



2019
Governance
and Management
in Early Childhood

A SNAPSHOT

WELCOME

Congratulations on being a member of CCSA. The 2019 Governance and Management Snapshot is designed to help you navigate your role in governing an early childhood education service.

This Snapshot outlines the key information you need to operate effectively to get the best outcomes for your service.

We encourage you to take the time to read through this Snapshot as it contains current information based on our years of experience supporting early childhood education and care services.

Of course, our support doesn't stop here. As a CCSA member, your service has access to a wealth of online resources via the members dashboard on our website at ccsa.org.au.

For expert information and support, members have direct telephone access to our sector experts via the Member Infoline: Monday to Friday 9am – 5pm 1800 991 602 or 02 4782 1470 or via email on office@ccsa.org.au.

We also provide training and consultancy for you and your service, and our Business Solutions team can provide payroll and bookkeeping solutions so you can focus on educating.

CCSA: We are your partner in management.

Meg Mendham
CEO

DISCLAIMER: The information contained in this publication has been prepared as general information only. It is not intended as a substitute for legal or professional advice relating to your specific circumstances. CCSA, its employees and agents shall not be liable for any loss or damage incurred as a result of any reliance upon the information in this publication.

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We acknowledge the contribution of Aboriginal Australians, Torres Strait Islander peoples, and non-Aboriginal Australians to the education and care of all children and people in this country which we live in and share.

The Elements: Sorting the Blocks



What is the National Quality Framework?

The National Quality Framework (NQF) is a system that covers most early childhood services. It has introduced a nationally applied law and regulations intended to ensure that all children receive a minimum standard of education and care when attending preschool, long day care, out of school hours and family day care services. In many situations these minimum standards are higher than existed previously, and are based on the evidence of the positive impact they have on children's learning and development.

Why was it developed?

The NQF was developed in Australia because of concerns regarding Australia's low ranking against other developed countries in the OECD in terms of early childhood education and care (ECEC) outcomes. The results were assessed across a number of measures that contribute to children experiencing a strong start in their early years (Start Strong, 2006). There is a substantial body of evidence now that quality learning and development experiences prior to school are a significant contributor to better life outcomes.

What does it recommend?

The NQF recommends higher staff qualifications; better ratios of staff working with children, particularly infants and toddlers; identifying educational leaders to drive improved educator practices; stronger evaluation of programs; and collaboration with families, recognising them as critical to the teaching and learning process. These have all been identified as critical for children to thrive and grow, and the purpose of the NQF is to deliver this standard to all Australian children.

Belonging, Being and Becoming (Early Years Learning Framework)

Like many systems meant to drive improvement, the law and regulations are important parts but by themselves will not facilitate change. In the case of the NQF, they are accompanied by a learning framework to guide and support better professional practice by educators. 'Belonging, Being and Becoming' provides educators with a road map through a vision for children's learning, guiding principles to inform decisions that place children as the primary consideration, practices that support educators to facilitate effective learning and outcomes to enable educators to see the learning and development that occurs.

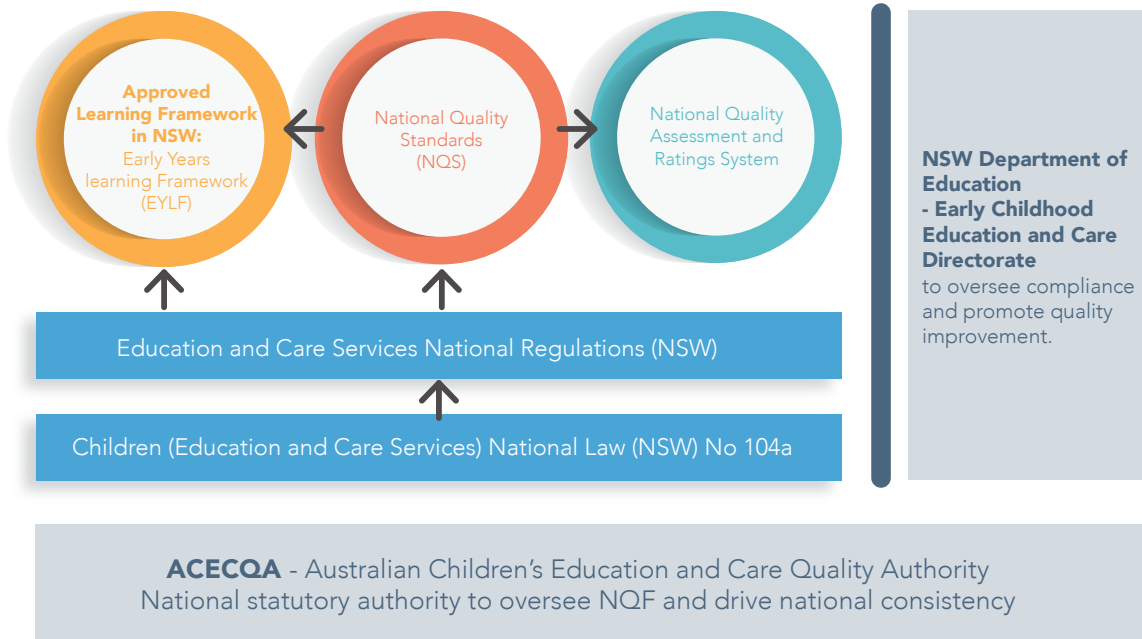
National Quality Standards

Another element of the system are the National Quality Standards (NQS).

