GOVERNANCE POLICY

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

NATIONAL QUALITY STANDARD (NQS)

QUALITY AREA 7: GOVERNANCE AND LEADERSHIP		
7.1	Governance	Governance supports the operation of a quality service that is child safe.
7.1.2	Management Systems	Systems are in place to manage risk and enable the effective management and operation of a quality service that is child safe.
7.1.3	Roles and Responsibilities	Roles and responsibilities are clearly defined and understood and support effective decision-making and operation of the service.
7.2	Leadership	Effective leadership builds and promotes a positive organisational culture and professional learning community.
7.2.1	Continuous improvement	There is an effective self-assessment and quality improvement process In place.
7.2.2	Educational leadership	The educational leader is supported and leads the development and implementation of the educational program and assessment and planning cycle.
7.2.3	Development of professionals	Educators, co-ordinations and staff members performance is regularly evaluated and individual plans are in place to support learning and development.

EDUCATION AND CARE SERVICES NATIONAL LAW AND NATIONAL REGULATIONS	
S. 2A	Paramount consideration—safety, rights and best interests of children (commencing 2026)
S. 4	How functions to be exercised
S. 19	Conditions on provider approval
S. 51	Conditions on service approval
S.162	Offence to operate education and care service unless responsible person is present
S.166A	Offence to subject child to inappropriate conduct [commencing 2026 Nationally]
S.172	Offence to fail to display prescribed information
S. 173	Offence to fail to notify certain circumstances to Regulatory Authority
S. 174	Offence to fail to notify certain information to Regulatory Authority
S. 175	Offence relating to requirement to keep enrolment and other documents
Part 6A	Devices in education and care services [commencing 2026]
S. 188	Offence to engage person to whom prohibition notice applies

S. 269B	National Early Childhood Worker Register [commencing 2026]
S. 269E	Approved provider must give information to the National Authority for the National Early Childhood Worker Register [commencing 2026]
29	Condition on service approval-insurance
31	Condition on service approval-quality improvement plan
55	Quality improvement plan
56	Review and revision of quality improvement plans
73	Educational program
74	Record of child assessments or evaluations for delivery of educational program
84	Awareness of child protection law
104	Fencing
106	Laundry and hygiene facilities
107	Space requirements- indoor
108	Space requirements- outdoor
109	Toilet and hygiene facilities
110	Ventilation and light
117B	Minimum requirements for person in day-to-day charge
117C	Minimum requirements for a nominated supervisor
157	Access for parents
158	Children's attendance record to kept by approved provider
160	Child enrolment records to be kept by the approved provider and family day care educator
161	Authorisations to be kept in enrolment record
162	Health information to be kept in enrolment record
167	Record of service's compliance
168	Education and care services must have policies and procedures
170	Policies and procedures to be followed
171	Policies and procedures to be kept available
172	Notification of change to policies and procedures
173	Prescribed information to be displayed

174	Time to notify certain circumstances to Regulatory Authority
175	Prescribed information to be notified to the Regulatory Authority
176	Time to notify certain information to Regulatory Authority
177	Prescribed enrolment and other documents to be kept by approved provider
180	Evidence of prescribed insurance
181	Confidentiality of records kept by approved provider
183	Storage of records and other documents
184	Storage of records after service approval transferred
185	Law and regulations to be available

RELATED LEGISLATION

Family Assistance Law – Incorporating all related legislation as identified within the Child Care Provider Handbook

RELATED POLICIES

Acceptance and Refusal Authorisation Policy Administration of First Aid Policy CCS Governance Policy Code of Conduct Policy Child Protection Policy Child Safe Environment Policy Dealing with Infectious Diseases Policy Dealing with Complaints Policy Delivery of Children to, and collection from EEC Service Policy Emergency and Evacuation Policy Enrolment Policy Excursion/Incursion Policy Incident, Injury, Trauma & Illness Policy Interactions with Children, Staff and Families Policy Medical Conditions Policy Nutrition Food Safety Policy	Orientation of Families Policy Payment of Fees Policy Privacy and Confidentiality Policy Probation and Induction Orientation Policy Protected Disclosures (Whistleblower) Policy Record Keeping and Retention Policy Safe Arrival of Children Policy Safe Transportation Policy Safe Use of Digital Technologies and Online Environments Policy Sleep and Rest Policy Staffing Arrangements Policy Student, Volunteer and Visitor's Policy Sun Safe Policy Water Safety Policy Work, Health and Safety Policy

