



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

25 November 2021

Introduction:

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 served the College community well over the years despite the relatively meagre facilities. In 2007, the Foundation purchased what is now SPCC Gosford and the associated Pre-school was also purchased and has continued to operate on the campus. 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 which moved from the church site to 55 High street. Both these goals were successfully achieved. Lea Rule who was Head of Junior School at Waratah at that time, was strategic in providing educational and administration expertise to establish the new centre at Waratah expanding it from 20 places per day for 3-5-year olds to a 0-5 LDC Centre with 62 places per day. In keeping with the vision to develop early childhood centres that are approved by the Department of Education, a 0-5 centre at Port Stephens commenced in January 2017 and Narnia Prep Cessnock commenced in January 2019 with a plan to develop a 0-4 centre nearby. In 2019 the Foundation office decided that the early learning centres that have operated as part of the DALE Young Parents School be separated to come under the management of Narnia Early Learning. This was to ensure consistency of quality and educational and care experiences for all the early learning centres owned by the Foundation.

The following guidelines clarify how operate the group of early learning centres owned by St Philip's Christian Education Foundation Ltd.

For Christ Centred Early Learning,
Graeme Irwin
Executive Principal

Contents

Overview	4
Narnia Early Learning Statement of Commitment to Child Safety.....	4
A. Vision and Philosophy	5
B. Registration and Accreditation	7
C. Governance, Leadership and Management	9
Introduction	9
Explanation.....	9
Board of Governors	9
Reporting Responsibilities.....	9
Organisational Structure	10
D. Roles and Responsibilities	11
Executive Principal.....	11
CFO	11
ACFO.....	11
Executive Director	11
Area Director	11
Business Manager.....	11
Vet Co-Ordinator.....	11
Director/ Nominated Supervisor.....	11
Administration Assistant	12
E. Programs and Policies	12
Curriculum/Learning/Activity programs	12
Enrolment Forms:	12
Parent's Information:.....	12
Policy Management	12
Risk Management.....	12
Maintenance:	13
F. Development and Marketing	13
Development of new centres:	13
Facility Setup:.....	13
Enquiry process:	13
Use of corporate branding and naming.....	13
Signage:	13
Website:	13
Marketing.....	13
G. Employment and Human Resources.....	14
Appointment of Christian staff.....	14
Appointment of Foundation Staff:.....	14
Appointment of Area Manager	14

Appointment of the Nominated Supervisor:.....	14
Appointment of Centre Staff	14
Staff Code of Conduct:	14
Staff Induction:	14
Staff involvement in whole organisational events.....	14
Staff involvement in Narnia all staff events	14
Workers Compensation	14
Continuous Improvement: The Centre Nominated Supervisor will regularly consider the statement of philosophy in consultation with staff, families and their community. The Nominated Supervisor will lead the vision for the centre and develop centre based goals as part of the Quality Improvement plan.	14
H. Finance and Administration.....	15
Establishment Costs:.....	15
ICT Services:	15
Fees charged and approval of fees:.....	15
Budget approval:.....	15
Out of budget approvals	15
Payroll Administration	15
Recovery of costs to schools	15
Corporate Levy	15
Operational deficits/ surpluses.....	15
Accounting.....	16
Third Party Software	16
Management Reports	16
Record Keeping	16
Confidentiality and Privacy:	16
I. Child Care Subsidy (CCS) Operations.....	17
J. Complaints - Parents	21
Appendix 1	22
Early Learning Centres - Delegations of Authority.....	22
Appendix 2	23
Staff Induction checklist.....	23
Appendix 3	26
Narnia Finance and Resource Team	26

Overview

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, Risk Management Plan and the Narnia Philosophy. This document outlines the governance procedures for Narnia Early Learning Centres.

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.

Narnia Early Learning Statement of Commitment to Child Safety

Narnia is committed to providing a child safe environment. The safety and protection of children is our highest priority and we have zero tolerance for any abuse or maltreatment of children. We take a preventative, proactive and participatory approach to all aspects of child safety.

We recognise the importance of our role in a child's life, to respond, record and report incidents, disclosures or suspicions regarding child abuse or misconduct.

We are committed to ensuring that children's voices are heard and that they are included in decisions that affect their lives. We recognise their right to privacy with regards to their care and communication.

We are committed to the cultural safety of all children including Aboriginal and Torres Strait Islander children, children from culturally and/or linguistically diverse backgrounds and to ensuring we provide a safe environment for children with a disability.

As a Christian centre we value diversity and will not tolerate discriminatory practices. We believe every child is created in the image of God for a purpose and is of great value.

A. Vision and Philosophy

To create a place where the fun is endless, the laughter is infectious, the interactions are rich, the love is genuine, the world is big, creativity flourishes and Jesus is real.

The name “Narnia” is taken from the famous “Chronicles of Narnia” series written by C. S. Lewis. Narnia is an imaginary land where children have fun and adventure and, in the process, learn great truths about themselves, the world they live in, and their Creator. We desire our Narnia to be a place like this.

Our philosophy expresses our values and beliefs, with the values and beliefs of our staff, children, families and community. It is outworked and made visible through our daily interactions, program and practice.