There are seven standards that deal with different areas of service delivery including:

1. Educational 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

National Quality Framework



The standards are a guide for services and are very comprehensive. It is against these standards that a service evaluates its performance and develops a plan to guide improvement. Families' views and experiences are an important consideration in the assessment and development process and contribute to the improvement plan.

Assessment and Rating

Another important piece in this quality improvement system is assessment and rating of performance. After submitting their Quality Improvement Plan (QIP) for review, services are assessed by an authorised officer against seven quality areas. Officers visit the service and observe the environment and professional practice, talk to staff about what the officer is observing and make enquiries to understand the practice better. They also look at the documentation that supports good practice and service delivery generally. An assessment is made and a rating given that is then publicly available for families to make more informed choices about the service they might consider for their children.

Who is ACECQA?

To assist the state and territory governments to implement the NQF, a national body was formed. The Australian Children's Education and Care Quality Authority (ACECQA) also publishes guides and resources to support educators and approved providers, who hold responsibility for operating the service within the law and regulations. ACECQA aims to achieve national consistency, influence continuous improvement, and monitor the implementation of the NQF and the results being achieved. ACECQA publishes a snapshot of how the system is going each quarter in relation to the improved outcomes that the NQF is aiming to achieve.

The NQF can seem a complex and involved system and CCSA provides expert help for owners, boards and committees to unravel their confusion and understand their obligations. CCSA exists to resource and support Approved Providers - individuals, committees, boards and businesses that access regular help to know and meet their responsibilities and operate sustainable services to the benefit of children.

REFLECTIONS

What is our services rating?

Is our QIP up to date?

When were we last assessed?

What does it mean to be an **Approved Provider**?

An Approved Provider is an individual, partnership, association or company who has been assessed as having met minimum standards to be involved in the provision of an education and care service, or the management and control of an education and care service. The assessment is based on the organisation and its individuals demonstrating that they are 'fit and proper'.

It is compulsory for all early childhood education organisations and individuals running centre-based day care, preschools, family day care, outside school hours care and in home care to have Approved Provider status. A service cannot operate without it.

What are the responsibilities of an Approved Provider?

The key responsibilities of an Approved Provider are that the service:

1. Ensures the safety, health and well-being of children attending
2. Improves the educational and developmental outcomes for children attending; and
3. Promotes continuous improvement in the provision of quality education and care.

There is an extensive regulatory framework which sets out principles, requirements, obligations and standards services must meet when carrying out these key responsibilities. These are regulated by the Australian Children's Education and Care Quality Authority (ACECQA) but managed by your state education department.

How do we manage all these responsibilities and laws?

Compliance with the Approved Provider obligations is managed in New South Wales (NSW) by the NSW Department of Education, Early Childhood Directorate. It assesses and approves new service applications and may ask individuals and committee or board members to demonstrate their capacity for both new and existing services. It is important that owners and members of boards and committees are provided with an opportunity to familiarise themselves with the legislative framework, compliance obligations and reporting requirements. Note the Commonwealth Government also requires Approved Provider status and may request information about compliance when providing funding for children to attend the service.

Please contact CCSA if you wish to discuss the training requirements or would like one of our experienced sector trainers to attend your service and work with you.

All board and committee members must be aware of the National Quality Framework (NQF) as they may be considered to be both 'involved' as well as having 'management and control' of the education and care service their organisation provides. Both individuals



and organisations are under constant review and assessment regarding the extent to which they meet the key responsibilities. Professional experience and qualifications are not necessary but can support an approved provider application.

The NQF is extensive and CCSA encourages owners and members of boards and committees, to utilise the support it offers through its website, email up-dates, webinars, regional training sessions and individual service training and consulting.

How do we manage all these responsibilities and laws?

The Approved Provider is supported in their role by the service director or manager to lead and manage the centre's operations. Usually it is the role of this person to report to the Approved Provider any up-dates, breaches of regulations, improvements and other planning related to the key responsibilities. The owners and members of boards and committees, must have effective communication processes so that any risks or issues can be notified immediately and risks to children or the service properly managed and limited. It would be usual for the director or manager to have a thorough understanding of the legislative requirements and often qualifications in early childhood or early childhood education.

