief Operating Officer | <b>DOCUMENT AUTHOR</b>   | Warren Bright, Chief Operating Officer |                          |            |
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| Ensure you are using the latest version of this policy. You can find it at <a href="http://policies.goodstart.org.au/PoliciesandProcedures/NQS7%20Leadership,%20Service%20Management%20and%20Effective%20Administration%20POLICY.docx">http://policies.goodstart.org.au/PoliciesandProcedures/NQS7%20Leadership,%20Service%20Management%20and%20Effective%20Administration%20POLICY.docx</a> |  |  |  |                          |            |
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| 7.2.1 | A statement of philosophy is developed and guides all aspects of the service's operations.  |
| 7.2.2 | The performance of educators, co-ordinators and staff members is evaluated and individual development plans are in place to support performance improvement.                |
| 7.2.3 | An effective self-assessment and quality improvement process is in place.   |
| 7.3   | Administrative systems enable the effective management of a quality service.  |
| 7.3.1 | Records and information are stored appropriately to ensure confidentiality, are available from the service and are maintained in accordance with legislative requirements.  |
| 7.3.2 | Administrative systems are established and maintained to ensure the effective operation of the service.   |
| 7.3.3 | The Regulatory Authority is notified of any relevant changes to the operation of the service, of serious incidents and any complaints which allege a breach of legislation. |
| 7.3.4 | Processes are in place to ensure that all grievances and complaints are addressed, investigated fairly and documented in a timely manner.                                   |
| 7.3.5 | Service practices are based on effectively documented policies and procedures that are available at the service and reviewed regularly.                                     |

## Effective service leadership

Goodstart will ensure that appropriate governance arrangements are in place to manage all aspects of its business. All centre staff will be properly inducted, with easy access to induction tools and supports provided through the 'Engage!' section of Goodstart's intranet. Goodstart's 'Welcome' program will provide focused leadership induction for all Centre Directors. Every effort will be made to ensure continuity of key centre staff. Qualified and experienced staff will lead the development of curriculum and will ensure the establishment of clear goals and expectations for teaching and learning. All adults working with children or managing centres will be fit and proper persons.

Goodstart is committed to excellence in leadership in the early childhood learning profession and will endeavour to develop and support the foundational skills and knowledge of all leaders in Goodstart centres.

*Related documents: Curriculum Development Guideline; Enrolment and Orientation Procedure; Maintaining Working with Children's Checks Requirement; Recruitment and Selection Policy; Responsible Person Requirement; Rostering Staff Procedure; Staffing Arrangements Policy.*

## Continuous improvement

Each Goodstart Centre Director will lead the development of a vision for their centre - a statement of philosophy - in consultation with children, families and their community. This vision will align with Goodstart's organisational Vision, Goals and Guiding Principles standard and will guide all aspects of the centre's operations. The performance of educators and other employees will be evaluated and managed in a systematic way, including having individual development plans in place to support performance improvement. Each centre will have an effective self-assessment and quality improvement process in place.

*Related documents: Developing a Centre Statement of Philosophy Guideline; Developing a Quality Improvement Plan Requirement; Personal Excellence Program Guideline; Personal Excellence Program Procedure.*

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## Administrative systems

Keeping personal records and information confidential is of critical importance to Goodstart and they will be stored in a way that ensures confidentiality is maintained and the privacy of children, families, educators and other employees is protected. These records will be available from the centre and will be maintained in accordance with legislative requirements. Administrative systems that help ensure the effective operation of the service will be established and maintained. Goodstart has rigorous processes in place, supported by documentation available on its intranet, to ensure regulatory authorities are notified of any relevant changes to the operation of the service, of serious incidents and any complaints which allege a breach of legislation. Goodstart will ensure that all family grievances and complaints are addressed, investigated fairly and documented in a timely manner. Service practices at Goodstart centres are based on effectively documented policies and procedures that are aligned with the National Quality Standard, are available at the centres and are reviewed regularly.

*Related documents: Absences from the Centre Requirement; Alternative 3rd Party Payments Requirement; Child Transfers Requirement; Children's Belongings Requirement; Collection of Children Procedure; Confidentiality, Privacy and Digital Information Security Requirement; End of Care Requirement; Family Account Management Procedure; Family Complaint Procedure; Family Entitlements Requirement; Payments and Banking Procedure; Record Retention and Destruction Requirement.*

## Confidentiality, privacy and digital information security

Goodstart is committed to protecting your privacy, and the privacy of children and families. Goodstart is subject to the Privacy Act, including the National Privacy Principles. Goodstart's 'Privacy Statement' is designed as an information sheet for children and families, is linked to this policy and demonstrates to children and families how Goodstart collects, uses and discloses their personal information. Goodstart will ensure that all information and documentation relating to its early childhood education and related business activities is stored securely (whether in digital or other forms) and is treated appropriately at all times. Goodstart will have clear requirements which govern the level of access staff and external parties have to the information it holds, and how this access is managed and implemented throughout the organisation.

*Related documents: Privacy Statement Appendix; Confidentiality, Privacy and Digital Information Security Requirement.*

## Responsibilities

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This policy is to be implemented by: All Staff.

Policy owner: Warren Bright, Chief Operating Officer.

Content owners: Warren Bright, Chief Operating Officer (Effective Service Leadership); Tara Harnett, Quality Manager (Administrative Systems);

## Definitions

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- The term 'Goodstart centre' has the same meaning as the NQS term 'service'

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