PURPOSE

Our Service aims to ensure all legal and financial requirements are implemented and recognised through appropriate governance practices, providing quality education and care, meeting the principles, practices and elements of the Early Years Learning Framework (EYLF) and the National Quality Standard (NQS). We believe that children's safety, rights, and best interests are the paramount consideration for all Service operations, decisions and functions. Our Service ensures that child safety, wellbeing and best interests take priority over all other considerations, including financial interests or other obligations of management, and are embedded in our daily practices, policies and procedures.

SCOPE

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

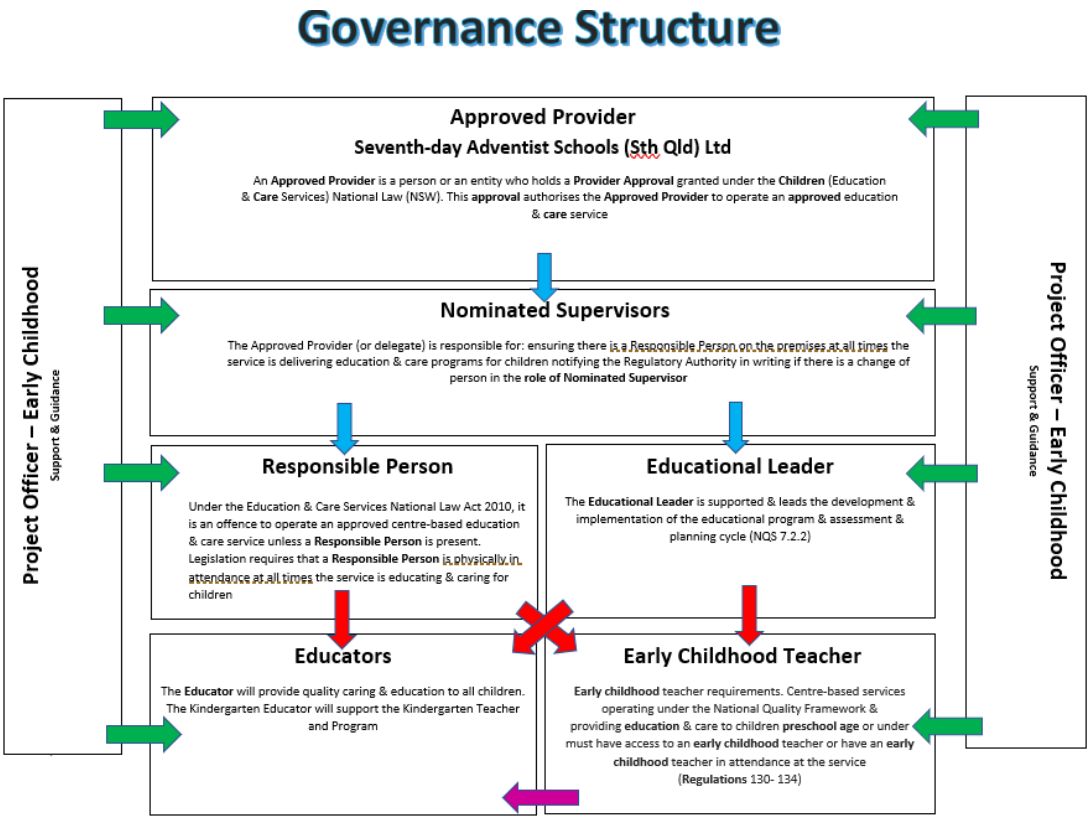
IMPLEMENTATION

Under the Education and Care Services National Regulations, the approved provider must ensure that policies and procedures are in place in relation to the governance and management of the service (regulation 168) and that they take reasonable steps to ensure those policies and procedures are followed. ACECQA 2021. For definitions and key terms used within this policy, refer to *Key Terms – Policies and Procedures*.