The regulatory requirements are strict and penalties may apply where an Approved Provider has not taken reasonable steps to meet its key responsibilities under the law. CCSA provides a variety of support services to its members so that they are able to understand the requirements and appropriately manage any risks. If ever you have any concerns please call our Member Support team.

The nominated supervisor

As part of the requirements in carrying out its key responsibilities, the Approved Provider is required to appoint a person who is responsible for reporting to regulators.

This person is known as the Nominated Supervisor and, due to the responsibility attached to the position, they must accept the appointment in writing. The Nominated Supervisor has a special regulatory reporting role and must report serious events to regulators. This can be a challenging role as the Nominated Supervisor reports both to the Approved Provider in a regulatory capacity, but is also an employee.

When a reportable event occurs

When a serious incident occurs, it is required to be reported. Owners, and members of boards and committees, must ensure that immediate action is taken to minimise any further risks of the incident occurring again. The obligations and responsibilities of both the Approved Provider and Nominated Supervisor highlight the need for effective communication so that strategies can be identified and put into effect without delay. While a serious incident may not result in penalties, the Approved Provider must be able to demonstrate it has investigated the incident, amended policies and procedures, counselled staff, provided training and support and so on in order to meet its key responsibilities.

Training in particular forms part of the risk management process and CCSA's work in this area provides us a great deal of satisfaction.

REFLECTIONS



Do our documents show we are meeting our key responsibilities?

Who is our Nominated Supervisor?





Running your organisation

- What you really need to know

Most ECEC services are run by a governing body known as an association but your organisation may be a company or an indigenous corporation. Every organisation is different but they all have one thing in common – the Constitution.

The law under which your organisation is incorporated and your Constitution are the Governing Rules.

What are the governing rules?

The governing rules are all the elements of the law and the constitution which a committee or board must follow. In addition, contracts, funding agreements and policies will contain legal rights, duties and obligations which the committee or board must comply with. However, a contract or policy must comply with law and the constitution so, if either the law or the constitution change, contracts and policies may need to be reviewed.



MODEL OF THE GOVERNING RULES

Why should I care about the Constitution?

The Constitution must be followed. It is like the heart of the human body. It regulates all aspects of the organisation and it is essential for the proper functioning of the organisation that it is understood and referred to by boards and committees.

While an organisation has the same legal status as a person, it can only do what it is empowered to under the Governing Rules. A constitution must have objects or purposes of the organisation. Usually funding will only be granted to a legally incorporated association because expenditure must be applied in accordance with the objects (or purposes) set out in the organisation's Constitution.

The objects set out the decision-making powers of the organisation by:

- stating the purpose of the organisation's activities
- defining the scope in which those activities will operate
- limiting the operations of the organisation to its purpose

So if, for example, the objects or purposes of your organisation is to operate an early childhood education service, it could not decide to purchase the tennis courts next door and trade as a sports organisation. Similarly, funding must be spent in accordance with the objects of the organisation.

How does a Constitution work?

The Constitution was used to form the basis for the creation of your organisation under the relevant legislative Act and Regulations. It was submitted to the Regulatory authority to be the rules and, on the foundation of those rules, a group of people with a common aim became registered as one organisation. Once incorporated, your organisation can continue to exist as people come and go.

As a legal entity, your organisation can do most of the things a person can do such as:

- operate a bank account,
- borrow money,
- earn income,
- claim tax benefits,
- own property,
- employ staff,
- enter contracts

The rules in the Constitution must be applied unless they are contrary to other compulsory laws or are illegal. If the rules are silent on a subject, the law will insert a provision, usually from the 'model' or 'replaceable' rules.



What happens if we do not follow the Governing rules?

As the organisation is a distinct legal entity, it can incur debts and liabilities separate from its committee or board and members. This is called limited liability and is one of the benefits of incorporation.

However, if a decision is not in accordance with the law or the Constitution, you may be acting outside the powers invested in the organisation or, in other words, acting personally. If you are acting personally, you may be liable to both the preschool organisation and any third parties for any losses, debts and liabilities that arise as result of the decision.

Board and committees must also be careful to follow the decision making process in the Constitution and meet to make decisions together. Otherwise, individuals may find themselves acting without their committee or board's authority and inadvertently acting only on their own behalf, again incurring personal responsibility for any decisions and activities and possibly liabilities as well.

All the decisions and activities of the organisation must be made as the Constitution requires. There are also laws which may govern what an organisation may do and how it must be done. The law tries to be flexible so that the

governing rules suit the myriad different organisations and communities running them.

For this reason, the content of some of these rules may be compulsory but there are others which will apply only if your Constitution does not have a provision. They will be taken to be 'read' into your Constitution as the law describes rather than as your organisation may decide. For example, an organisation must have rules about the number of people required to be present at a meeting for that meeting to proceed. If the Constitution does not state the actual number, the number of people stated in the legislation will apply.

