



EARLY  
LEARNING  
ASSOCIATION  
AUSTRALIA

# DE Regional Governance Training Session

21 August 2024

Presenters:

Guillermina Rollero – Advisor, Member Solutions

Corinne Leita – Senior Advisor – Governance and Case  
Management, Member Solutions

# Session overview:



WHO IS EARLY LEARNING  
ASSOCIATION AUSTRALIA  
(ELAA)?/ INTRODUCTION  
TO EARLY CHILDHOOD  
IMPROVEMENT BRANCH  
(ECIBS)



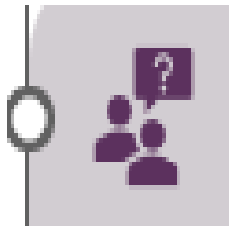
GOOD GOVERNANCE  
PRACTICES



SUCCESSION PLANNING  
AND HANDOVER



FINANCIAL MANAGEMENT



Support available



CHANGE MANAGEMENT

# Early Childhood Improvement Branch (ECIB) North Eastern Victoria Region

21 August 2024



Department  
of Education

## Who are we and how can we help?

We work in partnership with you to build the capability of Victoria's early childhood sector and connect families to services to give children every opportunity to learn and develop.

Our aim is to improve outcomes for children across North Eastern Victoria Region:

- supporting the implementation of early childhood reforms,
- improving access, participation, and engagement in quality early years services for children and families,
- building capacity of the sector to understand and implement continual improvement and best practice initiatives.

## How to contact us?

Goulburn - [earlychildhood.improvement.goulburn@education.vic.gov.au](mailto:earlychildhood.improvement.goulburn@education.vic.gov.au)

Inner East - [earlychildhood.improvement.IE@education.vic.gov.au](mailto:earlychildhood.improvement.IE@education.vic.gov.au)

Ovens Murray - [earlychildhood.Improvement.OM@education.vic.gov.au](mailto:earlychildhood.Improvement.OM@education.vic.gov.au)

Outer East - [earlychildhood.improvement.OE@education.vic.gov.au](mailto:earlychildhood.improvement.OE@education.vic.gov.au)



ELAA

# Early Childhood Improvement Branch (ECIB) contact details

21 August 2024



Department  
of Education

## North Western Victoria Region

Mallee - [earlychildhood.Improvement.Mallee@education.vic.gov.au](mailto:earlychildhood.Improvement.Mallee@education.vic.gov.au)  
Loddon Campaspe - [earlychildhood.improvement.LC@education.vic.gov.au](mailto:earlychildhood.improvement.LC@education.vic.gov.au)  
Hume Moreland - [ec.Improvement.HUMA@education.vic.gov.au](mailto:ec.Improvement.HUMA@education.vic.gov.au)  
North Eastern Melbourne - [earlychildhood.improvement.NEM@education.vic.gov.au](mailto:earlychildhood.improvement.NEM@education.vic.gov.au)

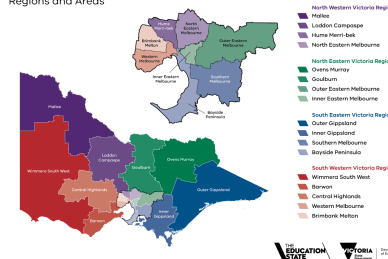
## South Eastern Victoria Region

Outer Gippsland - [earlychildhood.Improvement.OG@education.vic.gov.au](mailto:earlychildhood.Improvement.OG@education.vic.gov.au)  
Inner Gippsland - [earlychildhood.Improvement.IG@education.vic.gov.au](mailto:earlychildhood.Improvement.IG@education.vic.gov.au)  
Southern Melbourne - [earlychildhood.improvement.sm@education.vic.gov.au](mailto:earlychildhood.improvement.sm@education.vic.gov.au)  
Bayside Peninsula - [earlychildhood.Improvement.BP@education.vic.gov.au](mailto:earlychildhood.Improvement.BP@education.vic.gov.au)

## South Western Victoria Region

Barwon - [earlychildhood.improvement.barwon@education.vic.gov.au](mailto:earlychildhood.improvement.barwon@education.vic.gov.au)  
Brimbank Melton - [earlychildhood.improvement.BM@education.vic.gov.au](mailto:earlychildhood.improvement.BM@education.vic.gov.au)  
Central Highlands - [earlychildhood.improvement.CH@education.vic.gov.au](mailto:earlychildhood.improvement.CH@education.vic.gov.au)  
Western Melbourne - [earlychildhood.improvement.WM@education.vic.gov.au](mailto:earlychildhood.improvement.WM@education.vic.gov.au)  
Wimmera South West - [earlychildhood.improvement.WSW@education.vic.gov.au](mailto:earlychildhood.improvement.WSW@education.vic.gov.au)

