



NARNIA EARLY LEARNING

Administered by
St Philip's Christian Education Foundation Ltd
(the Foundation)
ABN: 34002919584
Approved Provider Number: PR-00004308

Leadership, Management and Effective Administration Guidelines

31 August 2017

Introduction:

The first Narnia was established in 1992 by Lea Rule and Graeme Irwin for St Philips Anglican Church. Jane Dunn was also involved on staff. SPCC acquired Narnia from the Church in 1997. It has served the College community well over the years despite the relatively meagre facilities. When the Foundation purchased what is now SPCC Gosford in 2007 a Child Care Centre was also purchased and has continued to operate on the campus. Recently Richard Rule was hired as the Early Learning Development Officer to help put the centre at Gosford on a better financial footing and also to oversee the establishment of a new facility for the Newcastle Narnia. Both these goals have been now achieved with success. Lea Rule has been strategic in providing educational and administration expertise to establish the Centre at Newcastle. With the vision of a Centre at Port Stephens commencing January 2017 and another at Cessnock commencing in 2018. These guidelines clarify how we intend to operate the group of Centres owned by the Foundation.

For Christ Centred Early Learning,
Graeme Irwin
Executive Principal

A. Vision and Philosophy:

Biblical References to Care for Children:

Bible is clear about the reasons why we should be involved in early learning. Many scriptures refer to children and our responsibility to care for their spiritual growth as follows:

- 'For you created my inmost being; you knit me together in my mother's womb'. (Psalm 139:13 NIV)
- 'Start children off on the way they should go, and even when they are old they will not turn from it'. (Proverbs 22:6 NIV)
- 'If anyone causes one of these little ones—those who believe in me—to stumble, it would be better for them to have a large millstone hung around their neck and to be drowned in the depths of the sea'. (Matthew 18:6 NIV)
- 'All your children will be taught by the Lord, and great will be their peace'. (Isaiah 54:13 NIV)
- 'See that you do not despise one of these little ones. For I tell you that their angels in heaven always see the face of my Father in heaven'. (Matthew 18:10 NIV)
- Jesus said, 'Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these.' (Matthew 19:14 NIV)

B. Registration and Accreditation:

Legislative Framework:

The Law – Children (Education and Care Services National Law Application) Act 2010 – a National Law to regulate education and care services for children.

The Regulations – Education and Care Services National Regulations (2011).

Approved Provider: The Foundation is the approved provider for Early Learning Centres within the St Philip's group. Any changes to the Approved Provider registration must have the approval of the Executive Principal.

Service Approval: All service approvals and changes must be approved by the Executive Principal.

Nominated Supervisor: All Nominated Supervisor applications must be approved by the Executive Principal.

Accreditation:

The National Quality Framework involves a quality rating system and national quality standards in seven areas:

1. Education program and practice
2. Children's health and safety
3. Physical environment
4. Staffing arrangements
5. Relationships with children
6. Collaborative partnerships with families and communities
7. Leadership and service management

The Head of Early Childhood Education and each Centre Director works to ensure our quality ratings are as high as possible.

C. Governance and Management:

Introduction

Governance is the system or process by which organisations are directed, controlled and held accountable to ensure that the right decisions are made. We recognise the importance of having a framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in the organisation. Ultimately Narnia Christian Pre-School and Early Childhood Centre is governed by the Education and Care Services National Regulations under the Education and Care Services National Law as well as the National Quality Standards as stipulated by Australian Children's Education and Care Quality Authority. We view good governance and management as essential to our provision of quality education and care in a responsible manner.

Explanation

Narnia Christian Preschool and Early Childhood Centre is owned and operated by St Philip's Christian Education Foundation, who is The Approved Provider for the Early Learning Centres.

Board of Governors

The Management Board of Governors of the Foundation has ultimate jurisdiction and responsibility for the effective management and legal compliance of the service. The Head of Early Childhood Education will submit regular reports to the Board of Governors.

Delegation of Authority: The Board delegates certain responsibilities regarding the operation of the Early Learning Centres. See Appendix 1 and 2 for these delegations and the Organisational Chart.