At Narnia, we believe that God loves, cares for, and is interested in the lives of all children, that the Holy Bible is God’s inerrant Word and that Jesus Christ died and rose again for the salvation of all.

It is this belief that underpins all we do and is reflected in the following-

Our children:

- Our children have the right to learn in an environment that is safe, secure, stimulating and free from bias.
- Our children will be accepted, respected and valued and their voices will be heard.
- Our children will have the opportunity to learn about their Creator and how much He loves them.
- Our children thrive through thoughtful sustained conversations
- Our children’s development is enhanced through deliberate, professional planning, documenting, analysing and responding to children’s learning.

Our families:

- Our families are the primary educators of their children and therefore have the most knowledge of their child.
- Our families are accepted, respected and valued for their suggestions.
- Our families are very welcome and their involvement is encouraged and integral to the quality of our program.

Our community:

- We are collectively responsible for a sustainable future so we develop a real awareness and practice of sustainability and care for the natural environment.
- We acknowledge our Indigenous heritage and recognise the multicultural nature of the wider community- locally, nationally and globally.
- We respect and celebrate diversities of culture, abilities and interests.

Our staff:

- Our staff will know and trust in Jesus Christ.
- Our staff will be valued for their gifts and expertise.
- Our staff will work together as a team to achieve their goals and be supportive of one another.
- Our staff will communicate respectfully with each other to create an environment that is friendly and pleasant for all to work within

Our program:

- Our learning environments are natural, inviting, inclusive and rich in possibilities for learning to happen anywhere at any time
- Our program will inspire children to be creative, problem solvers. It will encourage them to inquire, explore, experiment and be curious.
- Our program will encourage learning through everyday experiences as well as through purposeful developmentally appropriate planned learning experiences which link with EYLF outcomes.

Our program will provide opportunities for children to develop and consolidate skills in key learning areas including: Language and Literacy; Creative and expressive arts; Mathematics; Science and social and emotional development.

Statement of Aims:

Our aim is to contribute to the holistic development of each child by providing an educational experience of lasting value-

- Intellectually – by exploring and using first hand experiences which help build an enthusiasm for learning.
- Physically – by offering experiences which will develop coordination and motor skills.
- Socially by providing activities and group experiences focusing on children learning the skills needed to cooperate with others.
- Emotionally – by encouraging a safe and secure environment that focuses on children learning independence and confidence in themselves.
- Spiritually – by presenting a Christian worldview in all we do and through the inclusion of God’s Word interspersed in the daily program through Bible stories and songs.

To achieve these aims, we will remain current with contemporary research and investigation of innovative teaching approaches and ensure our staff has a thorough understanding of the Early Years Learning Framework and reflective practice. At Narnia, Christian Preschool and Early Childhood Centre we have high expectations for the children, educators and service providers.

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 National Law – Children (Education and Care Services National Law Application) Act 2010 – The National Law sets the national standard for children’s education and care across Australia.

The National Regulations – Education and Care Services National Regulations (July 2018). The National Regulations support the National Law by providing detail on a range of operational requirements for an education and care service.

Approved Provider: The Foundation is the approved provider for Early Learning Centres within the St Philip's group. This includes the Executive Principal (CEO), the Chief Financial Officer (CFO) and members of the Board of Governors (as recorded in PRODA).

Delegation of Authority: The Board delegates certain responsibilities regarding the operation of the Early Learning Centres. See Appendix 1.

The Executive Director is the Boards nominated delegate to oversee the management and compliance of the Early Learning Centres working directly with the Nominated Supervisors in each centre who work directly with centre staff and children.

The Executive Director is also the Board’s delegate as a Person with Management or Control of the early learning centres (Narnia Early Learning)

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 Supervisors are appointed by the Executive Director.

Action	Function	To be approved by
Provider approval	Board of Governors	Executive Principal (CEO) with the Board of Governors
Service approvals at each location	Foundation Office – Executive Director	Executive Principal (CEO)
Governance Committee	Foundation Office	Board of Governors
Persons with Management or Control	Board of Governors	Executive Principal (CEO) with the Board of Governors
Appointment of Director	Foundation Office – Executive Director	Executive Director
Appointment of staff	Service function	Nominated Supervisors and Area Director
Finances and Management	Joint Foundation Office and Centre functions. Business Manager and Executive Director overseen by the Assistant CFO	Executive Principal (CEO) or delegate CFO
Quality Improvement Plans	Nominated Supervisors with Area Director	Area Director

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. Governance and Leadership

C. Governance, Leadership 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. Narnia Early Learning centres are 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, leadership and management as essential to our provision of quality education and care in a responsible manner.

Explanation

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

Board of Governors

The Board of Governors of the Foundation has ultimate jurisdiction and responsibility for the effective management and legal compliance of the early learning centres. The Executive Director will submit regular reports to the Board of Governors.

Reporting Responsibilities:

Nominated Supervisor's Report: A Nominated Supervisor's Report is to be furnished by each Nominated Supervisor in the form prescribed each month and presented to the Area Director in time for the Nominated Supervisor's monthly meeting with the Area Director.