Another example is that NSW law requires a Public Officer to be appointed to an association incorporated in NSW. The Public Officer is compulsory but, unless the Constitution of the association has a provision otherwise, the Public Officer may also hold another position such as Secretary.

Your constitution is the set of rules by which your business is run.

KEY ACTIVITIES REQUIRED BY THE GOVERNING RULES

- Act in accordance with the Constitution
- Lodge financial statements and have accounts and financial management processes open to scrutiny
- Document meetings
- Keep member registers
- Maintain proper records of the organisation
- Comply with regulations regarding trading, conduct, administration and processes (such as the Associations Act)
- Maintain insurances

Type of entity	Registered with and Regulated by:	Legislation
Association	State based eg Department of Fair Trading in NSW	Associations Incorporations Act 2009
Co-Operative	State based eg Department of Fair Trading in NSW	Co-Operatives Act, 1992 (NSW)
Company	Federal - Australian Securities and Investment Commission	The Corporations Act 2001 (Cth)
Indigenous Corporation	Federal - Officer of the registrar of Indigenous corporations (ORIC) State Registers and ASIC	Corporations (Aboriginal and Torres Strait Islander) Act, 2006 (Cth)

Where to from here?

As a committee or board member you should have a copy of your Constitution. Read what it says and refer back to it as often as you need. Never be afraid to check, ask questions and discuss how the Constitution is operating in the context of your decision-making. If there are sections which are unclear, unworkable or, possibly conflicting with other laws or how the service has actually been operating, ask for support from your legal advisor. Remember, you can also call CCSA at any time to raise queries, discuss concerns or request a constitutional review.

OTHER REGULATORS YOU MUST KNOW

- The Australian Tax Office
- The Australian Charities and Not-For-Profits Commission
- The NSW Department of Education (or other State regulatory authority)
- The Commonwealth Department of Education and Training
- The Australian Children's Education Care and Quality Authority (ACECQA)

REFLECTIONS

Do I have the board or committee's authority to act or speak on its behalf?

Where is our Constitution?



Planning for the Business

STRATEGIC AND BUSINESS PLANS

Strategic and business planning is an artform, juggling and integrating multiple governance, management and service delivery practices to eventually decide on a path forward for service delivery and particular practices.

All organisational planning is a part of a cycle that proceeds from setting overall philosophy and goals to assessment of the past, current and future environments, planning the path, delivering the plan, monitoring, adjusting and evaluating: rinse and repeat, similar to the continuous improvement cycle of the National Quality Framework.



Key Elements of a Strategic Plan

The starting point for any organisational planning and evaluation process are the ‘big ideas’ that drive an organisation. As well as having a Philosophy, Vision and Purpose, an Early Childhood Education and Care Service (an ECEC Service) will have Goals on which to base their service design decisions:

- financially sustainable
- accessible by location, operating times and places available
- affordable
- culturally appropriate
- good quality, delivered by dedicated, knowledgeable and skilled people
- well governed and managed by dedicated, knowledgeable and skilled people
- safe for all people.

What is a Strategic Plan?

A strategic plan sets the direction for the organisation, creating goals, objectives and strategies (solutions) to meet/reach those goals. It is a longer term plan 3-5 years and is usually developed by key stakeholders such as the owners, members of boards and committees.

What is a Business Plan?

To develop a Business Plan, an ECEC Service will strategically analyse a range of factors and practices, both current and into the foreseeable future:

- the operational environment including funding, regulation and industrial relations
- the service’s broad community, including demographics and economic factors
- the service user community, including needs, barriers to participation and utilisation
- the service itself, including finances, staffing, governance, assets and promotions



REFLECTIONS

When was the last time we reviewed our Strategic Plan?

Is our Business Plan up to date?

Early Childhood Service Business Plan Overview

“A Business Plan gives you direction, defines your objectives, maps out strategies to achieve your goals and helps you to manage possible bumps in the road. Preparing a business plan will help you work out the goals you want to achieve, and the strategies to achieve them. ... remind yourself of your goals and priorities.” business.gov.au



1 ECEC Service Profile – The big ideas

- 1.1 Vision
- 1.2 Goals
- 1.3 Purpose
- 1.3 Values
- 1.4 Organisational Chart



2 Strategic Analysis & Plan: The Evidence

- 2.1 Analysis of the Operational Environment
- 2.2 Analysis of the Community: Knowing your Community
- 2.3 Analysis of ECEC Service Families
- 2.4 Analysis of the Organisational Environment
Governance & Management



3 Operations Plan

- 3.1 Annual Service Delivery Plan
- 3.2 Human Resources
- 3.3 Finance
- 3.4 Marketing



4 Business Plan Summary

CCSA can help you develop your Business Plan.



Workplace Relations

What is workplace relations?