Reporting Responsibilities:

Director's Report: A Director's Report is to be furnished by each Director in the form prescribed each month and presented to the Head of Early Childhood Education in time for the Directors monthly meeting with the Head of Early Childhood Education.

Finance Reports: The Administrator submits quarterly financial reports as indicated below to the Narnia Finance and Resources meeting each term. This meeting includes the CEO, CFO, Building Services Manager, Head of Early Childhood Education and Administrator,

Head of Early Childhood's Report: combines elements of the Director's Report, the finance report and other notable matters or concerns. It speaks for the vision and the Centres as required and is presented to the Board quarterly.

Annual Reports: a combined Annual Report is to be presented to the Executive Principal and the Foundation AGM each year. This will be the responsibility of the Head of Early Childhood Education. The Annual Finance Report is to form part of this report and is the responsibility of the Administrator.

Organisational Structure

(Lines of Authority)

Board of Governors

Executive Principal

Head of Early Childhood Education

Narnia Finance and Resource Team (Foundation Office Staff)

Centre Directors

Administrator / Staff

D. Roles and Responsibilities:

Executive Principal – ensures the vision for quality Christian early learning is established and maintained. Oversees all approvals and matters in regard to Approved Provider, Service Approval, Nominated Supervisor, Employment of Corporate Staff, Governance Matters and reporting to the Board.

CFO - oversees all financial processes, accounting and auditing processes and coordinates any bank loans for the Centres. Reports to the Executive Principal.

Business Manager / Early Learning Development Officer- coordinates the development of the Centres with input from The Head of Early Learning, and Executive Principal. Establishes and maintains administrative processes and financial accounting for each centre, and reports to the Executive Principal.

Head of Early Childhood Education - ensures the operation and vision of the Early Learning Centre is integrated effectively and oversees the quality of the service, the quality of programs, the development and appraisal of the Directors, coordinates the development of new centres and reports to the Executive Principal.

Administrator – The overall administration of SPCC Early Learning Centres is centralised at the Waratah Centre with administration support in each centre. The Administrator will manage all matters relating to the Child Care Management System and Centrelink for Child Care Benefit and Child Care Rebate payments. She is responsible for the overall budget and centre based budgets and projected financial planning, accounts payable and management of centre debtor's. This role coordinates the bookkeeping and payroll processes for all Centres and reports to the Head of Early Childhood. She will submit regular financial and business reports to the Board of Governors and the Narnia Finance and Development Team.

Director/ Nominated Supervisor – Leads their Centre and coordinates enrolment processes, programs, and staff employment. The Nominated Supervisor will be responsible for the leadership and management of the daily operation of the centre and will appoint, direct and supervise the educational responsibility for the well-being and effectiveness of the staff and children. The Director, with the Head of ECE, is responsible for the employment and ongoing, continuous development of staff.

All Staff will be properly inducted by following the Staff Induction Checklist. Every effort will be made to ensure continuity of key centre staff. All staff managing centres or working directly with children will be fit and proper persons.

Parent concerns will be managed wholly within the Centre for matters relating to the enrolment or the care of their children.

Any major incidents or complaints which allege a breach of legislation shall be reported to the Regulatory Authority.

Any major parent grievances can be made in writing to the foundation and will be addressed by the Head of Early Childhood Education. Wherever possible such matters will endeavour to be resolved at a Centre level.

They report to the Head of Early Childhood Education.

Administrative Support Staff – each Centre will have an admin staff member who is responsible for enrolment processes, fee collection, rebates, waitlists and general administration. They report to the Director and the Administrator.

Centre Staff - The Educators are directly responsible in a day to day context to the Director. They are responsible for the daily care and nurture of young children, planning and delivering stimulating educational programs and maintaining accurate records. specific job descriptions. Staff are accountable to their Director in the first instance.

E. Programs and Policies:

Curriculum/Learning/Activity programs; should reflect the Christian perspective of SPCC.

Enrolment Forms: are standard Narnia forms.

Parent's Information: Information for parents regarding Enrolment, Settling in, Routines, Daily Requirements and Policies is located on the website and is approved by the Head of Early Childhood Education.