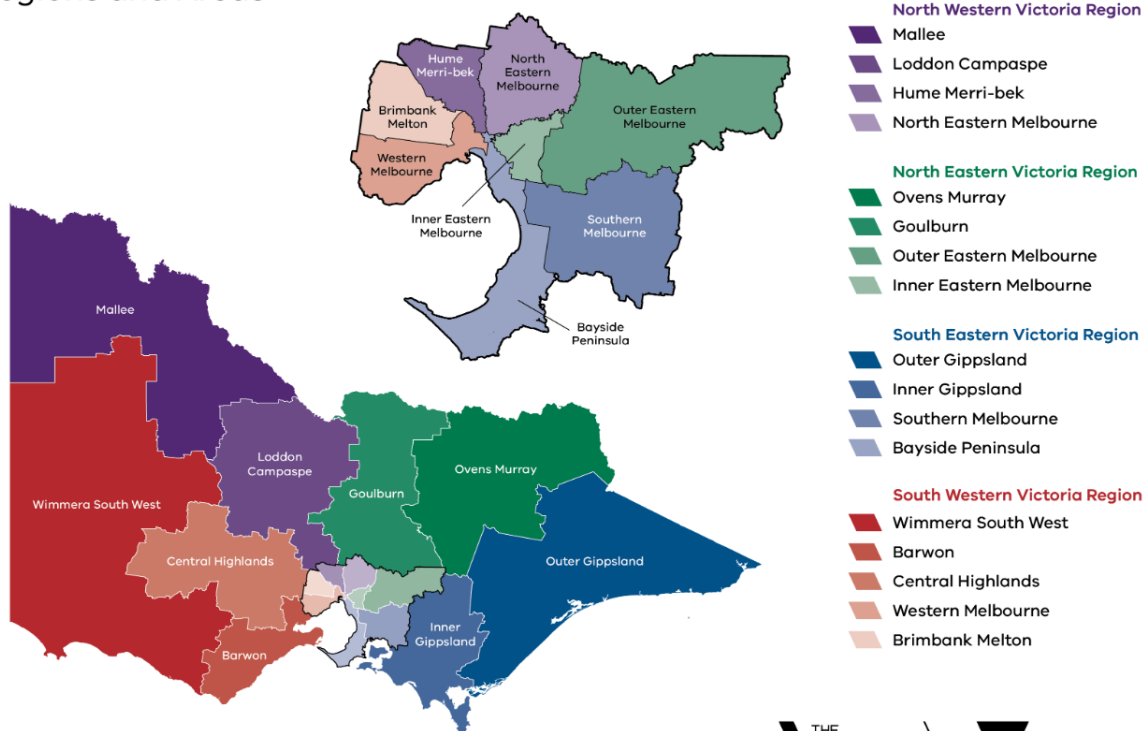
Department of Education  
Regions and Areas



# Early Childhood Improvement Branch (ECIB)

## Department of Education

### Regions and Areas



# Who is ELAA?

A not for profit, incorporated association governed by a board

A membership organisation

Training, representation, support and advisory service to early childhood committees of management, early years managers & local government

Peak body (advocacy) championing for excellence in early learning for children across Australia and supports parents and service providers

Occupational health and safety, Road Safety Education, Best Start Best Life reforms

"Learning Brought to Life" Professional Learning and Development program for all audiences

Participation in early childhood events and forums



ELAA

# Advisory Service

We provide an email and phone advisory service to support Committees with:

1. **Governance and general HR advice**
2. **Payroll/general HR advisory support for ADP customers**
3. **IR Advisory Subscription – ELAA subscription package**





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# Good Governance Practices

# Being part of the committee



- Positive community impact
- Enhances child's education
- Influence decisions
- Develop skills
- Build connections
- Support affordable services
- Contribute to a supportive environment

## Next Slides

Key aspects of the committee role

Help you excel in your responsibilities

# Role of committee and committee members



# Committee



- Elected (usually at the AGM) by the members of the association in accordance with the constitution
- The governing body of the association as well as the Approved Provider.
- Includes:
  - office bearers (the executive - president, vice president, secretary, treasurer)
  - general members (may have specific roles or responsibilities)

