



HERITAGE EARLY CHILDHOOD CENTRE COMMITTEE HANDBOOK 2024



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Introduction

Heritage Early Childhood Centre (Heritage) is a community-based, not-for-profit early childhood centre which caters for 57 children between 6 weeks and primary school age. Heritage takes pride in making families feel welcome and encourages parent involvement in its programs and management. A key way in which parental involvement is embedded in the management structure is through the Management Committee, a voluntary organisation consisting of parent volunteers, the Director and staff representatives. The purpose of this Handbook is to outline the roles, responsibilities and contributions of the Heritage Management Committee for current Office Holders and Ordinary Members, parents interested in becoming members and for the Heritage community more broadly. More detailed information is given in the Governance and Management Policy and The Heritage Constitution (Rules of Incorporation). **Refer to:** The Members section on the Heritage website to access these documents.

Role of the Management Committee

The Director is responsible for the day to day running of Heritage in line with the decisions of the Management Committee. The Management Committee is responsible for the management of Heritage in accordance with the Heritage Constitution (Rules of Incorporation) and the *Associations Incorporation Act 1991 (ACT)* and must ensure there are appropriate systems and processes in place to enable:

- Overseeing of good governance and management of the Heritage service.
- Accountability of Heritage to its stakeholders.
- Overseeing of compliance with all regulatory and legislative requirements placed on the service.
- The service to remain solvent and comply with all its financial obligations.

A comprehensive list of responsibilities is outlined in the Heritage Constitution (Rules of Incorporation).

Refer to: Members section on the Heritage website. There are 4 key areas in which the Management Committee has a role to play:

Financial Management

- Setting fees
- Developing and approving the Annual Budget
- Monitoring monthly Profit and Loss and Balance Sheet Reports
- Working with the Director and Bookkeeper
- Appointing an Auditor
- Fundraising
- Approving major expenses

Liaison and Lobbying

- Applying for grants
- Assisting the Director in lobbying for other funding
- Assisting the Director in liaising with the ANU, Government bodies and other early childhood services

Communication

- Keeping members of the Heritage community informed as required of Management Committee decisions, new and updated policies and upcoming events etc.

Policy and Procedures

Supporting the Director and Policy Officer to:

- Formulate new policies and procedures as required in consultation with staff and families
- Review our current policies and procedures.
- Review the Heritage Mission, Vision, Philosophy and Reconciliation Action Plan (RAP) Statements

The Heritage Policy and Procedures Writing Process

Required Policies and Procedures

- Heritage is required to develop policies and procedures that meet or exceed the [National Quality Framework](#).
- As a minimum, education and care services are required to have policies and procedures as listed in [Regulation 168](#) of the [Education and Care National Regulations](#).

Summary of Our Policy and Procedures Writing Process

- Heritage follows the [Australian Children's Education & Care Quality Authority's \(ACECQA\) policy and procedure writing guidelines](#) (what to include and how to set them out). Example: [ACECQA Emergency and Evacuation Policy and Procedures Guidelines](#)

The Heritage Policy Officer will:

- Read the ACECQA guidelines above and the references in the guidelines, e.g., ACT Health, NHMRC.
- Locate the latest sample policies from early learning organisations such as [CELA](#) (of which our Policy Officer is a member).
- Locate the latest policies from respected services such as the University of Melbourne ELC.
- Collate the best practice information from these sources and compare it to what we currently do.
- Consult with the Director to adapt to our service needs and specific ACT legislation.
- Ask educators and families for feedback.

To assist families and educators with readability, our policy and procedures documents include a:

- Summary of Key Responsibilities.
- Contents Page – for educators or families looking for information on a specific scenario or procedure.