Finance Reports: The Business Manager submits quarterly financial reports to the Narnia Finance and Resources meeting 6 monthly. This meeting includes the CFO, Assistant CFO, Executive Director, Area Manager and Business Manager.

Executive Director's Report: The Executive Director reports to the Board of Governors quarterly outlining progress of the Strategic Plan.

Area Director 's Report: This report combines elements of the Nominated Supervisors' Reports, the finance report and other notable matters or concerns. It is required to be submitted to the Executive Director 1 week prior to the quarterly Board meetings.

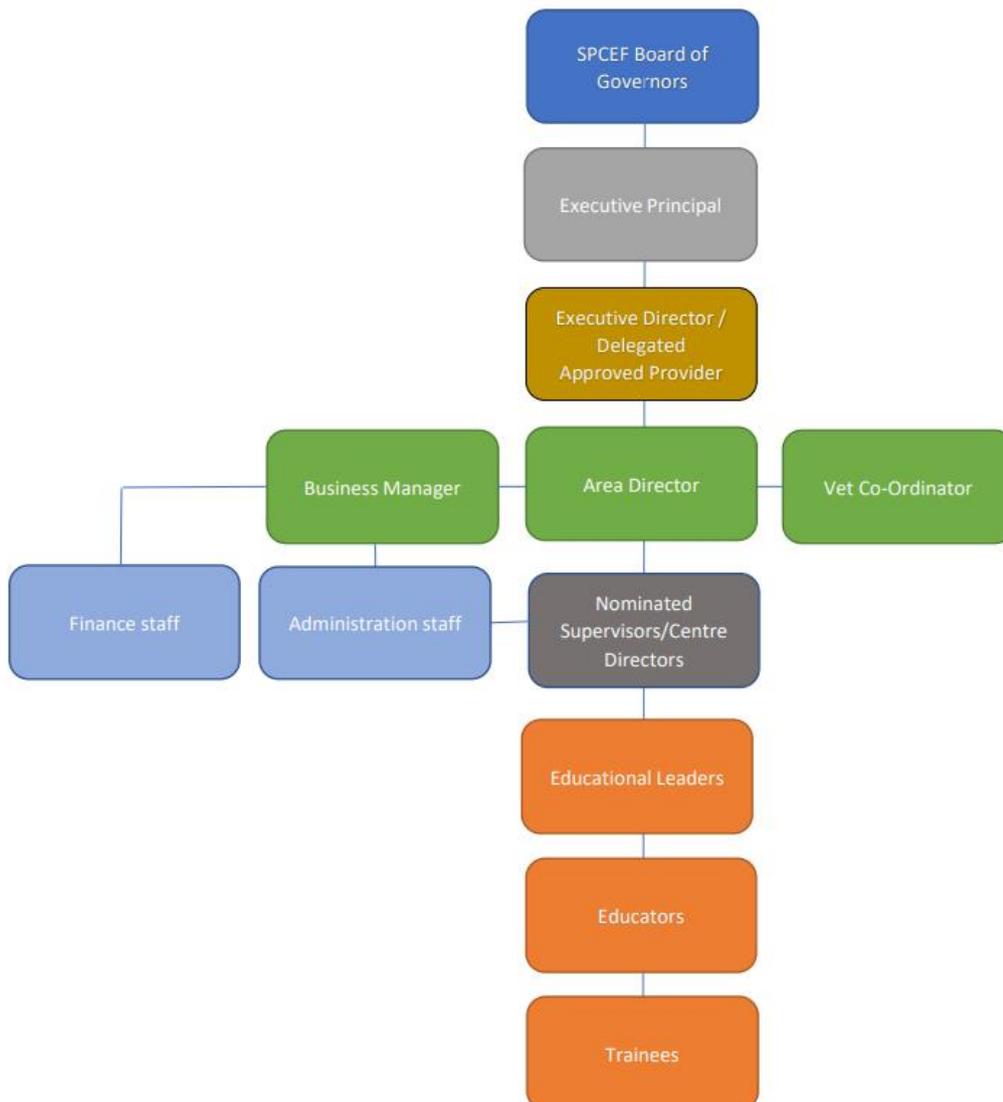
Annual Reports: a combined Annual Report is to be presented to the Executive Principal and the Foundation AGM each year. This will be the responsibility of the Executive Director. The Annual Finance Report is to form part of this report and is the responsibility of the Business Manager.

Organisational Structure

(Direct Reports)

St Philip’s Christian Education Foundation Ltd Board of Governors (Approved Provider)		
Executive Principal (CEO)		
Executive Director (Board’s delegate for Person with Management or Control)		
Area Director	Business Manager	Vet Co-ordinator
Centre Nominated Supervisors (Centre Directors)	Administration and Finance Staff	
Operational Personnel (Educators and Administration)		

6 monthly Finance and Resource meetings held to discuss Narnia matters.
(CEO, CFO, Assistant CFO, Executive Director, Area Director and Business Manager)



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 Foundation Staff (Executive Director), Governance Matters and reporting to the Board of Governors.

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

ACFO – establishes the Service Agreements and assists the CFO.