# Persons with Management or Control (PMC)

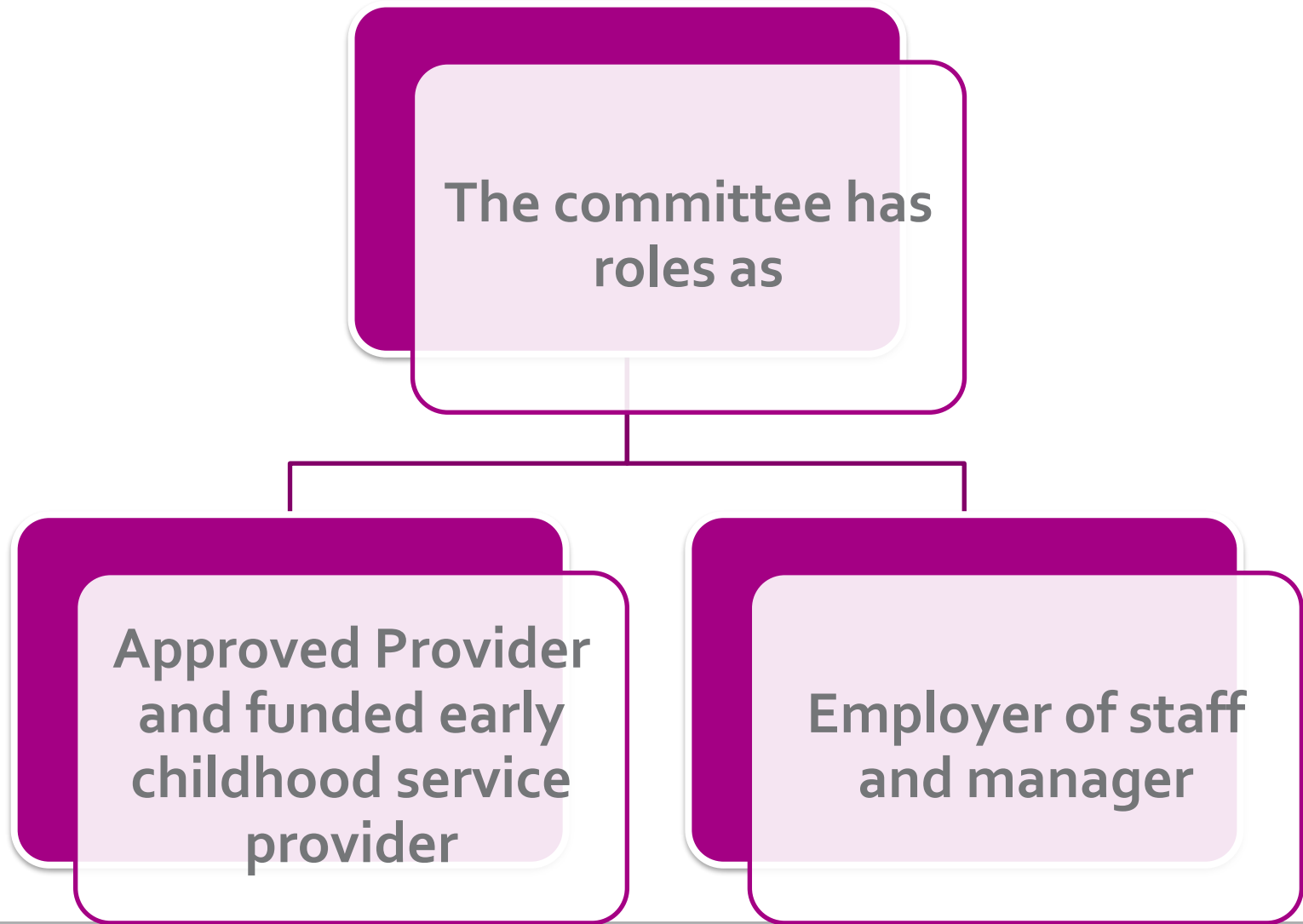
- **Expanded definition came into legislation on the 1<sup>st</sup> of July 2023**
  - Click [here](#) to access information sheet

- **Who is defined as a PMC?**

“Persons with management or control of a service (PMCs) are the persons within or outside the approved provider managing the delivery of the provider’s service(s) or who have significant influence over the activities or delivery of the service.”