Policy Management: policies are established according to NQF requirements. Where required these should be published on the Early Learning website. The Head of Early Childhood is responsible to ensure all centres are compliant. Policies will be reviewed every 3 years as a minimum however more regularly as need determines.

Risk Management: Risk Management reports are to be completed by the Centre Director and provided to the Head of Early Childhood Education, the Principal and the Executive Principal on an annual basis. The Risk Management Policy is the responsibility of the Head of Early Childhood Education.

Maintenance: Requests for maintenance may be registered in the school's maintenance request system where Narnia is a Tenant of the School. The cost of these maintenance works is charged to the Centre by the school. A system needs to be established and agreed on regard this. All other areas of maintenance will be organised by the Director and paid for directly.

F. Development and Marketing:

Development of new centres: The Head of Early Childhood Education is vested with the responsibility to outwork the agreed development plan at each site and the overall goals for the entity. This aspect is overseen by the Executive Principal.

Facility Setup: The physical environment of an early learning program is often referred to as the "third teacher". The set-up of Narnia facilities affects the quality of the program. A high-quality early learning environment is rich, responsive, relevant, and respectful. The Head of Early Childhood Education oversees this area.

Enquiry process: all enquiries for new centres will be via the website or Narnia Waratah Administration.

Use of corporate branding and naming (logo, letterhead etc): Established branding and naming is to be used in each Centre and its application is to be approved by the Executive Principal.

Signage: must be according to the corporate style guide and approved by the Executive Principal.

Website: is developed and contains information that is generic for all Centres and specific information for each location. The Administrator acts as the webmaster for this site. The contents of the website are approved by the Head of Early Childhood Education.

Marketing: Start up and ongoing marketing plans are established and coordinated by the Head of Early Childhood Education.

G. Employment and Human Resources:

Appointment of Christian staff: as is the case in all our schools only Christian staff will be employed.

Appointment of Foundation Staff: appointed by the Executive Principal.

Appointment of the Director: appointed by the Head of Early Childhood Education and the Principal with Corporate representatives involved on the selection panel.

Appointment of Centre Staff: are appointed by the Director. Selection panels should include the Head of Early Childhood Education.

Staff Code of Conduct: The SPCC Staff Code of Conduct applies to all employees of the Foundation. Staff should be given a copy of the code on engagement and asked to sign that they agree to work under the code.

Staff involvement in whole organisational events e.g. Staff Conference: it is desirable that all staff are able to attend the SPCC Staff Conference each year. Planning to this end needs to be included in the program of each centre.

Workers Compensation: As is the case in the main school all staff related accidents and incidents that may involve a Worker's Compensation claim are to be notified in the first instance to the Director of the Centre.

Continuous Improvement

The Centre Director will regularly consider the statement of philosophy in consultation with staff, families and their community. The Director will lead the vision for the centre and develop centre based goals as part of the Quality Improvement plan.

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.

Staff will establish personal professional goals towards their ongoing development. One of these goals is to link with the goals of the centre each year. ECT's are required to set at least one goal that links to the Australian Professional Standards for Teachers.

Staff appraisal will be held formally each 12 months with progress towards goals being reviewed 6 monthly. In addition, monthly "pit stops" with the Director or educational Leader will occur to support staff in performance improvement and well-being. This will encourage a staff focus on development and improvement. Regular meetings ensure staff are progressing towards their goals. Whole Staff meetings are held monthly after the Centre closes.

Administrative Systems

Administrative and organisational systems are in place to ensure the effective operation of the service will be maintained. The Leadership, Management and Effective Administration Guidelines include an Organisational chart, Leadership and Service management roles, Strategic plan, Communication Plan, Risk Management Plan and Philosophy. This document includes Narnia Early Learning Centres individually and corporately. Policies are reviewed every 3 years or as required. Required policies are displayed on the website. A full set of all Policies and a copy of the National Law and Regulations is accessible at each Centre. The Quality Improvement Plan is made available to Parents at each Centre. Staff Goals and Continuous Improvement Strategies which contribute to the Quality Improvement plan, are working documents which are maintained at each centre and reviewed regularly.