Workplace relations are how employers and employees relate to each other in the workplace. This is a negotiated relationship, where both parties have obligations to meet the legal requirements and practices that regulate the arrangements made between them. It is a field that is ever-evolving, and there is a long history of legislative change and common law that has endeavored to strike the balance between what is fair for both employers and employees.

Workplace Relations Legal Framework (NSW)

There is a complex legal framework that governs Australia's employment landscape for both employers and employees. Some of the legislation is national, eg. The Fair Work Act 2009, while some is still state

based, eg. The Long Service Leave Act 1955 (NSW). It is important that employers understand that they must abide by their legal obligations in relation to workplace relations legislation.

Common Law

Common Law is a general term for the legal principles and rules which are applied by Courts to adjudicate claims and disputes. Common law principles are considered by judges on a case by case basis, and change according to the circumstances. Sometimes, governments will have policy reasons to legislate and change common law outcomes or embed legal rules so that there is greater certainty in the way in which law is applied.

Workplace Relations Legal Framework (NSW)



Fair Work Act and the National Employment Standards

The Fair Work Act 2009 is designed to provide a uniform workplace relations system across Australia. It covers aspects such as the National Employment Standards (NES), processes for establishing Enterprise Agreements and a range of other employment issues.

The National Employment Standards (NES) provide the 10 minimum employment entitlements that form the basis for all workplace arrangements (with some exceptions eg. state or local government) in Australia. The NES are contained in Part 2-2 of the Fair Work Act. They form the basis for Modern Awards, although each award may contain more generous entitlements that apply in specific sectors and industries.

Modern Awards/Enterprise Agreements

Australia has a long history of an award system. Industries, professions and job roles have been "awarded" terms and conditions through ongoing negotiation. Modern Awards are the latest in a long line of awards. They are national awards and were developed as part of the industrial relations reform that included the introduction of the Fair Work Act. They provide the terms and conditions that supplement the NES and are industry or vocationally specific. In the early childhood education and care sector most roles are covered by an award and most ECEC employers work with multiple awards.

Some organisations have developed a registered Enterprise Agreement (EA) for their workplace(s). If an organisation has an EA, the modern awards does not generally apply. However, the pay rate in the registered agreement cannot be less than the equivalent modern award rate, and the NES still applies.

Long Service Leave Act(s)

Long service leave provisions for employees are still dealt with by state based Acts, and these can vary significantly. If an employer does not have an Enterprise Agreement that includes long service leave (where the employees are better off under the provisions of the Act) it would be incorrect to

assume that what happens in one state is correct in another. Generally the long service leave applicable for an employee is the state in which their employers' workplace is located, eg. an employee might live in Victoria but their workplace is in NSW therefore the NSW Act would probably apply.

Work Health and Safety Act(s)/Workers Compensation Act(s)

As with long service leave, work health and safety is covered by state legislation and therefore there will be differences between the states/territories. In NSW it is The NSW Work Health and Safety Act 2011 (WHS Act) that sets out the legal obligations employers must comply with to provide for the health and safety of workers. A regulation called the Work Health and Safety Regulation 2011 (WHS Regulation) has been made under this Act. WorkCover NSW is the agency that administers this act.

The Act covers employers, employees, contractors, subcontractors and self-employed people. It also extends the employer's duty of care for health, safety and welfare to others who may attend the workplace such as children, parents, volunteers, visitors and maintenance contractors.

Workers compensation is also state based legislation so again there will be variances between the states/territories. The Workers Compensation Act 1987 provides injured workers in NSW with weekly payments to cover loss of earning capacity, payment of medical expenses and vocational rehabilitation to assist them to return to work.

Workers compensation will cover any person employed by the service whether full-time, part-time or casual. However, people who are contracted for services such as a plumber or the cleaning business (ie. not direct employees of the service) are not covered by the service's workers compensation policy.

Superannuation Guarantee (Administration) Act

This is federal legislation which requires employers to make superannuation contributions for eligible employees. Employers must contribute a scheduled percentage of the employee's ordinary time gross earnings into a complying superannuation fund or retirement savings account. Superannuation Guarantee payments must be made at least quarterly and employers must report to employees on the payments that have been made. The Act covers nearly all employees in Australia whether or not they are covered by federal or state awards.

Anti-discrimination Act(s)

There are federal and state anti-discrimination laws. Each state and territory has a local anti-discrimination body, which regulates and investigates breaches of state and territory anti-discrimination laws.

Privacy Act

Children's services are captured within the definitions of a health service provider under the Privacy Amendment (Enhancing Privacy Protection) Act 2012. This Act was passed in November 2012 and

commenced on 12 March 2014. The Act amends the Privacy Act 1988 and includes 13 new Australian Privacy Principles that apply to all organisations in Australia.