- **PMCs must show they are fit and proper and complete PAo8 and PAo2.**
- **Committees of management can apply for a discount on Police checks.**

# Roles of the committee



# Responsibilities as Approved Provider

Understand reforms that might impact your service in funding, staffing, and requirements

Know and comply with notification requirements:

Notification types and timeframes | ACECQA

Understand, train staff and comply with child safe standards & reportable conduct scheme:

[About child safe standards | vic.gov.au](https://www.vic.gov.au/about-child-safe-standards)  
([www.vic.gov.au](https://www.vic.gov.au)),

[CCYP | reportable conduct scheme](#)

Abide by:

DE 'kindergarten funding guide'

Education and Care Services National Law Act and Regulations

Service agreement – this can be found on the funded agency channel



# Child Safe Standards & Reportable Conduct Scheme

Victorian organisations that provide services or facilities for children are required by law to implement Child Safe Standards to protect children from harm.

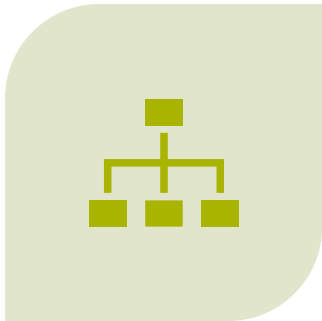
## CHILD SAFE STANDARDS

- compulsory minimum standards for all Victorian early year's services.
- promote the safety of children
- prevent abuse and
- ensure effective processes in place to respond to and report all allegations of child abuse

## The Reportable Conduct Scheme

new obligations on heads of organisations. This includes requirements to have in place systems to prevent and respond to child abuse and, ensure that the Commission is notified of the organisation's response to an allegation.

# Director/Business manager vs Approved provider



## Director/business manager:

**They are an employee of the committee/incorporated association/cooperative.**

Their position description must accurately reflect their roles and responsibilities as determined by the approved provider.

They may take on the role of Nominated Supervisor and/or Educational leader



## Approved Provider:

The legal entity responsible for the service: the incorporated association represented by the committee or cooperative.

They are the employer and responsible for managing or overseeing the work of the manager/director to ensure viable and correct operation of the service.



**Responsibility  
always falls on  
the approved  
provider, even if  
you have a  
business manager  
or director!**

# Some strategies

- **Implement Clear Systems to Avoid Conflicts of Interest**

Example: Manager in charge of payroll, including their own wages

- **Define Clear Roles for Supervision.**

Who will take responsibilities for overseeing finances, policies, and other delegated authorities?

- **Develop clear contracts, policies, and guidelines that communicates the role of the committee vs paid management positions**



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# Handover and succession planning

# Succession Planning

A part of a successful handover is to have a succession plan in place to ensure the long-term success of the organisation.

Taking into consideration workforce, finances, program model and timetables, infrastructure.

## 2023 Committee Meeting Summary

Month of the year	Key considerations	Details
December 2024	Appointed 2 new ECTs	- Employment details (i.e. fixed term contract)
February	Discussion on building expansion	-
March	2024: Fees policy introduced	- DE released this policy to be enacted in 2023-2024
August	Changes to contract laws	<a href="#">additional-closing-loopholes-timeline-and-snapshot.pdf (fairwork.gov.au)</a>

# Committee information folder

- Important documents e.g. Constitution
- Committee and Service's policies and procedures, code of conduct
- Detailed roles of the committee and its members
- **If your centre is part of an early year's manager, information regarding the early years manager should be included (contacts, responsibilities etc.)**
- Roles will depend on your constitution – a OH&S officer is very important
- Financial reports and a copy of the budget
- Minutes of previous meeting
- Committee contact details
- Kindergarten timetable and programs offered
- Staff rosters, positions and hours of employment

# Committee information folder (continued)

- Insurance cover (VMIA & Contents insurance providers)
- National Quality Framework (**self-assessment and quality improvement plan**)
- List of resources and support agencies
  - ELAA membership information
  - ELAA PolicyWorks
  - ELAA Committee Governance Guide and Employment Onboarding
  - DE Kindergarten Funding Guide
  - Membership and password register

## Keeping everyone up-to-date

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**Be sure to  
update  
committee /  
management  
contacts on:**

Funded Agency Channel

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Kindergarten Information  
Management (KIMs)

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NQAITS

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ACNC (if applicable)

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ELAA

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# Strategies for recruiting committee roles