H. Finance and Administration:

Establishment Costs: Any expenses and time given by Foundation staff to the establishment of a new centre is a gift to the new entity under the Foundation until such time as the new centre generates its own income. All services provided once the new centre is operational will be covered by the Corporate Levy. A waiver or reduction of the corporate levy will be considered for the first 12 months of operation. Any funds used from existing services will be repaid before there is any decision as to the distribution of future surpluses.

ICT Services: The Director of ICT Services for the Foundation will provide services in regard to IT infrastructure, computers and software, telephones and PA, security systems, emergency alarms etc.

Fees charged and approval of fees: Annually a proposal for the fees charged is to be presented to the Board of Governors by the Head of early Childhood Education and the Administrator This is then tabled at the Board of Governors for ratification.

Budget approval: each Centre and the Entity should present proposed budgets to the Narnia Finance and Resources Team for approval. Board ratification is also required. Budgets are prepared by the Administrator in consultation with the Head of Early Learning for Narnia Centres.

Out of budget approvals: proposals are considered by the Head of Early Childhood Education and the Narnia Finance and Resources Team.

Payroll Administration: This will be done centrally from the Waratah Office. This is the responsibility of the Administrator.

Recovery of costs to schools: Rent is paid by Narnia where the licensed premises are owned by the host school. There may also be other costs that the school will be entitled to bill the Centre. This needs approval at the Narnia Finance and Resources Team meetings.

Corporate Levy: This will initially be the same as charged to the schools (currently 3% of income). This should be budgeted and paid quarterly. Any surpluses will be utilised as per approval of the Board.

Operational deficits/ surpluses: every effort must be made to ensure we are wise stewards and that each centre is financially viable and contributing to the overall organisation. The Early Learning entity must operate so that all expenses are contained well within the entity. Budgets and wise management is required.

Use of surpluses:

The distribution of surplus funds generated in any of the centres is not at the discretion of the school but is a board decision. Any surpluses will be utilised as per approval of the Board.

The reasons for this are:

1. The ELC is a separate entity and combining finances with the school will confuse proper and accurate accounting of both the school entity and the ELC entity.

2. ELC funds will remain separate to school funds. Any combining of funds may inflate the surpluses of the school and limit the school's ability to attract BGA grants.
3. The respective schools will appropriately charge the Early Learning Centres for all services rendered

Accounting: accounting will be centralised for the Early Learning entity with each centre accounted for separately. Therefore, financial management will be done centrally for all ELCs. We use the MYOB financial system. The Administrator liaises with the CFO and Assistant CFO for support and recommendations involving the finances of Narnia.

Child Administration System: We will use the Child Administration System Qikkids for all Centres. This will be operated locally at each centre.

Management Reports - provided each quarter and showing actual against budget for each centre, and a combined summary for the entity. Reports are required at the end of March, June, September and December.

Movement of monies: For development and cash flow purposes monies from time to time will need to be moved between the business units within the Early Learning entity. This is at the discretion of the Executive Principal.

Record Keeping: Adequate records need to be maintained and kept secure according to the National Quality requirements. Narnia records are also the property of the Foundation not just the Centre and need to be kept according to the Foundations record keeping policy.