Summary

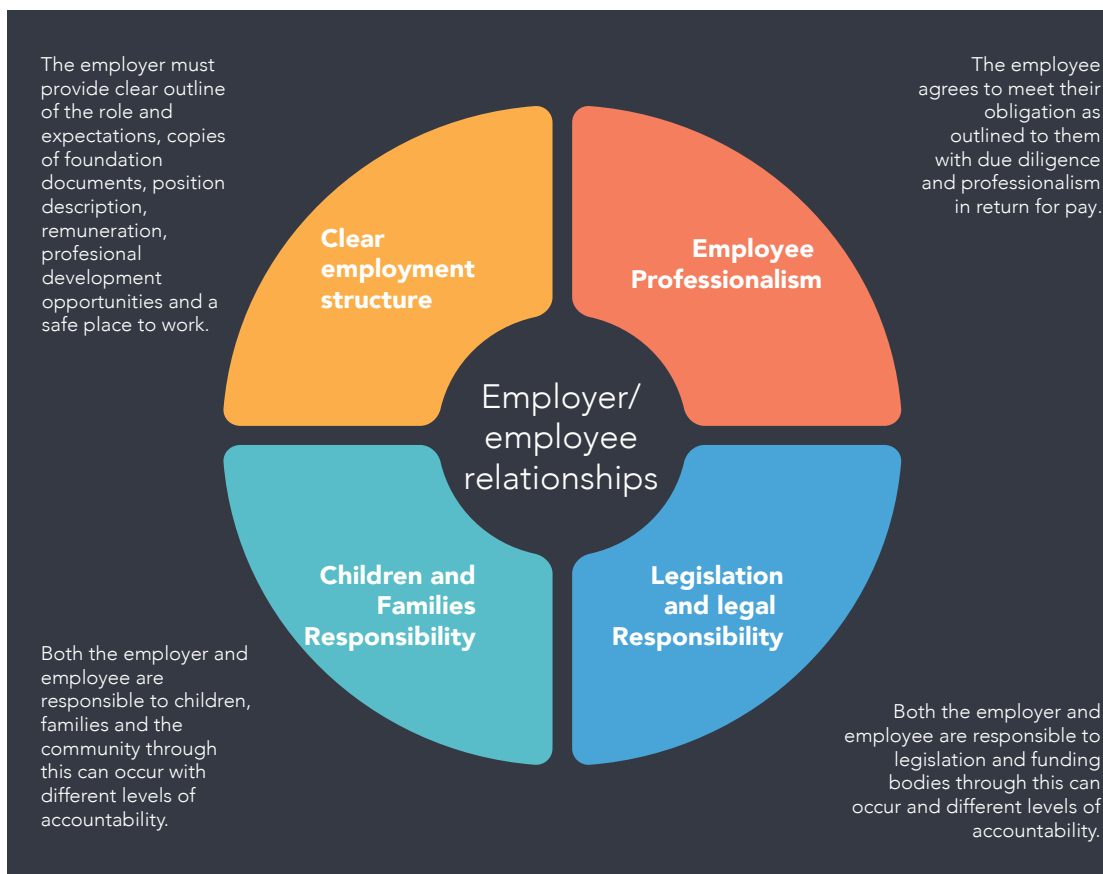
This information outlines only those pieces of legislation that directly relate to the workplace relationship between employers and employees. As the operator of an early childhood education and care service, you will also be obliged to meet many other legislative requirements, for example those under the Education and Care Services National Law and Regulations, Taxation Law, Funding Agreements and so on.



REFLECTIONS

Do our staff have employment contracts?

Do our staff have job descriptions?



Foundations

for Financial Management



Financial management involves the planning, organising, controlling and monitoring of financial resources. Sound financial management is essential to delivering high quality, sustainable children's services.

Good financial management:

- makes effective and efficient use of resources
- achieves the objectives of the organisation
- gains the respect and confidence of funding bodies and the community
- prepares for long-term financial sustainability.

The financial management process involves:

BUDGETING

Estimating, as accurately as possible, the income and expenses which are required to achieve your goals.

FINANCIAL REPORTING

In order for owners, members of boards and committees, to be able to make the right financial decisions for the future of the Service, they need to see an accurate picture of where the organisation sits and how it is tracking financially. Balance sheets give a snapshot of the financial health of the organisation, and profit and loss analysis compares actual income and expenses to budgeting income and expenses.

AUDIT PREPARATION

The annual audit process ensures that the accounting processes and procedures in place are sound and working effectively, and that the organisation is meeting its financial obligations.

Know your finances!



The owners, members of boards and committees, hold the responsibility for the financial oversight and sustainability of the organisation. They can delegate day-to-day financial management to their director, however, they can not delegate their overall responsibilities as the financial steward.

The organisation's delegation policy should determine what financial management functions are delegated to the director.

WHAT IS THE OWNERS, MEMBERS OF BOARDS AND COMMITTEES, RESPONSIBILITY?