Refer to: Policy and Procedures Development and Review Policy and Procedures

Management Committee Meetings

- Management Committee meetings are held on the second Tuesday of every month, from 5.00pm to 5.45pm in the Staff Room (through the Toddler Room, at the rear of the deck). Staff are always available to care for children for the duration of the meetings.
- All parents are welcome to come to Management Committee meetings and to take part in discussions and raise issues for consideration, however only Management Committee members (Office Holders and Ordinary Members) are able to vote on issues.
- Oral or written notice of upcoming Committee meetings is given to each member of the Committee at least 48 hours before the time appointed for the holding of the meeting.
- A quorum at any Committee meeting is at least 4 members (not including staff representatives). If a quorum has not formed within 30 minutes of the time appointed, the person presiding must close the meeting.
- Parents can become Office Holders or Ordinary Members by standing for election at the Annual General Meeting that is held in March every year. All parents/guardians (as indicated on their child's Enrolment Form) attending the AGM vote for Office Holders and Ordinary Members.
- Management Committee meetings are always catered, with a range of delicious snacks on offer. Generally, the Social and Cultural Officer is responsible for the catering for meetings, however this can be shared between members if preferred.

Responsibilities of Management Committee Members

There are some general responsibilities that apply to all members of the Management Committee.

These include that all members must:

- Act honestly, in good faith, with reasonable care and diligence.
- Complete a **Declaration of Fitness and Propriety Form (PA02)** and hold a current **Working with Vulnerable People (WWVP) Card** as soon as possible after being elected. **Refer to:** Members Section on Website for links to forms.
- Familiarise themselves with the Heritage Constitution (Rules of Incorporation). **Refer to:** Members Section on Website.
- Ensure that Heritage carries out its' activities in accordance with its intended purpose and in the best interests of enrolled children.
- Exercise powers for their proper use.
- Respect the role of employees in both the planning and delivery of a high-quality early childhood education program.
- Respect privacy and confidentiality of information obtained in the course of the Management Committee's considerations.
- Not use information acquired through their position for personal advantage, the advantage of others or to the detriment of Heritage.
- Disclose and manage conflicts of interest.
- Ensure the principles of natural justice are followed for any internal disputes.
- Provide support and encouragement to other Management Committee members.
- Return all documents that belong to Heritage within 28 days of ceasing to be a Committee member.

Insurance Cover

Heritage has management liability coverage through its' Early Learning Business Insurance (currently valid to 30 June 2024) including Director's and Officer's Liability. **Refer to:** Appendix 1.

Duties of Management Committee Office Holders

Please refer to the table over-page.

Duties of Heritage Management Committee Office Holders

OFFICE HOLDER	DUTIES	TIME PER MONTH
Chair (and Deputy Chair)	<p>Provide strategic advice and support to the Director in the running of Heritage.</p> <p>Assist the Director and Policy Officer with reviewing service policies and procedures.</p> <p>Notify the ACT Regulatory Authority in writing if there is a change in Director and check records of Responsible Persons in Charge annually. Refer to: Appendix 3</p>	<p>About 15-30 minutes a week to catch up with the Director (could be longer if issues arise), plus Director's annual review meeting and compliance/document checks, prior to AGM.</p> <p>30-60 minutes a month to coordinate monthly Agenda and organise any paperwork for meeting.</p> <p>60-90 minutes a month to proofread 1-2 policies as updated by the Director and Policy Officer - <u>All Committee members are asked to do this and to suggest amendments if they wish.</u></p>
Secretary (and Deputy Secretary)	Attend meetings, take minutes, write up for distribution.	About 1 hour to write up minutes after the meeting.
Treasurer (and Deputy Treasurer)	Oversee the general financial management of Heritage. Make recommendations for improved practices where required.	<p>About 15-30 minutes a fortnight to catch up with Director (longer if there are any issues).</p> <p>15 minutes once a month to review financial statements before management committee meeting.</p> <p>5-6 hours a year to prepare annual budget.</p> <p>1-2 hours a year to prepare report required for AGM. (While this may seem substantial, the Heritage bookkeeper provides assistance to the Treasurer)</p>
HR Officer	Liaise with staff and the Director regarding HR issues as they arise, providing advice and support.	About 5-10 minutes to catch up with the Director every week (longer if there are specific issues).
Fundraising Coordinator (and Fundraising Subcommittee)	Coordinate Heritage fundraising set calendar of events; advertise to parents; collect/count money; order, check and distribute items; assist with spending funds raised.	About 2 hours per week or more - up to 20 hours per month. This workload can be shared with the Subcommittee.
Social and Cultural Officer	Arrange social and cultural events such as guest speakers, movie nights, Christmas Party with the aim of encouraging parents to get to know one another.	<p>About 1 hour per month, depending on the event.</p> <p>May be merged with Fundraising Coordinator position above.</p>