Governance is the process that directs and controls our Service, ensuring accountability, and supporting decision making. The Approved Provider and Nominated Supervisor of the Service accept the legal responsibilities associated with establishing, administering, and maintaining the Service. Management may include Persons with Management or Control of the Service (PMC) as defined by ACECQA. Persons with management or control may *participate in executive or financial decision-making or have authority or responsibility for, or significant influence over, the planning, direction, or control of the activities or the delivery of the education and care service* (ACECQA 2023)

Our Service has the following established positions:

- Approved Provider
- Persons with Management or Control
- Nominated Supervisor
- Educational Leader
- Responsible Persons



NATIONAL QUALITY FRAMEWORK (NQF) AND NATIONAL QUALITY STANDARD (NQS)

Our Service will ensure full compliance with the National Law and National Regulations at all times, and the approved provider will maintain provider approval under the NQF by continuing to meet all eligibility, suitability, and operational requirements to deliver education and care Services. The approved provider will follow and implement all directions or orders issued by the regulatory authority or Minister of Education. Our Service will participate in the NQS process as outlined within the Guide to the National Quality Framework. The approved provider and nominated supervisor will ensure all educators and staff are prepared for assessments and ratings, ongoing quality improvement, and compliance with all regulatory requirements. Our Service will work towards achieving an 'Exceeding' rating in all seven quality areas defined in the NQS of the NQF.

NOTIFICATION AND REPORTING

The approved provider is responsible for ensuring all notification and reporting requirements are met regarding the National Quality Framework, Family Assistance Law, Child Protection, Reportable Conduct Scheme, taxation and other legislation as required, as outlined within the *Notification and Reporting Guide.* Educators and staff will be informed of notification requirements during induction training and ongoing guidance, to ensure incidents are reported to the approved provider in a timely manner.

All notifications are made to the regulatory authority in writing, through the **NQA ITS** within the specified timeframes as outlined with the National Quality Framework. All notifications made to the Department of Education as per Family Assistance Law are made via the Provider Portal or CCS Software Kidsoft.

Key notification and reporting requirements: please note this is not an exhaustive list, refer to the *Notification and Reporting Guide* for all notification requirements.		
National Law or Regulation	Notification to the regulatory authority by the approved provider	
S. 37, 38, 39, 40 59, 59A, 86, 173, 174, 306 R. 36, 174, 175	• of changes regarding the approved provider, Persons with Management or Control or operational changes	
	Timeframe	Within 7 days (check notification guide as timeframes differ, 7 days is the minimum requirement)
S. 174 R. 12, 175, 176	• of any incident or complaint that seriously compromises the safety, health or wellbeing of a child, including physical or sexual abuse	
	Timeframe	within 24 hours or within 24 hours of the approved provider being aware of the incident, complaint or allegation
S. 56, 56A, 173 R. 35	• of any changes to the nominated supervisor	
	Timeframe	at least 7 days prior to the appointment (or as soon as possible, but no more than 14 days after commencement)
National Law or Regulation	Notification to families	
S. 69	• transfer of Service approval	
	Timeframe	7 days before transfer
S. 37, 38, 84 85, 86 R. 172	• changes to policy or procedures that: ○ affect the fees charged or the way they are collected ○ significantly impact the service's education and care of children, or ○ significantly impact the family's ability to utilise the service.	