Executive Director - ensures the operation and vision of the Early Learning Centres are integrated effectively and oversees the outworking of the Strategic Plan, quality of the services, the development and appraisal of the Area Director, Business Manager and Vet Co-ordinator, coordinates the development of new centres and reports to the Executive Principal.

Area Director – is responsible for the day to day oversight and management of all Narnia Early learning centres to ensure quality centre-based programs, environments and staff including the development and appraisal of Directors. The Area Director is responsible for compliance and all aspects of the NQF including the Assessment and Rating of each centre.

Business Manager – The overall administration of Early Learning Centres is centralised at the Waratah office with administration support in each centre. The Manager will manage all matters relating to the Child Care Subsidy System and Centrelink for Child Care Subsidy payments. The Business Manager is responsible for the overall budget and centre based budgets and projected financial planning, accounts payable and management of centre's debtors. This role coordinates the bookkeeping and payroll processes for all Centres and reports to the Executive Director. The Business Manager will submit regular financial and business reports to the Board of Governors and the Finance and Resource meetings.

The Business Manager has had training and years of experience in the use of third-party software and understands the requirements of the CCS legislation. The role includes the training and supervision of admin employees in each centre. This training will include specific training in Qikkids, the designated third-party software. Admin staff will periodically receive additional training in Qikkids management as required. The Business Manager continually monitors the admin staff in the centres to ensure training has been effective and to continually upskill staff in CCS operations.

Vet Co-Ordinator - The Narnia VET Coordinator is directly responsible to the Executive Director of Narnia to establish, grow and promote the Certificate 111 in Early Childhood Education and Care to train and develop future early childhood staff.

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 Area Director, 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.

Administration Assistant– Each Narnia Early Learning Centre will employ a person as an Administration Assistant whose responsibility will be to administer the parent accounts and childcare fees for the service, and the childcare subsidy (CCS) entitlements for each family with children enrolled in the centre. They report to the Nominated Supervisor on matters relating to enrolments, wait list, fee payments and other general administration matters and they report to the Narnia Business Manager on matters relating to CCS and debtors.

Operational Personnel - The Educators are directly responsible in a day to day context to the Nominated Supervisor. They are responsible for the daily care and nurture of young children, planning and delivering stimulating educational programs and maintaining accurate records.

E. Programs and Policies

Curriculum/Learning/Activity programs; should reflect the Christian perspective of SPCC. Refer to the Program policy. <https://narniapreschoolecc.com.au/wp-content/uploads/2020/08/The-Program-Curriculum-Development.pdf>

Enrolment Forms: The Application for Enrolment Form is an online form for parents to complete and the full Enrolment Form is the standard Narnia form.

These are printed and filed on the children's confidential files which are held in a locked cupboard.

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 Area Director.

Policy Management: policies are established according to NQF requirements. These are published on the Narnia website <https://narniapreschoolecc.com.au/our-policies/>. Hard copies are available for parents at each centre. The Area Director is responsible to ensure all centres are compliant. Policies will be reviewed every 3 years as a minimum however more regularly as need determines.

The policy review process begins in our Directors Group meeting. Directors from each centre re-read the policy to be reviewed and check its currency against the Regulations and relevant legislation. The researched information and the current policy are discussed at the Directors group meeting and each centre's practice is considered. If each centres practice differs, the policy remains constant however, the procedures are centre specific.

Directors take the draft policies to centre staff and parents for comments prior to finalising the policy. Once finalised, the policy is placed on the website and printed and kept in the policy folder.

Risk Management

Centre Based- Risk Management reports are to be completed by the Centre Nominated Supervisor and provided to the Area Director on an annual basis. The Risk Management Policy is the responsibility of the Area Director.
CCS Assurance - Narnia is committed to safe-guarding against all forms of fraud. Narnia Early Learning works to strict budgets based on firm enrolled numbers. Administration staff in each centre are required to reconcile weekly CCS payments against enrolment utilisations and subsidy claims. Monthly reconciliations in the business financial accounts are to be checked by the Assistant CFO to ensure accurate reporting. This is to be cross-checked against weekly reconciliations. The company's accounts are to be audited each year by a registered auditor.

The Business Manager monitors all messages from CCS in the third party software to ensure documentation is correct and that staff are complying to CCS guidelines (e.g. Attendances being submitted correctly and within the CCS enrolment dates, Confirmations of enrolments by parents etc)

All centre fee records are kept in a Qikkids cloud-based filing system and are only accessible by the Approved Provider, CFO and Assistant CFO, the respective centre Nominated Supervisors and the respective admin person in each centre. The centres will maintain a confidentiality policy that ensures that all parent and child records are kept strictly confidential. <https://narniapreschoolecc.com.au/wp-content/uploads/2021/09/Privacy-Confidentiality-Privacy-Collection-Statement-1.pdf>

Maintenance: Each centre should refer to their individual service agreements with their respective schools. 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. All general repairs and maintenance are the responsibility of the Nominated Supervisor.

F. Development and Marketing

Development of new centres: The Executive Director 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 Executive Director oversees this area.

Enquiry process: all enquiries about new centres should be referred to the Executive Director.

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 Director.