Public Officer	Complete reporting obligations via Australian Charities and Not-for-Profit Commission (ACNC) and ACT Regulatory Authority (CECA) Portals with the Director and ensure all requirements are submitted and up to date. The Public Officer, who must reside in the ACT, is the person who will be notified of reporting obligations and their address must be up to date.	About 1-2 hours per month for a few months after the AGM, then minimal work for the rest of the year.
Newsletter and Committee Group Email	Collect articles from the Director, Room Leaders and Chair. Organise layout and distribution of newsletter. (The newsletter is produced every 3 months). Add and delete members from the Committee group email list as required (Procedures in Appendix 2).	About 2-3 hours per month. Currently undertaken by Heritage Educators and admin staff. Note: A Committee member, who is also a staff member at the ANU, must be listed as an administrator of the Committee Email List. Refer to: Committee Email Procedures, Appendix 2
Grants Officer	Search for suitable grants to assist in the running of Heritage. Prepare grant applications with the Director.	Varies depending on the number of grants submitted. A grant can take around 5-6 hours to complete.
Ordinary Committee Member	Parents can be part of the Committee without holding any of the above positions. They must nominate themselves at the AGM and be voted in as an Ordinary Member and are entitled to vote on motions.	Attendance at meetings, though not compulsory.

The Management Committee Handover Process

Handover to the next Committee following the Annual General Meeting (AGM) in March requires the transfer of considerable information and the completion of several forms. To ensure continuity of governance, Heritage has developed a handover process from the outgoing Management Committee to the incoming Management Committee that occurs as soon as possible following the AGM.

Procedures

- **Prior to the AGM, Director and Chairperson to meet** to complete [Responsible Persons in Charge compliance checks](#) (Appendix 3) and undertake the Director's annual review.
- **The Secretary must document decisions** made at Committee meetings and file these in a timely manner, along with Committee papers, meeting minutes and other relevant information. This information is essential for the handover and copies must be kept in the office.
- **This Committee Handbook** is given to or made easily accessible (such as in the Members Section on the website) to each new Office Holder on the Management Committee and reviewed regularly to ensure it is up to date, well organised and provides all relevant information including:
 - General information regarding the roles and responsibilities of Committee members.
 - Specific information regarding each position such as Chairperson, Treasurer etc.
 - Information on where to access important documents including the Heritage Constitution (Rules of Incorporation) and the Governance and Management Policy, such as the Members section on the Heritage website.
 - Contacts, lists and other operational information including PA02 form and link to the WWVP card.
- **Required forms must be signed** by outgoing and incoming members of the Committee and submitted to relevant authorities promptly to ensure the Committee can fulfil their legal obligations and management responsibilities without interruption. Authorities to be contacted include:
 - **Tax Office.** The ATO must be notified when office bearers or other details change as soon as possible after the AGM. The required form is on ATO website (under Not-for-Profits) and must be completed by the person currently registered with the ATO as the authorised person.
 - **Bank.** This involves the change of Authorised Signatories for bank accounts and removal of signatures no longer relevant).
 - [Australian Charities and Not-for-Profit Commission \(ACNC\)](#). Information on the newly elected Committee and outgoing Committee should be updated as soon as possible.
 - **ACT Regulatory Authority – the [Children's Education and Care Authority \(CECA\)](#).** CECA must be informed when Committee members change, and each new position holder must demonstrate they are a fit and proper person and granted Provider Approval by returning a **Declaration of Fitness and Propriety Form (PA02)** to CECA. This includes the requirement to provide a current [Working with Vulnerable People \(WWVP\) Card](#).
- **Members of the outgoing Committee may offer to meet** with and continue working alongside the new Committee for a short period as mentors. All responsibility rests with the incoming Committee.
- **A handover meeting may be held** to exchange information and to:
 - Role model the usual meeting procedures such as having an agenda for the meeting and demonstrating their roles, meeting etiquette and decision-making processes.
 - Discuss obligations such as the Quality Improvement Plan and:
 - Policy development, implementation and review
 - Responsible Persons in Charge check including history compliance checks (Appendix 3).
 - Service planning and delivery, financial management, budget and strategic planning.
 - Roles and responsibilities of each office holder and any sub-Committees (may be done by separate individual meetings).
 - National Regulations and Quality Standards.
 - Staffing awards, conditions, rosters, pay processes, reviews and current staffing issues.
 - Confidentiality and conflict of interest.

