 <div>MACQUARIE University</div>	<div>GOVERNANCE AND SERVICE MANAGEMENT</div>	Work Area:	Early Learning
		Contact Officer:	GM Programs and Partnerships
		Revision Number:	4
		Last Modified:	October 2023
	<div>Policy</div>		

PURPOSE	To ensure U@MQ Ltd (Campus Life) early learning centres conduct their affairs legally, ethically and with integrity; identify our organisational risks and legal obligations and manage these through policies and relevant processes; and ensure that mechanisms are in place for fair and transparent governance.
OVERVIEW	<p>U@MQ Ltd is a fully owned subsidiary of Macquarie University with its own governance structure and practices. These are evident through a framework of rules, relationships, systems, and processes within and by which authority is exercised and controlled in the organisation.</p> <p>U@MQ Ltd is governed by a Board comprised of senior executives and managers of Macquarie University.</p> <p>Programs & Partnerships is a business unit within Campus Life. It operates a range of Approved services as defined under the Children (Education and Care Services National Law Application) Act 2010 and the Education and Care Services National Regulations 2011. It also operates other children's programs that do not fall under this Law.</p> <p>Each early learning centre is managed by a Centre Manager who reports to the Business Operations Manager, Early Learning who reports to the General Manager Programs & Partnerships who reports to the CEO, U@MQ Ltd. The CEO reports directly to the U@MQ Ltd Board.</p> <p>Definitions: "U@MQ Ltd" – a subsidiary of Macquarie University, also commonly referred to as 'Campus Life' "Management" – refers to the Business Operations Manager, Early Learning and General Manager, Programs and Partnerships</p>
RESPONSIBILITY/SCOPE	Early Learning Centres
THE POLICY	


Principles:

- We seek to strengthen each centre's effective operation by having effective systems of risk management, financial and internal control, and performance reporting.
- We provide Centre Managers, educators and other early learning staff with the necessary training and support to ensure they are familiar with our policies and procedures.
- We are accountable and transparent in all that we do, including the implementation of robust and effective governance and management policies and procedures.

Board Responsibilities

The U@MQ Ltd Board sets the strategic direction and monitors performance of the organisation, including the early learning centres. The Board provides effective governance to ensure excellent overall management of the organisation's business and financial objectives.

The Board delegates the responsibility of implementing the strategic plan and day-to-day management of the organisation to the CEO but retains responsibility for final approval of the strategic plan. In discharging

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		Revision Number:	4
		Last Modified:	October 2023
	<div>Policy</div>		

its powers, each Director member will be bound by the Corporations Act, the Constitution, and all policies of the organisation.

The Board is responsible for the management and control of the organisation as the Approved Provider under the Children (Education and Care Services National Law Application) Act 2010 and the Education and Care Services National Regulations 2011.

Appointment of Responsible Persons, including Nominated Supervisors, will be in line with the [Determining the Responsible Persons Policy](#).

Other Board responsibilities include:

- Ensuring the organisation operates with, and to, a valid Constitution and that all governance and management practices of the Board and staff align with the Constitution, demonstrating achievement of this through accessible meeting minutes
- Undertaking ongoing support and professional development in the implementation of effective and evidence-based governance practice eg AICD membership
- Ensuring appropriate resources are available to carry out the organisation's functions
- Understanding their responsibilities as Approved Provider and ensuring all reporting and reporting requirements are met regarding the National Quality Framework, family assistance, taxation, child protection and other relevant laws
- Ensuring an effective risk management framework is in place and that the early learning centres are appropriately trained, informed and resourced to implement relevant risk management strategies


Management Responsibilities

Management will assist in developing the strategic direction and monitoring the performance of the early learning centres. They will provide effective governance to ensure excellent overall management of the organisation's business and financial objectives.

The CEO U@MQ Ltd / Director of Campus Life and the U@MQ Ltd Board delegate the responsibility of implementing the strategic plan and day to day management of the organisation to Management and the Centre Managers.

Other Management responsibilities include:

- Oversight and resourcing of the early learning centres to enable them to meet all relevant goals and objectives
- Developing, in consultation with the CEI and Centre Managers, the early learning strategy and performance objectives
- Reviewing, ratifying, and monitoring systems of risk management and internal control, codes of conduct and legal compliance
- Assisting the Centre Managers to identify staff needing ongoing support and professional development in the implementation of effective and evidence-based governance practice.
- Appointing and removing the Centre Managers and ratifying the appointment of other early learning staff
- Monitoring the Centre Manager's performance including implementation of strategy and meeting all compliance requirements regarding the National Quality Framework, family assistance, child protection and other relevant laws
- Approving and monitoring financial and other reporting
- Recommending, approving (within delegation authority) and monitoring the progress of major capital expenditure

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	Policy		

- Ensuring policies are in place as required under the National Quality Framework and any other regulations and laws that the service must comply with, including ensuring that policies comply with relevant legislation and are reviewed as per an agreed review cycle and that appropriate resources are in place to implement the policies.

Centre Manager Responsibilities

Each Centre Manager is the Nominated Supervisor at their designated service and is responsible for meeting all legislative requirements of the role. Generally, the Centre Manager is also the Educational Leader and is responsible for the direction and implementation of the educational program.

The Business Operations Manager, Early Learning, will support and resource the Centre Managers to achieve the organisation's goals and, at a minimum, to meet the National Quality Standards.

Other Centre Manager responsibilities include:

- Proactively identifying and using resources to ensure the centre meets all compliance requirements regarding the National Quality Framework, family assistance, child protection and other relevant laws
- Effective management of the staff, including performance management and professional development
- Monitoring the budget and meet all financial expectations
- Ensuring the health, safety and wellbeing of children in the centre and take every reasonable precaution to protect children from harm and hazard
- Complying with, and ensuring staff comply with, risk management and internal controls, codes of conduct, policies and procedures, and legal compliance

Compliance Measures

Management and the Centre Managers will work together to have mechanisms in place, such as compliance tools and a compliance calendar, to assist them to ensure that the organisation is compliant.

Policy Information

Contact Officer (Role Title)	General Manager, Programs and Partnerships
Date Approved	27 November 2023
Approval Authority (Role Title)	U@MQ Board
Date of Commencement	4 December 2023
Amendment History	April 2013; Sept 2017
Date for Next Review	2025
Related Documents	National Quality Framework Code of Conduct Policies and Procedures Policy Confidentiality Policy Code of Conduct - Child Safe Environment Keeping Children Safe Policy Responding to Allegations Against Staff Policy Feedback and Complaints Policy Determining the Responsible Persons Policy

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Policies superseded by this	
Keywords	Governance, management, compliance