Website: contains information that is applicable for all Centres and specific information for each location. The Business Manager acts as the webmaster for this site. The contents of the website are approved by the Area Director.

Marketing: Start up and ongoing marketing plans are established and coordinated by the Executive Director.

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 Area Manager: appointed by Executive Director.

Appointment of the Nominated Supervisor: appointed by the Executive Director.

Appointment of Centre Staff: are appointed by the Nominated Supervisor. Selection panels should include the Area Director. Trainees can be appointed by the Nominated Supervisor.

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

Staff Induction: New staff are inducted using the Narnia staff induction checklist (appendix 2)

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.

Staff involvement in Narnia all staff events: All Narnia staff are required to attend the Narnia development day in January. Part time staff are to adjust working days to enable them to attend. Staff are also required to attend the end of year wrap up day in December. Part time staff are to adjust their work days if possible to enable them to attend.

Workers Compensation: All staff related accidents and incidents that may involve a Worker's Compensation claim are to be notified in the first instance to the Nominated Supervisor of the Centre.

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

Staff Development and Training

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 staff member is provided with a Reflective Journal and Professional Development Record to record their professional goals and strategies, individual development plan and progress notes, goal reflections, appraisal records and professional development reflections.

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. Early Childhood Teachers are required to set at least one goal that links to the Australian Professional Standards for Teachers.

Skill Development

Skill development of staff will be determined by changes in legislation, Quality Improvement Plan, Centre based goals and staff professional development goals.

This includes ongoing training in CCS for the administration staff.

Staff appraisal will be held formally each 12 months with progress towards goals being reviewed 6 monthly. In addition, monthly "pit stops" with the Nominated Supervisor 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.

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 surplus funds from existing services will be used at the discretion of the Narnia Governance Team for future development and ongoing improvement of current facilities.

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 Executive Director and the Business Manager. This is then tabled at the Board of Governors for ratification.

Narnia Early Learning Centres will maintain a fair and competitive fee policy based on market supply and demand. (See separate Parent Fee Policy for details - <https://narniapreschoolecc.com.au/wp-content/uploads/2018/11/Fees-Policy-Cessnock.pdf>).

Budget approval: each Centre Director will collaborate with the Business Manager to establish proposed budgets. These will be presented to the CFO who will agree upon after discussion. Board ratification is also required. Budgets are prepared by the Business Manager in consultation with the Area Director for Narnia Centres.

Out of budget approvals: proposals are considered by the Area Director. Expenditure up to \$5,000 can be approved by the centre Director. Expenditure between \$5,000 and \$10,000 can be approved by the Area Director. Budgets over \$10,000 need to be presented with a "Board" paper to Foundation Office. \$100,000 plus will require a Board paper and to be approved by the Board of Governors.

Payroll Administration: This will be done centrally from the Foundation Office. This is the responsibility of the Foundation Senior Payroll Officer.

Recovery of costs to schools: Rent is paid by Narnia where the licensed premises are owned by the host school. Service Agreements between the centre and the respective school are written and approved by the Narnia Governance Team.

Corporate Levy: This should be budgeted and paid monthly.

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.

Use of surpluses:

The distribution of surplus funds generated in any of the centres is not at the discretion of the centre 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 SPCC school funds.
3. The respective schools will appropriately charge the Early Learning Centres for all services rendered through the Service Agreement.

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 TASS financial system. The Business Manager liaises with the CFO and Assistant CFO for support and recommendations involving the finances of Narnia.

Third Party Software: We will use Qikkids as the third-party software 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. These reports will be presented at the Narnia Finance and Resource meetings.

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.

CCS Record-Keeping & Retention Policies

All Child Care Subsidy records will be maintained through Qikkids and regular reconciliations completed with remittance statements in PRODA.

Attendance records of all children enrolled in our services will be kept securely in our Qikkids files. The QK Kiosk software will record all attendance times through an online sign-in facility in the foyer of each centre.

Records of all fee statements are to be kept for a minimum of seven (7) years.

Narnia will keep the following records:

- Complaints made to the provider, or to any of the services of the provider, relating to compliance with the Family Assistance Law
- Record of attendance for each child for whom care is provided (regardless of eligibility for CCS or ACCS, including records of any absences from care)
- Statements of documents demonstrating that Additional absence days in excess of the initial 42 absent days meet the criteria
- Copies of invoices and receipts issued in relation to the payment of child care fees
- Copies of all Statements of Entitlement issued and any statements issued to advise of a change in enrolment

Narnia will keep written records of the following:

- Any notice given to a state or territory body about a child at risk of abuse or neglect
- Copies of the evidence and information provided with an application for approval about persons with management or control of the provider and persons responsible for the day to day operation of the services
- Any evidence or information produced to obtain police checks and working with children checks for personnel and to support any statements about these checks in an application for the provider or service approval

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.

All centre fee records are kept in a Qikkids cloud-based filing system and are only accessible by the Approved Provider, CFO and Assistant CFO, the respective centre Nominated Supervisors and the respective admin person in each centre. The centres will maintain a confidentiality policy that ensures that all parent and child records are kept strictly confidential. <https://narniapreschoolecc.com.au/wp-content/uploads/2021/09/Privacy-Confidentiality-Privacy-Collection-Statement-1.pdf>

I. Child Care Subsidy (CCS) Operations

Providers, managers and educators must be fit and proper persons to operate a child care service and to administer CCS and ACCS. Specified personnel must be fit and proper persons, whether or not they are required to use the CCS system.