	Timeframe	At least 14 days before
R. 88, 93, 94	• occurrence of an infectious disease • medication administered during an emergency, including an asthma or anaphylaxis emergency	
	Timeframe	As soon as practicable
R. 86	• any incident, injury, trauma or illness involving their child	
		As soon as practicable, but within 24 hours

CHILDREN'S HEALTH AND SAFETY

Our Service is dedicated to ensuring that all health and safety needs are met through the implementation of a high standard of hygiene practices to control the spread of infectious diseases, the prevention and management of injuries and illness, and to provide a safe and secure physical environment for children, in accordance with the *Administration of First Aid Policy, Administration of Medication Policy, Dealing with Infectious Diseases Policy, Health and Safety Policy, Incident, Injury, Trauma & Illness Policy, Medical Conditions Policy, Nutrition Food Safety Policy, Safe Use of Digital Technologies and Online Environments Policy, Sun Safe Policy, Supervision Policy, Unexpected Death of a Child or Staff Member at the Service Policy and Water Safety Policy.*

CHILD SAFE ENVIRONMENT

Our Service is committed to ensuring all educators, staff, students, and volunteers understand and consistently implement our child safe policies, including *Child Protection, Child Safe Environment and Child Safety and Wellbeing (VIC Services) Policies* to maintain a child safe environment in accordance with the National Principles for Child Safe Organisations and Queensland Child Safe Standards. No staff member, educator, volunteer will engage in or overlook any inappropriate conduct towards a child while on the Service premises, during Service activities, excursions or any activity related to the Service. We ensure children being educated and care for are adequately supervised at all times and including when using digital devices as part of the educational program.

To ensure children's safety, access to the Service will be refused to any parent, guardian or authorised person where their behaviour, actions or known circumstances pose a risk to the safety or wellbeing of children, staff, volunteers or visitors. The approved provider will keep copies of all court orders and other legal documents in the child's enrolment records to ensure that a parent is not permitted access to the Service or their child when a court order or parenting order prohibits such access.

Our Service ensures that educators, staff, volunteers, and students are informed about the different ways children may express concerns, distress and disclose harm as well as the process for responding to disclosures from children- including a complaint that alleges a child is exhibiting sexual behaviours that may be harmful to the child or another child. (ACECQA, 2023.)

SERVICE PHILOSOPHY, SELF-ASSESSMENT AND QUALITY IMPROVEMENT PLAN (QIP)

Our Service will develop a QIP within the first 3 months of operation in collaboration with children, parents/guardians, educators and the management team. The Service philosophy will reinforce all other

documentation and everyday practices, reflecting the principles of the approved national framework: *Belonging, Being and Becoming: The Early Years Learning Framework for Australia, V2.0*

The Approved Provider will ensure:

- the Service philosophy is developed to guide management, staff and business decisions and is included within the QIP
- the QIP reflects a culture of continuous improvement, assessing the Service's practices against the National Quality Framework and identifies areas of improvement
- the QIP is available at the Service premises upon request and is updated at least annually or upon request by the regulatory authority
- the QIP is submitted to the regulatory authority upon request within the required timeframe
- coherent aims and goals, reflecting the interests, values, and beliefs of all stakeholders, are developed and recorded within the QIP as part of the Service's self-assessment reflective procedures.

PHYSICAL ENVIRONMENT

Our Service will ensure the environment is safe, stimulating, clean, and well maintained by regularly inspecting and maintaining facilities, equipment, and resources, supervising children at all times, and providing spaces that support learning, engagement, and inclusive interactions in accordance with the National Quality Framework and *Physical Environment Policy*. The approved provider will ensure that requirements relating to the physical environment, space, equipment and facilities are met at all times children are educated and cared for.

STAFFING

Our Service will comply with all staffing requirements as provided for under the National Quality Framework, in accordance with the *Staffing Arrangements Policy, Probation Induction and Orientation Policy, Recruitment Policy and Code of Conduct Policy.* The approved provider is responsible for implementing effective recruitment, induction, supervision, and performance processes; appointing and supporting suitable and qualified leaders and staff; ensuring compliance with legislative and regulatory requirements; maintaining clear roles, responsibilities, and records; and fostering a culture of accountability, professional growth, and child safety within the Service.

CODE OF CONDUCT

The standards of behaviour outlined in our *Code of Conduct Policy* provide guidance for all staff and educators to make personal and ethical decisions related to confidentiality, recruitment, duty of care, record keeping, professional relationships and appropriate use of resources within the Service. Employees, educators, staff and management are informed that inappropriate conduct and behaviour, including bullying, sexual harassment, discrimination and harassment will not be tolerated.