- 1.Ensure Equitable Allocation of Tasks
- 2.Create Clear Position Descriptions
- 3.Establish Guidelines for Roles
- 4.Make Participation Enjoyable
- 5.Offer Multiple Modes of Attendance
- 6.Be Transparent About Responsibilities
- 7.Host Open Days
- 8.Promote the Committee's Role
- 9.Celebrate Achievements
- 10.Utilise Sub-Committees for Support
- 11.Recruit in Advance
- 12.Establish a Hand-Over Process
- 13.Minimise Evening Meetings.
- 14.Adhere to Good Meeting Practices
- 15.Highlight Committee Benefits
- 16.Embed Wellbeing Support



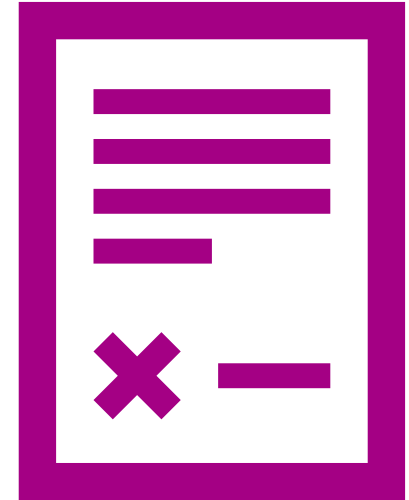
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# Financial planning

# What do we need to do?

## *Running a viable business* – all committee members :

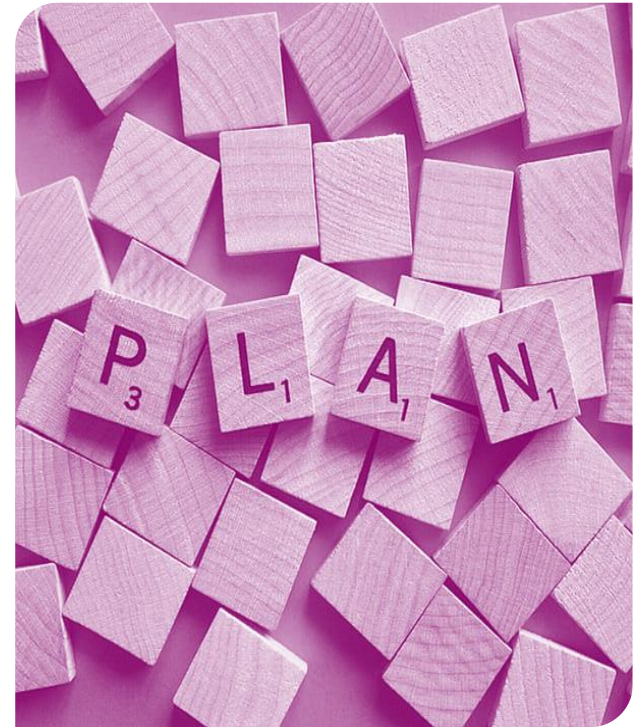
- have a duty to act in **good faith** for the benefit of your organisation.
- have a legal responsibility to **not knowingly trade into insolvency** (unable to pay debts).
- **meet the requirements of your service agreement**, including maximising licence requirements.
- have a **business plan** and be able to demonstrate ongoing financial viability of the kindergarten.
- **service's viability** it is not just the current committee's responsibility: at each handover, this responsibility is to be highlighted.



# Strategic Planning

What does strategic planning look like?

- Financial viability
- Sustainability
- Staff retention
- Growth and development
- Legacy



## A planned budget means you:



**Know how much money (income) is needed to pay the staff, the bills and any extras (expenditure)**



**Have a sound basis for planning the year ahead and future years**



**Can compare estimated income and expenditure with actual income and expenditure**



**Know whether you can afford to achieve objectives**



**Make the best use of the organisation's resources**



**Have documented evidence**

# Future Planning

## Best Start Best Life reform: Are you prepared?

- Perform a current audit
- Allocate a subcommittee to do this
- Consider infrastructure, programs, enrolments, financial position, staff, management model etc
- More information : [The Best Start, Best Life reforms | vic.gov.au](http://www.vic.gov.au)  
([www.vic.gov.au](http://www.vic.gov.au))