Fit and proper evidence requirements:

Checks made of all persons with:	ASIC Person	Bankruptcy / Insolvency	National Criminal History	Working with Children Card
Management or control of a provider	✓	✓	✓	✓
Day-to-day Operational responsibility of a service			✓	✓
Family Day Care Educators			✓	✓

The numbers of operational personnel at each centre will be determined by the number of enrolled children and will be adjusted as needed

PRODA

The purpose of PRODA is to verify a person's digital identity. Once their identity has been verified through PRODA, they can interact with the Australian Government online for a range of purposes without needing to verify their identity each time.

Staff who need to register with PRODA are:

1. Persons with Management or control of the provider
2. Persons responsible for the day to day operations of the service
3. Service contacts

Each person registered will receive a PRODA number which they need to keep secure and confidential.

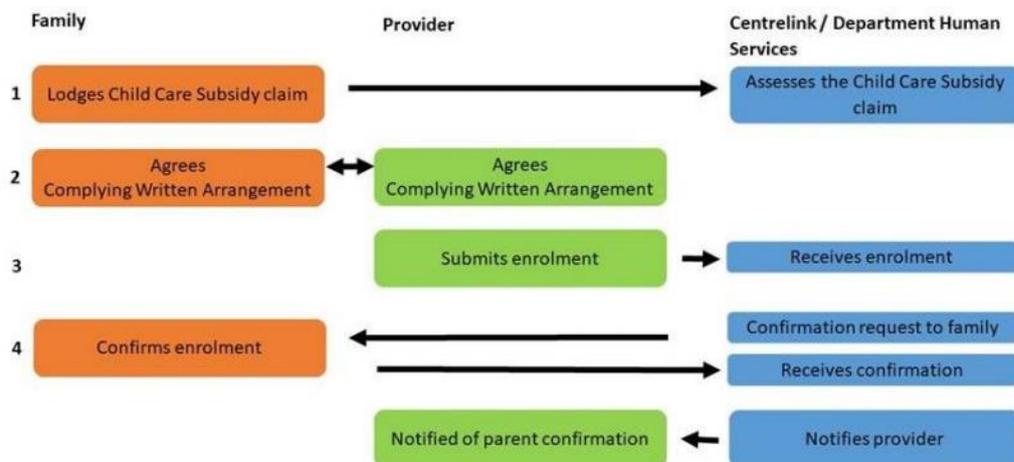
Any new personnel will be registered with PRODA as required.

Enrolling Children

All children enrolled at the service needs to have a CCS enrolment notice regardless of their Child Care Subsidy eligibility status. This enrolment notice links the child, the family and the child care service.

Narnia will submit an 'enrolment notice' in the third-party software (Qikkids) to indicate we have entered into an arrangement with an individual or organisation and a child.

Enrolment process



Changes to an arrangement of care must be in writing. Narnia will update an enrolment in third party software (within 7 days of the change) when:

- An individual disagrees with enrolment
- Arrangement for care varies
- Information in an enrolment is incorrect
- The arrangement for care ends

Narnia will base the sessions of care at a service on the needs of the community.

Attendance/Absences: CCS and ACCS will be payable on up to 42 absent days for a child in a financial year. If a child exceeds the 42 days they **will need to provide a reason defined in the Family Assistance Law for CCS/ACCS to be paid.**

Families will be required to sign their children in and out of Narnia through an electronic system (on an iPad). This will capture the actual sign in and out times that a child attends which is a requirement for receiving CCS payments. This will be recorded through the third party software (Qikkids)

Narnia will issue a fortnightly statement, which will pass on the CCS/ACCS payments as a reduction in fees and will ensure that the individual pays their co-contribution – the gap between the CCS/ACCS paid and the actual fees charged.

If a child does not attend on their first enrolled days, CCS payments will not be paid by Centrelink until the child physically attends the service. The CCS will also not be paid at the end of a care arrangement if the child does not attend the final days of care. CCS will only be paid up to the last physical day of attendance.

An individual's eligibility for Child Care Subsidy

A child and their parent/s or carers must meet certain eligibility requirements to receive CCS

The child must be:

1. Aged 13 years or under
2. Not attend high school (or secondary school)

Some children may be eligible outside these criteria if they have a disability or other legitimate need to access subsidised care and cannot be left unsupervised.

3. Meet immunisations requirements
4. Must be and Australian resident or defined under the *Social Security Act 1991*, or be eligible non-residents.