MAINTENANCE OF RECORDS

Our Service is committed to meeting all record-keeping requirements under the National Quality Framework, National Model Code, and relevant legislation, with the approved provider responsible

for ensuring records are accurately maintained, securely stored, regularly reviewed, and managed in line with authorisation, privacy, confidentiality, and retention requirements. Refer to *the Record Keeping and Retention Policy,* along with the *Quick Reference Guide and Checklist*, for notification requirements and timeframes to the regulatory authority, Department of Education or other authority.

The approved provider will ensure key Service information is clearly displayed and accessible to families, staff, and visitors. This includes provider and service approval details, nominated supervisors, quality ratings, any waivers, operating hours, contact details for complaints and the regulatory authority, and the names of the responsible person and educational leader. In relation to Service ratings, the approved provider must display the current and previous rating levels for each quality area under the NQS, the overall service rating, and any suspended or revoked ratings, as well as the quality rating certificate. The Service's quality and compliance history must be displayed, covering the past 2 years of compliance history, any prosecution information and compliance actions that are under review. Our Service will update the quality and compliance history statement following a change to NQS ratings issued or compliance notices issued, within 7 days.

Notices must also be displayed if a child at risk of anaphylaxis is enrolled or if an infectious disease has occurred. Where required, our Service will display information in languages commonly spoken by families enrolled at the service to support understanding and inclusion.

The approved provider will collect and maintain digital staff records within the National Educator Register from 2026 and ensure the register is updated within 14 days following any changes about a staff member, educator, student or volunteer engaged in the Service.

CONFIDENTIALITY

All members of the management team along with the nominated supervisor, responsible person, educators, and staff who gain access to confidential information, whether in the course of their work or otherwise, shall not disclose information to anyone unless the disclosure of such information is required by law and will respect the confidentiality of all documents and meetings that occur.

Management, educators, staff, volunteers, visitors, families and children will maintain a high standard of confidentiality relating to operation of the Service, in accordance with the *Privacy and Confidentiality Policy and Procedure*. The approved provider will ensure records or information is not provided to persons unless authorised, as per Reg. 181, by implementing strict access controls, training staff on confidentiality obligations, and verifying requests against legal and regulatory requirements.

Our Service provides a safe and confidential process for reporting wrongdoing, misconduct, or any matter that may risk the safety, welfare, or wellbeing of children within the service through the *Protected Disclosure (Whistleblower) Policy*. This process supports a culture of integrity and accountability (best practice).

POLICY REVIEW AND MANAGEMENT

The approved provider will ensure policies and procedures are developed, implemented and

maintained, in accordance with Reg. 168, as outlined within the *Writing, Reviewing and Maintaining Policies Policy.* The approved provider must ensure staff, students, volunteers follow Service policies and procedures.

The approved provider will ensure a culture of continuous improvement is maintained to ensure policies and procedures:

- comply with all legislative and regulatory requirements
- align with our Service philosophy and goals
- are followed and implemented by all educators and staff
- are routinely reviewed to reflect any changes to legislation or best practice recommendations
- are reviewed following any incident or complaint that reveal policy weakness
- reflect feedback from educators, staff, children and families.

ETHICAL DECISION-MAKING

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

MANAGING CONFLICTS OF INTEREST

Conflict of interest, whether actual, potential or perceived, must be declared by all members of the management team, Persons with Management or Control, nominated supervisor, senior staff and managed effectively to ensure integrity. Every stakeholder that is in a position of management has a responsibility to ensure their transactions, external business interests and relationships will not cause potential conflicts and to make such disclosures in a timely manner as they arise.