They must ensure financial requirements are met, including:

- budgets are prepared
- budgets are monitored against expenditure
- relevant staff are trained and skilled in day-to-day financial administration and management
- financial statements are audited
- auditors recommendations are acted upon
- wages are paid
- superannuation is paid
- taxation is deducted, appropriated and forwarded to the Tax Office.

NEED HELP?

For outsourcing of your financial management, CCSA Business Solutions provides a selection of comprehensive payroll and bookkeeping packages to meet the specific needs of individual services.



REFLECTIONS

Do we budget on a calendar or financial year?

Where can I get a copy of the last audit report?

What to do after your Annual General Meeting

Note: this information applies to requirements in New South Wales. Please contact us if you require further information for other states and territories. After a community-based early childhood service has its Annual General Meeting (AGM), there are several notifications, checks and forms that must be completed. These are legal requirements set down by NSW Department of Education, NSW Fair Trading, the Australian Taxation Office (ATO), the Australian Business Register (ABR) and, if applicable, the Australian Charities and Not-for-profits Commission (ACNC).

Your Responsibilities as an Approved Provider

	ACTION	WHO	DUE	SUBMIT
STEP 1	Complete form (PA202) "Declaration of fitness and propriety" www.acecqa.gov.au/resources/applications	All new Committee /Board Members	Within 7 days of appointment	ACECQA's National Quality Agenda IT System (NQA ITS) portal https://public.nqaits.acecqa.gov.au/Pages/Landing.aspx
STEP 2	Complete a volunteer Working With Children Check	All new Committee /Board Members	ASAP	www.kidsguardian.nsw.gov.au/child-safe-organisations/working-with-children-check
STEP 3	Complete a Criminal History Check	All new Committee /Board Members	ASAP	www.nationalcrimecheck.com.au/
STEP 4	Notification of change to information about provider	All new Committee /Board Members or if any other changes have been made to the management committee	Within 14 days of change	ACECQA's National Quality Agenda IT System (NQA ITS) portal https://public.nqaits.acecqa.gov.au/Pages/Landing.aspx

General Responsibilities

*Since 1 October 2018, incorporated associations that also submit an annual information statement to the ACNC, and who are up-to-date with all previous years' annual summaries, are no longer required to submit Form A12 to NSW Fair Trading.

Your Responsibilities as an Incorporated Organisation

ACTION	WHO	DUE	SUBMIT
Submit Annual Summary of Financial Affairs (Form A12) to NSW Fair Trading*	Incorporated Associations	Within 30 days of your AGM	
If your public officer has changed complete (Form A9) to NSW Fair Trading	Incorporated Associations	Within 28 days of change	http://www.fairtrading.nsw.gov.au/ftw/About_us/Our_services/Forms/Associations_forms.page

Your Responsibilities as a Company

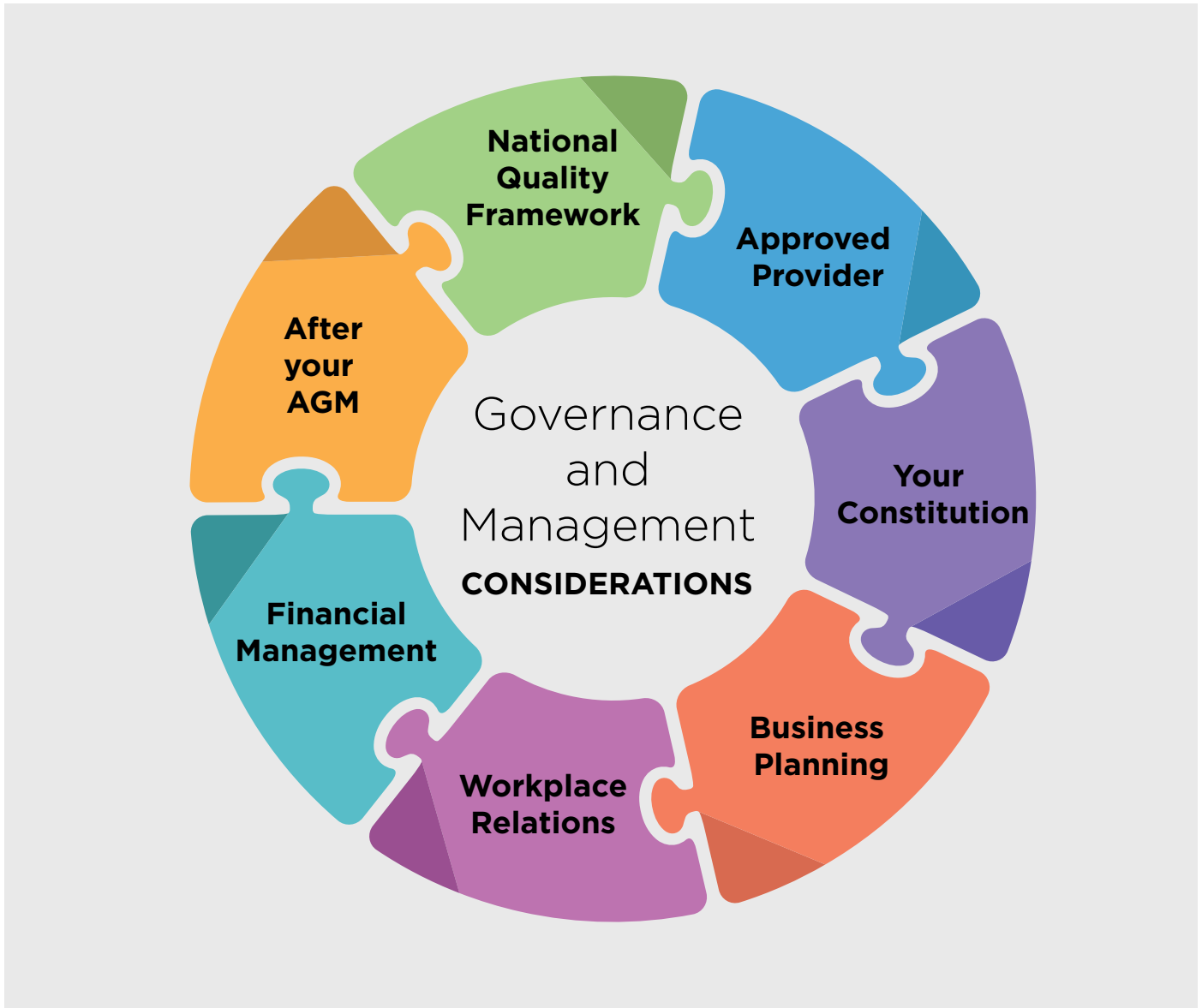
Annual Return Fee as invoiced on Annual Statement to ASIC	Companies	Within 30 days of your AGM	
If your public officer has changed complete (Form 484) to ASIC	Companies	Within 28 days of change	http://asic.gov.au/regulatory-resources/forms/