Eligibility for CCS

Family income is the annual adjusted income of the individual and their partner and is used to determine the percentage of subsidy to which an individual is entitled. (Chart below current as at Nov 2021)

Your family income ▲	Child Care Subsidy percentage ▲
\$0 to \$70,015	85%
More than \$70,015 to below \$175,015	Between 85% and 50% The percentage goes down by 1% for every \$3,000 of income your family earns
\$175,015 to below \$254,305	50%
\$254,305 to below \$344,305	Between 50% and 20% The percentage goes down by 1% for every \$3,000 of income your family earns
\$344,305 to below \$354,305	20%
\$354,305 or more	0%

The hours of subsidised care per fortnight that a family is entitled to is determined by an activity test. A broad range of activities meet the activity test requirements, including paid work, being self-employed, carrying out unpaid work in a family business, looking for work and recognised volunteering or studying.

Low income families on combined income of \$70,015 or less a year who do not meet the activity test can access 24 hours of subsidised care per fortnight under the Child Care Safety Net.

Families who do not meet the activity test, but have a preschool aged care attending preschool in a Centre Based Day Care service, will be exempt from the activity test and be eligible for 36 hours of subsidised care per fortnight.

(Chart below current as at November 2021)

Activity level each fortnight ▲	Hours of subsidised care each fortnight ▲
Less than 8 hours	0 hours if you earn above \$70,015 24 hours if you earn \$70,015 or below
More than 8 to 16 hours	36 hours
More than 16 to 48 hours	72 hours
More than 48 hours	100 hours

Hourly Caps and withholding

Hourly rate caps are the upper limit on the amount the Australian Government will subsidised approved childcare. For Narnia this is \$11.77 for (children below school age) and \$10.29 (school aged children)

Additional Child Care Subsidy

ACCS provides additional fee assistance to support vulnerable or disadvantaged families and children. This support recognises the preventative and protective influence of quality child care on a child's health, well being and development, and the importance of continuity of care. There are 4 different categories of ACCS.

1. Child wellbeing
2. Grandparent
3. Temporary financial hardship
4. Transition to work

Narnia will submit session reports each week which include the following:

Issue	Details
Type of report	Can be: <ul style="list-style-type: none"> ▪ initial report, or ▪ variation (change) to a report, or ▪ withdrawal of a report.
Dates	Start and end dates of the week the report covers.
Session details	Include: <ul style="list-style-type: none"> ▪ date ▪ session start and finish times ▪ attendance start and finish times (from 14 January 2019).
Absences	Include: <ul style="list-style-type: none"> ▪ notification of absences (if applicable) ▪ reasons for additional absence/s (where child has used more than 42 absence days in a financial year).
Actual fee charged	<p>The actual fee charged must reflect the amount the parent was liable to pay for the session of care.</p> <p>Where the parent directly benefits from another subsidy or discount that reduces their fee liability in relation to the session (that the provider knows of), the amount in this field must reflect the remaining amount after the other subsidy or discount has been applied.</p> <p>Likewise, if the parent is not liable to pay the whole fee charged for the session (because a third party has accepted liability to pay some of the fee), this field must only reflect the portion that the parent is liable for.</p>
Other subsidies paid to the provider to reduce the individual's fee liability	<p>Where the actual fee charged for the session was reduced by the amount of another subsidy that the parent directly benefitted from (for example, employer contribution to parent's child care fees):</p> <ul style="list-style-type: none"> ▪ notification of other subsidies - yes/no ▪ name of other subsidy payer ▪ other subsidy amount - hourly or session amount.

J. Complaints - Parents

Parent concerns will be managed 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 Area Director. Wherever possible such matters will endeavour to be resolved at a Centre level.

Compliance concerns

If parents have a complaint or are concerned about fraud occurring they can contact the Child Care Tip Off Line with the details on **1800 664231** or email tipoffline@education.gov.au

Parents can choose to remain anonymous.

The legislation is available at: <https://legislation.nsw.gov.au/view/whole/html/inforce/current/sl-2011-0653>

Appendix 1

Early Learning Centres - Delegations of Authority



Foundation Office

For the Whole of Their Life

2 July 2018

I, Graeme Irwin, for the Approved Provider, St Philip's Christian Education Foundation Ltd, PR-00004308 nominate Mrs. Lea Rule to be a Person with Management or Control of the early learning centres (Narnia Early Learning) operated by St Philip's Christian Education Foundation Ltd (Approved Provider).

Commencing 2 July 2018

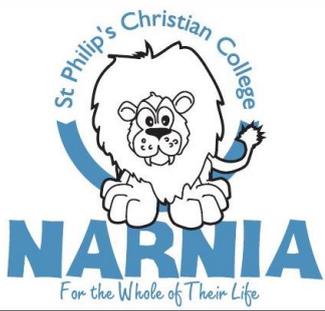
Signed:

Graeme Irwin
For Approved Provider
Person with Management or Control
St Philips' Christian Education Foundation

Appendix 2

Staff Induction checklist

Staff Induction – Orientation Checklist	
Element 7.1.2	Date:
New Staff Member's Name:	
Nominated Supervisor Name:	
Staff Signature:	



If possible, all new staff should arrange to spend time at the Service before officially commencing their employment. At the time of orientation the following information should be shown to new staff members.

The Nominated Supervisor, or a staff member assigned by the Nominated Supervisor, shall ensure the orientation/induction procedure is completed. The new staff member shall be given a copy of this procedure document, which shall be kept in their file on completion.