The following process will be followed to manage any conflicts of interest:

1. Whenever there is a conflict of interest, the member concerned must notify the approved provider about the conflict.
2. The member with a conflict of interest must not be present during the meeting of the management team or management meeting where the matter is being discussed or participate in any decisions made on that matter. The member concerned must provide the management committee/approved provider with any and all relevant information they possess on the particular matter.
3. The minutes of the meeting must reflect that the conflict of interest was disclosed, and appropriate processes followed to manage the conflict.
4. A *Conflict-of-Interest Disclosure Register and Statement* must be completed by each member of the management team/staff member upon his or her appointment and annually thereafter. If the information in this statement changes during the year, the member shall disclose the change to the approved provider and revise the disclosure statement accordingly.

EDUCATIONAL PROGRAM

Our Service aims to enhance children's learning and development through intentional pedagogical practices, a positive learning environment and a program based on an approved learning framework (EYLF). This

approach supports each child's sense of identity and wellbeing and aligns with the principles and practices outlined in our *Educational Program Policy*. The approved provider will ensure the educational program meets the educational and developmental needs of all children enrolled at the Service. An educational leader will be appointed and supported by the approved provider to lead the development and implementation of the educational program and assessment and planning cycle.

MANAGEMENT OF COMPLAINTS

Our *Dealing with Complaints Policy* and associated procedures support and encourage children, families, parents, educators, staff, visitors, students and members of the community to lodge a grievance or complaint with the assurance that all matters will be handled conscientiously and confidentially. Our Service ensures our complaint processes are child-focused and easily understood by children, young people and families and are accessible, effective and culturally safe.

BUSINESS AND FINANCIAL PLANS

Our Service aims to comply with the Child Care Subsidy legislative requirements associated with operating a fee reduction service for eligible families. We are committed to meet our obligations to maintain financial integrity and have effective compliance systems in place to ensure childcare funding is administered appropriately. Management will continuously examine our business and service model to identify opportunities to cater to the needs of our families and community. Management will ensure a strategic plan and business plan is developed for the Service, in alignment with the Service Philosophy and purpose.

The Approved Provider will:

- ensure the Service remains financially viable and can meet its debts and other obligations as they fall due by developing and implementing a budget or other financial management plan
- ensure the Service holds a current insurance policy for public liability with a minimum cover of $10, 000, 000 [or public liability provided by the Government of a State or Territory in respect for an education and care Service] and that insurance documents are available upon request
- review the Service's budget and monitoring financial performance and management to ensure the Service is solvent at all times and has sound financial strength
- approve annual financial statements and providing required reports to government bodies and maintaining appropriate delegations and internal controls
- comply with funding agreements where appropriate.

OWNERSHIP AND DISCLOSURE REQUIREMENTS

The approved provider will maintain transparency in governance and ownership arrangements by disclosing to the regulatory authority, as required, the names of any related entities and any subsequent changes within the required timeframes. The approved provider will clearly demonstrate the ownership structure (best practice) at the:

- service premises
- service website and digital platforms

- in all advertisements
- in any information required to be displayed under the National Law.

The Approved Provider is legally responsible for:

- regularly reviewing the Service's operational and governance processes to ensure they are effective, compliant, and support continuous improvement
- ensuring compliance with the Education and Care Services National Law and Education and Care Services National Regulations
- complying with Queensland and Australian governments' legislation that impacts upon the management and operations of a Service
- ensuring compliance by all employees and educators with the National Quality Framework and other relevant legislation or laws as required
- ensuring educators, staff, students and volunteers have knowledge of and adhere to this policy
- providing new employees, students and volunteers with a copy of the *Governance Policy* and procedure as part of their induction and are advised on how and where the policy can be accessed
- ensuring families are aware of this *Governance Policy*
- complying with Family Assistance Law (FAL)
- adopting and adhering to the National Model Code and the Education and Care Services
- acting honestly and with due diligence
- ensuring the number of children attending the Service does not exceed the number of children as outlined within licensing requirements, by monitoring enrolments, attendance, and group allocations
- being an employer, including all legal and ethical responsibilities that this entails
- managing control and accountability systems
- ensuring Service policies and procedures are readily accessible to the nominated supervisor, staff and volunteers at the Service
- providing Service policies and procedures upon request
- ensuring a copy of the Education and Care Services National Regulations and National Law is available at all times at the service for use by educators, staff, families and visitors (Reg.185).