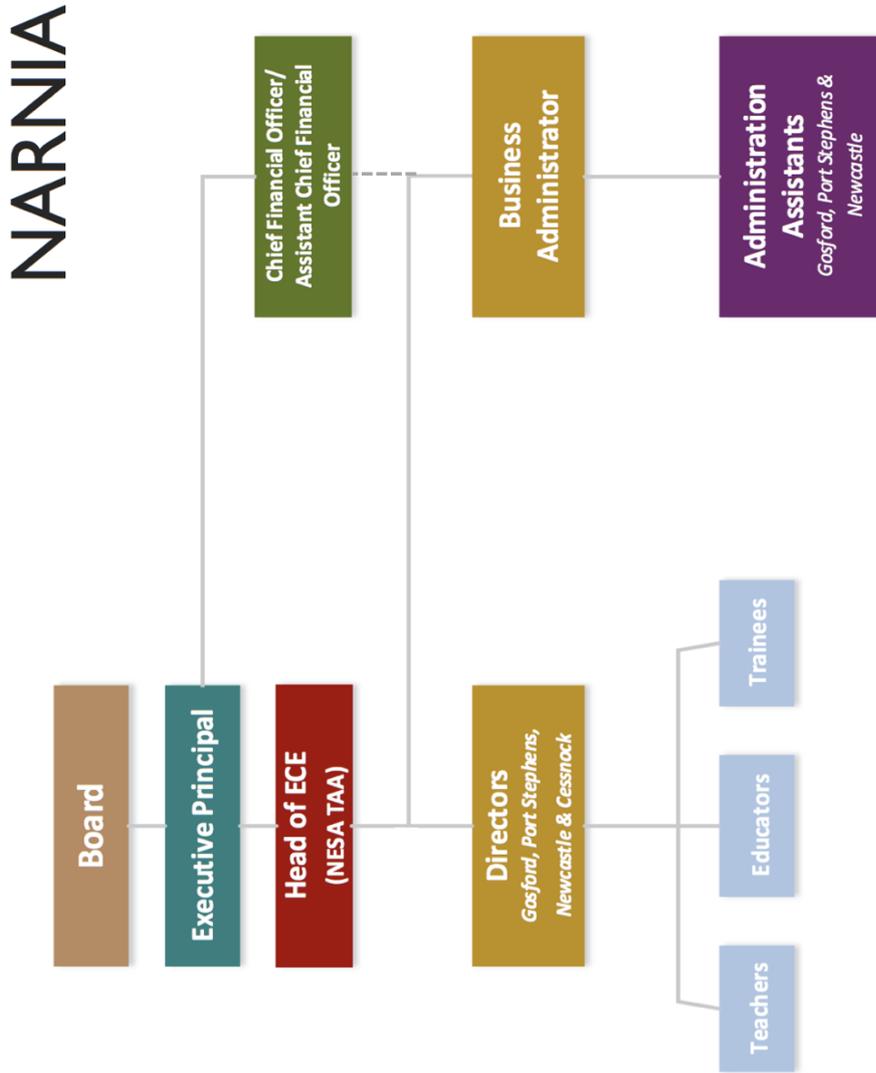
Confidentiality and Privacy

Narnia is committed to protecting the privacy of children, families and staff. All information and documentation of a personal, private or sensitive nature will be stored securely and treated appropriately. Photographs of children will only be used with parent permission.

Appendix 1

Early Learning Centres - Delegations of Authority

Action	Function	To be approved by
Provider approval	Foundation Office	Executive Principal (CEO)
Service approvals at each location	Foundation Office	Executive Principal (CEO)
Governance Committee	Foundation Office	Board of Governors
Appointment of Director	Foundation Office	Head of ECE
Appointment of staff	Service function	Director and Head of Early Childhood Education
Finances and Management	Joint Corporate Office and Service functions. Business Administrator overseen by the Assistant CFO	Executive Principal (CEO) or delegate CFO
Quality Improvement Plans	Director with Head of Early Childhood Education	Head OF Early Childhood Education.



Appendix 3

Narnia Finance and Resources Team

Focus:

1. Oversees the financial management of the services currently established by SPCEF Ltd on behalf of the Board of Governors and receives regular finance reports.
2. Assists the Head of Early Childhood Education with the development of new Early Learning services approved by the Board of Governors.

Membership: Executive Principal, CFO, Head of Early Childhood Education, Building Services Manager and Narnia Administrator.

Location of meetings: Foundation Office

Chairperson: Executive Principal (CEO)

Reports to: The Board of Governors. Key business, recommendation and requests from each meeting are to be reported on each term at the Board of Governors meeting

Duties:

1. Pursues the goals established for Early Learning services
2. Oversees the financial management of the services and receives regular finance reports
3. Approves annual budgets including staffing requirements
4. Approves development budgets for new developments
5. Oversees the risk management system for the services and receives term reports
6. Oversees the compilation of an Administration Handbook for SPCEF Ltd Early Learning Services