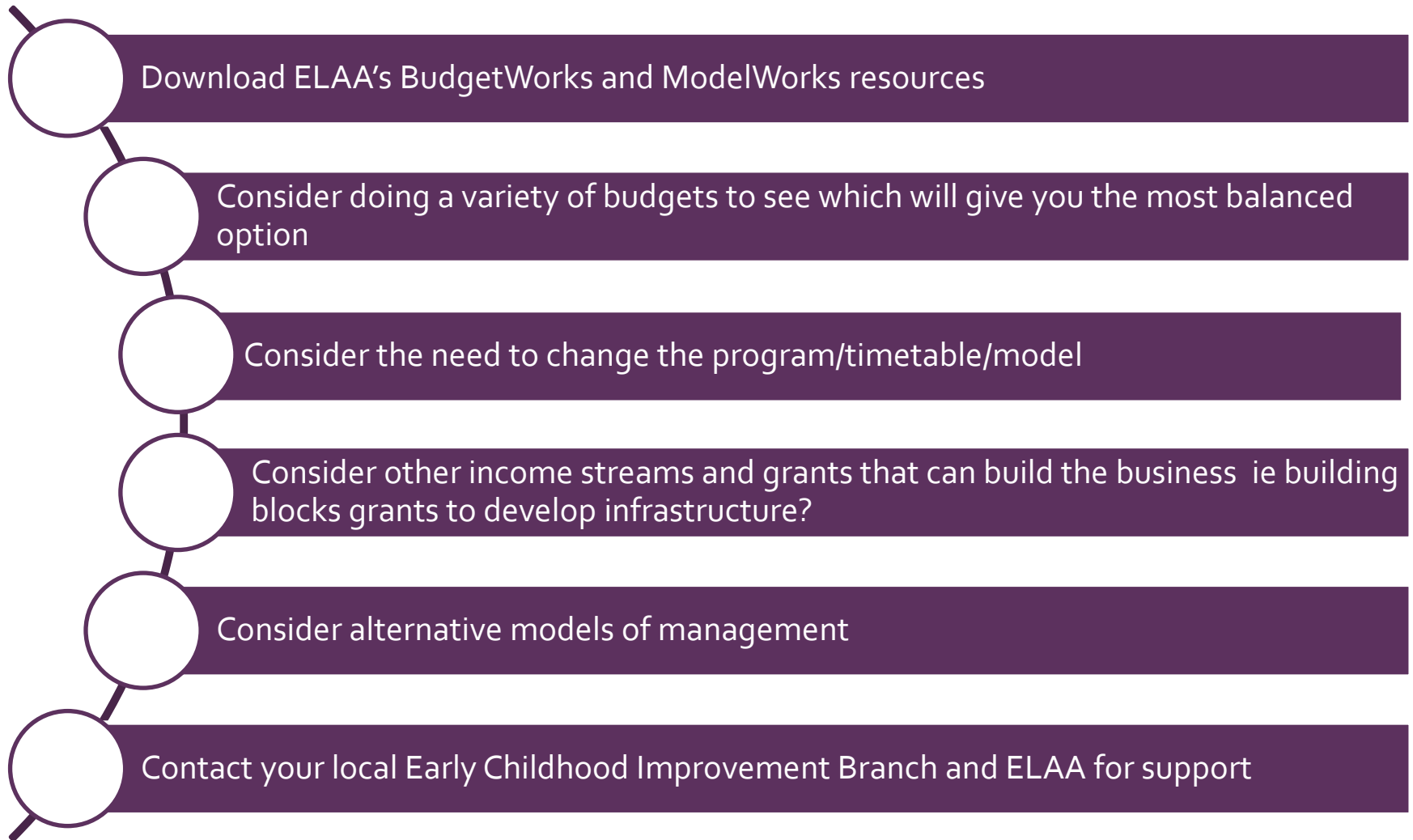
## ELAA Training:

- Refer to events, self paced and videos
- Specific BSBL training: coming soon

## ELAA Resources :

- Budgetworks and Modelworks
- Joining ELAAVATE

## Some next steps:





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# Change Management

# Introduction to Change Management

Overview of  
initiatives

Responsibility

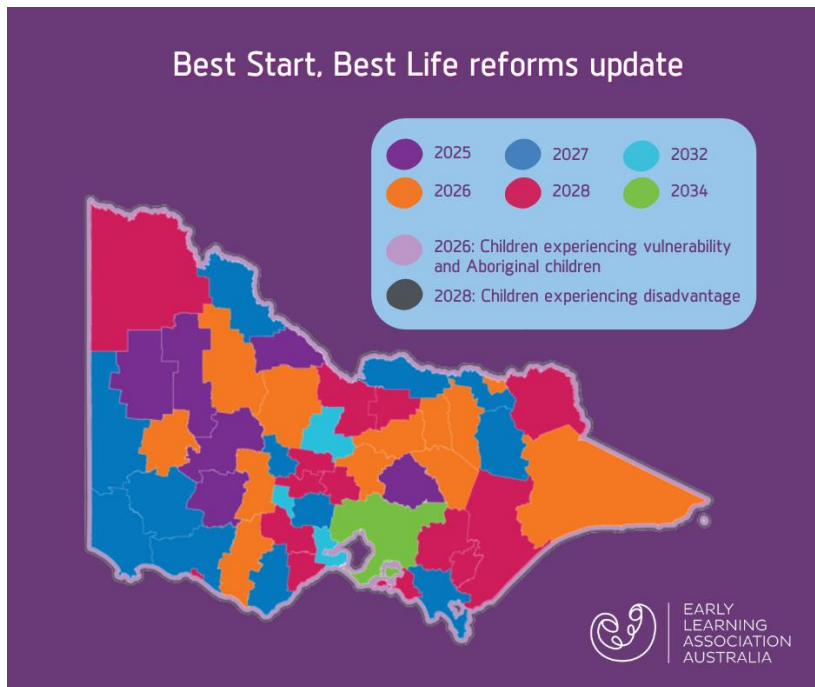
Understanding  
change  
management

Award  
interactions

Key strategies

# Overview of Initiatives

## Best Start, Best Life



The government has announced some changes to the Best Start, Best Life reform timeline.

Free Kinder and Three-Year-Old Kindergarten will continue to benefit Victorian families.

The Pre-Prep roll-out schedule will be adjusted to be staged more gradually, with children across Victoria eligible to access up to 30 hours per week of Pre-Prep by 2036.

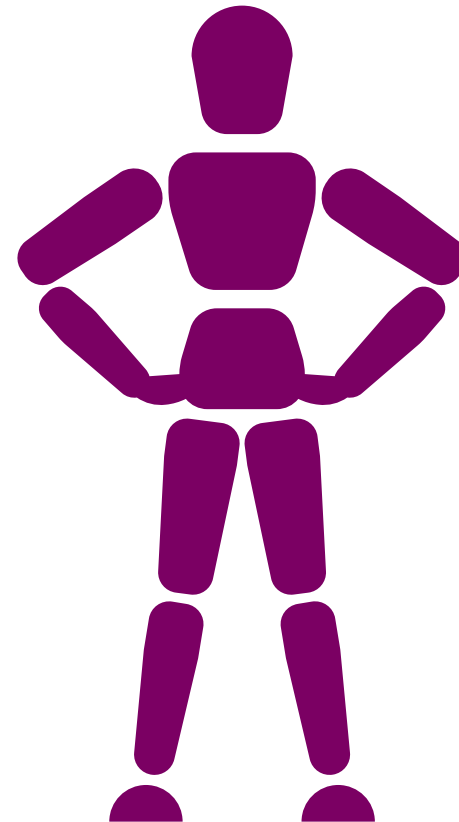
[The Best Start, Best Life reforms | vic.gov.au \(www.vic.gov.au\)](https://www.vic.gov.au)

# RESPONSIBILITY

So, who is in charge of leading changes in service processes, staffing, attitudes and flexibility to ensure the sustainability of the service??

## **YOU!! (The committee)**

Teachers and educators are your employees and should be involved in this change, but you are the approved provider.



# Understanding Change Management



Change management



Resistance to change and the impact it can have on individuals and services



Change as a process/stages

# Strategies for current challenges

Some of the recurrent challenges discussed:

Team teaching:  
[Ratitipsheet1.pdf](#)  
([education.vic.gov.au](http://education.vic.gov.au))

Mixed age groups: [Tip Sheet 6- Multi-age groups\\_web.pdf](#)  
([education.vic.gov.au](http://education.vic.gov.au))

Resistant and or hesitant employees: consider strategies in next few slides

Need for timetable changes to maximise enrolments, Scaling up to 15 hours: Modelworks, Budgetworks, ELAA and ECIB support. Ensure consultation as per award/agreement is followed.