Your Responsibilities To the Tax Office and Business Register

Ensure your registered business details are up to date.	Information required includes changes to your: <ul style="list-style-type: none"> • entity name or business name • authorised contact person • postal, email or business address • associates (these are your committee/board members) • main business activity • ACN or ARBN • Public Officer (this is the person registered with the ATO, not necessarily the person you have registered with Fair Trading) • name of trustees • financial institution details. 	ATO https://www.ato.gov.au/Business/Registration/Update-your-details/ Australian Business Register https://abr.gov.au/
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Other things to consider

Have you...	<ul style="list-style-type: none"> • Updated your Bank Account Signatories? • Updated your Responsible Persons (Committee Members) with Australian Charities and Not-for-profits Commission (ACNC) through the ACNC Portal at www.acnc.gov.au ? • Updated CCSA with new members emails for subscription to our Newsletters? • Provided CCSA Member login details for the CCSA website and Info-Line number ?
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Where to now?

There are important considerations when thinking about the management of your service:

Governance and Management Checklist:

- Constitution
- Strategic Plan
- Business Plan
- Financial Plan/
Budget
- Legal Reporting/
Responsibilities
- Annual Report
- Audit Report
- Organisational
Staff Structure

Need Help?

CCSA
The Early Childhood Education and Care experts in Governance and Management
ccsa.org.au | 1800 991 602 | 02 4782 1470

ACECQA | acecqa.gov.au

Department of Education | dec.nsw.gov.au

Fair Trading | fairtrading.nsw.gov.au

ASIC | asic.gov.au



Your **partner**
in management

COMMITTEE SPOTLIGHT WEBINARS

FREE FOR CCSA MEMBERS

2019
PROFESSIONAL
DEVELOPMENT

Provide your committee and management team with additional support to help understand their key roles and responsibilities. (30 - 60 mins)

TOPICS INCLUDE

- Overview of Community Governance
- Incorporation
- Orientation and Induction
- Roles and Responsibilities
- Role of the Director
- Conflict of Interest
- Meeting Procedures
- Introduction to the NQF

For more information visit

ccsa.org.au/professional-development/



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Address

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Katoomba NSW 2780

Membership

Membership benefits include:

- Unlimited access to specialists
- Tailored information that suits your unique service.
- Peace of mind; be confident that the knowledge you receive in governance, management, compliance, business support, workplace relations and industrial issues is current and complies with regulations.

Business Solutions

CCSA Business Solutions provides comprehensive payroll and bookkeeping support specifically for the early childhood education and care sector.

We are here to help your service operate as efficiently and effectively as possible, so you can focus on providing quality services to children. We offer various packages to suit any type of service.

Training

Our training and development courses help you and your team reach your full potential. Training helps build a confident team with increased productivity and satisfaction.

Our trainers have hands-on sector experience and extensive skills in training and assessment and able to visit you at your service location.