New staff will initial each section as the orientation is given. It may not be possible to accomplish the full orientation process in one day, **but a maximum time of one month should be allowed for all areas to be covered.** Once all areas have been covered the Nominated Supervisor (or alternate staff member) and the new staff member will sign the form.

Subject	Item (Items in blue should be prioritised for the first week)	New staff initials
Introductions	New staff officially introduced to all staff by the Nominated Supervisor	
	New staff know who is qualified in first aid, asthma and anaphylaxis management	
	New staff introduced to parents through email, Storypark, Facebook or other written form and personally during the first week as children arrive and depart	
	Photo mounted on wall in foyer	
Employment Documentation	Confidentiality Agreement	
	Job description	
	Working with Children Check	
	Employment Declaration Form	
	Choosing a super fund form	
	Employment contract	
	Fair Work Information Statement (see www.fairwork.gov.au)	
	Award information (link to relevant award supplied)	
	Teacher Accreditation Handbook (Teachers Only)	
	Training requirements discussed	
Nominated Supervisor, Responsible Person or Educational Leader to accept position in writing as applicable.		
Location of NQF Documentation or website links provided	Belonging, Being & Becoming The Early Years Learning Framework	
	National Quality Standard	
	National Law and Regulations	
Service Policies and Procedures	Policy folder - Staff member understands and has copies of, or can access, ALL policies and procedures in particular: <ul style="list-style-type: none"> Medical Conditions Policy (copy provided) 	

	<ul style="list-style-type: none"> • Emergency Evacuation • Child Protection Policy (copy provided) • Social Media Policy (copy provided) • Privacy and Confidentiality Policy (copy provided) • Sun Protection Policy (copy provided) • Water Safety Policy (copy provided). • Interactions with Children <p>The above policies are to be read within 1 week of commencing. The remaining policies (on the website) are to be read within 4 weeks of commencing.</p>	
Service information and procedures	Service philosophy	
	Code of Conduct Discuss Narnia expectations of Best Practice, Customer Service and professionalism.	
	Governance/reporting arrangements (including providing Leadership, Management and Effective Administration Guidelines to Directors)	
	Staff Handbook-including Code of Ethics	
	Grievance Guidelines and Complaint Handling	
	Child Safe requirements	
	Original forms folder	
	Staff contact list	
	Daily routines	
	Cleaning duties	
	Laundry washing and cleaning routines	
	Kitchen cleaning and hygiene procedures (including dishwasher)	
	Bed storage / sheet storage	
	Incident, injury, trauma and illness procedures and forms including administration of medication.	
	Safety checks	
	Craft supplies	
	Correct use of equipment	
	Service rules	
	Nappy change procedure	
	Toileting procedure	
	Hand washing procedure	
	Delivery and collection of children procedure	
	Daily roll	
Children with Additional needs (inclusion support, assistance required)		
Family law/ parenting orders		
Staffing arrangements and resources	Access to building (keys)	
	Access to office files (eg enrolment records)	
	Rosters	
	Staff Handbook	
	Staff Appraisal	
	Shift responsibilities and checklists	
	Breaks	

	Staff resources(location)	
	Staff Lockers	
	Sign in/out procedures	
	Staff files (location and confidentiality)	
	Staff toilet	
	Staff pigeon holes	
	Staff communication book, diary	
	Staff meetings / Agendas	
	Staff In-services	
	Unlocking / Locking up procedures	
	Phone use	
	WHS/OHS information (eg correct lifting and storage procedures)	
Children's learning documentation	Access to children's files and learning documentation (ensure confidentiality)	
	EYLF resources	
	Curriculum planning and critical reflection	
Emergency Information	Location of fire extinguishers, fire blankets etc	
	Fire drill procedures	
	Location Safety Data Sheets	
	Emergency Evacuation Plan	
	Emergency phone numbers	
	Location and use of emergency whistle, alarm	
Enrolment	Enrolment applications / packages	
	Enrolment fee	
	Taking enrolments	
Medical Information	Immunisation requirements for children	
	Location of immunisation register	
	Staff immunisation recommendations	
	Location of First Aid Kits	
	Location of children's medication	
	Medical management plans & risk minimisation plans	
	Administration of medication	
	Procedures for children who become unwell at service or are brought to service unwell	
Parents Resources or Information	Parent sign in/out sheets	
	Parent information / newsletters	
	Location of forms	
	Children's lockers	
	Parent notice board	
	Sponsor Child	
	Suggestion box	
Storage	Storage and care of furniture and equipment	
	Location electricity fuse box, gas and water mains	
	Storage of disinfectants, cleaning products, etc	
	Storage of food / bottles / medications	
Food	Allergy and anaphylaxis information (special diets)	
	Menu	
Supervision	Adequate supervision including during transitions	
	Ratios	

Appendix 3

Narnia Finance and Resource 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 Executive Director with the development of new and development of existing Early Learning services approved by the Board of Governors.

Membership: CFO, Assistant CFO, Executive Director, Area Director and Narnia Business Manager.

Location of meetings: Narnia Central Office

Chairperson: Chief Financial Officer (CFO)

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 centres
2. Oversees the financial management of the centres 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 centres