# How can you support others being ready for change

1. Encourage effort over achievement
2. Provide constructive feedback
3. Model a growth mindset
4. Foster a supportive environment
5. Provide opportunities for learning
6. Celebrate progress
7. Encourage reflection



# Key strategies



- Communication
- Involving stakeholders
- Training and support
- Evaluating change

# Key resources



Early Childhood Improvement Branches: [Contact an Early Childhood Improvement Branch | Victorian Government](https://www.vic.gov.au/contact-an-early-childhood-improvement-branch)  
([www.vic.gov.au](https://www.vic.gov.au))



Modelworks [ModelWorks v4 Manual - Early Learning Association Australia](https://elaa.org.au/modelworks-v4-manual) ([elaa.org.au](https://elaa.org.au))



Recruitment: [Early Childhood Jobs Talent Community](https://education.vic.gov.au/early-childhood-jobs-talent-community)  
([education.vic.gov.au](https://education.vic.gov.au))



Budgetworks: [BudgetWorks v4 Manual - Early Learning Association Australia](https://elaa.org.au/budgetworks-v4-manual) ([elaa.org.au](https://elaa.org.au))





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ELAA services & resources  
Additional services  
Useful links

# Resources available on the ELAA website

## Resources available

- Onboarding and Employment Guide
- Committee of Management Governance Guide
- PolicyWorks Catalogue
- Employee Management and Development Resource
- Managing Performance-Related Concerns
- Budget Works
- Model Works
- Online Governance Training Videos
- ELAAvate

## For ELAA members

- Industrial bulletins
- Wages bulletins
- Agreements and Awards
- Pro-rata Annual Leave calculations
- Work history calculations
- Member Forums – Recordings and presentation slides
- Member Benefits

## Free Governance training (Live webinars & Self-Paced)

- Starting from the Beginning – Governance Information
- Starting From The Beginning – Employee Management
- Financial Management
- Employee Management and Development Resource
- Ending The Year On a High – Planning your successful AGM

## Consultancy service

- HR, IR, Governance, OHS consultants to provide tailored projects and training.
- Capability Assessment Support service

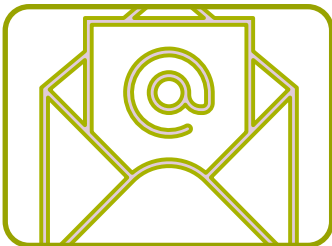
# Contacting ELAA for Advice

Member Solutions can be contacted during our phone operating hours of 10 am – 3 pm, Monday to Friday.



**Phone: (03) 9848 3500**

- **Press 1** for governance advice
- **Press 2** for HR/IR support



Email: [membersolutions@elaa.org.au](mailto:membersolutions@elaa.org.au)

# Useful links

- Consumer Affairs [www.consumer.vic.gov.au](http://www.consumer.vic.gov.au)
- [\*\*Financial statements and auditing requirements for incorporated associations - Consumer Affairs Victoria\*\*](#)
- Australian Charities Not-for-profit Commission [www.acnc.gov.au](http://www.acnc.gov.au)
- Institute of Community Directors Australia [www.communitydirectors.com.au](http://www.communitydirectors.com.au)
- Justice Connect Not-for-profit Law Hub [www.nfplaw.org.au](http://www.nfplaw.org.au)
- Commission for Children and Young People [ccyp.vic.gov.au](http://ccyp.vic.gov.au)
- Victorian Institute of Teaching [www.vit.vic.edu.au](http://www.vit.vic.edu.au)
- [The Best Start, Best Life reforms | vic.gov.au \(www.vic.gov.au\)](#)
- Quality Authority (ACECQA) [www.acecqa.gov.au](http://www.acecqa.gov.au)
- [Professional Development - Early Learning Association Australia \(elaa.org.au\)](#)
- [Committee and committee members – incorporated associations - Consumer Affairs Victoria](#)
- [Skills Audit Committee Recruiting.docx \(live.com\)](#)
- [Club Resources: Content View | Club Help](#)
- [What are the key positions? | Not-for-profit Law \(nfplaw.org.au\)](#)
- [Non-profit Board Member Responsibilities | Not-for-profit Law \(nfplaw.org.au\)](#)
- [Finding, recruiting and retiring board members to meet the organisation's changing needs in line with the governing document, taking into account skills, experience and diversity - DIY Committee Guide](#)



# Useful links

- <https://business.vic.gov.au/business-information/finance/develop-good-financial-procedures>
- [Guide \(nfplaw.org.au\)](https://nfplaw.org.au)
- [Who is in charge? The role of the Director vs the Committee - Early Learning Association Australia \(elaa.org.au\)](https://elaa.org.au)
- [Committee of Management Governance Guide - Annual Subscription - Early Learning Association Australia \(elaa.org.au\)](https://elaa.org.au)
- [Roles and responsibilities \(nsw.gov.au\)](https://nsw.gov.au)
- [Information sheet - Identifying persons with management or control of a service from 1 July 2023 – Prospective Providers 101.pdf \(acecqa.gov.au\)](https://acecqa.gov.au)

# Thank you for attending!