The Nominated Supervisor/Responsible Person is responsible for:

- adhering to the Education and Care Services National Law and National Regulations
- developing ethical standards and a code of conduct which guide actions and decisions in a way that is consistent and reflective of the Service's expectations
- undertaking periodical planning and risk management plans and having appropriate risk management strategies in place to manage risks faced by the Service
- ensuring that actions taken, and decisions made are clear and consistent and will help build confidence in all stakeholders
- the day-to-day management of the Service
- ensuring all notification and reporting requirements are met regarding the National Quality Framework and other legislation

- the effectiveness of the Service's well-defined partnership between the Management Committee and the Nominated Supervisor. The partnership requires clear understanding of roles and responsibilities, and regular and open communication
- producing outcomes together with educators and staff. Educators must agree on their responsibilities and work according to current policies and procedures
- providing educators with training, resources, and support
- identifying and reporting if something significant occurs (for example: Work Health and Safety; Fraud Prevention; Complaint handling)
- identifying work required for completion and delegate to the appropriate educator/staff
- ensuring educators and staff do not delegate responsibilities for which they are accountable for or have been delegated to them by Management
- delegate all tasks in writing with a clear due date
- ensuring educators are adhering to service policies and procedures
- ensuring educators adhere to legislative requirements for taking images or videos of children in early education and care.

CONTINUOUS IMPROVEMENT/REFLECTION

Our *Governance Policy* will be evaluated and reviewed on an annual basis or earlier if there are changes to legislation, ACECQA guidance or any incident related to our policy. Feedback will be requested from children, families, staff, educators and management and notification of any change to policies will be made to families within **14 days.**

RELATED RESOURCES

Approved Provider Transfer Blank Action Plan Budget Forecast Guide Budget Forecast Spreadsheet Compliance Calendar Compliance Checklist Conflict of Interest Register and Statement Credit Card Agreement Director Management Report Key Terms – Policies and Procedures New Ownership Letter	Notification and Reporting Guide NQS Assessment and Rating Process-Letter to Families NQS Assessment and Rating Visit-Letter to Families Philosophy Development and Review Procedure Philosophy Template QIP Register of Goals Quality Improvement Plan Guide Quality Improvement Plan Workbook Service Closure Letter

SOURCES

Australian Children's Education & Care Quality Authority. (2026). *Guide to the National Quality Framework*
Australian Children's Education & Care Quality Authority. (2025). Policy and procedure guidelines. *Governance and Management Guidelines*.
Australian Government. Department of Education. *Child Care Provider Handbook.* (2025)
Early Childhood Australia Code of Ethics. (2016).
Education and Care Services National Law Act 2010.
Education and Care Services National Regulations. (Amended 2025)
NSW Government. (2025). Education and Care Services (Supply, Authorisation and Use of Devices) Order 2025.
Work Health and Safety Act 2011 (Cth).

REVIEW

POLICY REVIEWED BY	KAREN PETRIE	POSITION	PROJECT OFFICER EARLY CHILDHOOD
POLICY REVIEWED	NOVEMBER 2025	NEXT REVIEW DATE	NOVEMBER 2026
VERSION NUMBER	V13a.11.25		
MODIFICATIONS	JANUARY • added information about not permitting any inappropriate conduct to children • added information re: refusal of entry of persons if children's safety is at risk • additional information added regarding display of compliance history statement NOVEMBER • major review of structure of policy in alignment with ACECQA policy Guidelines (Sep 2025) • added amendments to National Law (NSW) services only • exceptions for access to parents added • additional information added re: Ministerial Directions (NSW) • sources updated as required		
POLICY REVIEWED	PREVIOUS MODIFICATIONS		NEXT REVIEW DATE
NOVEMBER 2024	• annual policy maintenance • new regulations added re: storage of records • minor formatting changes • sources updated as required		NOVEMBER 2025