First Meeting of the New Committee

At the first meeting of the new Committee, it is important to:

- Follow up outstanding business from previous meeting.
- Ensure all legal requirements have been met and changes notified to relevant authorities.
- Ensure all required transfers have been made from the old Committee to new committee.
- Recruit new members if positions are still vacant.

Critical Dates

There are a number of key dates and deadlines throughout the year.

1 January	Start of the Financial Year
31 March	Last day on which the AGM can be held (must be within 5 months of the end of the previous Financial Year)
September	Approve dates for the Christmas shut down (in accordance with the Enterprise Agreement, staff must be given 3 months' notice)
October	Develop Budget for the upcoming year
December	Budget presented to Committee meeting for approval and once approved, accounts to be forwarded to the Auditor.

Other Opportunities for Parental Involvement

The Management Committee is not the only way in which parents can be involved in the running of Heritage. Parents are welcome to participate in the Heritage program at any time – please discuss with the Director or staff if you have any ideas for ways you would like to contribute. **Refer to:** Communication and Family Involvement Policy.

Committee Guides

- CELA - [Committee Members Guide](#)
- ACECQA - [Preparing and Reviewing Policies and Procedures](#)

Relevant Legislation

National Quality Framework

- [Education and Care National Law 2010](#) and [Education and Care Services National Regulations 2011](#)
 - [Amendments under NQF Review 2019](#) – most changes commence mid 2023
- [National Quality Standard](#)
- [Early Years Learning Framework for Australia](#) – Version 2, 2022
- [Guide to the National Quality Framework](#)

Other

- [Children and Young People Act 2008](#)
- [United Nations Convention on the Rights of the Child](#)
- [Human Rights Act 2004](#)
- [Information Privacy Act 2014](#)
- [Freedom of Information Act 1989](#)

Contacts and References

Access Canberra

- [Incorporated Associations](#)
- [Forms and Fees](#)
- [Model Rules](#)
- [Associations Constitution and Rules Checklist](#)
- [Working with Vulnerable People \(WWVP\)](#) - Information and Application Form

ACT Regulatory Authority (Children's Education and Care Assurance (CECA), Education Directorate)

- [Information for Current Service Providers](#)

Australian Charities and Not-for-Profit Commission

- [Website Homepage](#)

Australian Children's Education and Care Quality Authority (ACECQA)

- [Website Homepage](#)
- Provider Approvals – [Related Forms](#)
- National Quality Agenda IT System (NQAITs) – [Provider Portal](#)
- [PA02 Form](#): Declaration of Fitness and Propriety

The Office for Children, Youth and Family Support

- [Website Homepage](#)
- [Keeping Children & Young People Safe](#): a shared community responsibility. A guide to reporting child abuse and neglect in the ACT.

Certificate of Currency

Date of Issue: 25 May 2023



This Certificate of Currency confirms that as at the date of issue the policy specified is current or will be in effect for the Period of Cover shown below, subject to the policy terms, conditions and exclusions.

The insured may cancel the policy at any time, or under certain circumstances, we may cancel the policy in accordance with our rights under the Insurance Contracts Act 1984 (Cth).

YOUR POLICY SUMMARY

Policy Number	P00058238
Policy Type	Early Learning Business Insurance
Period of Insurance	24/05/2023 to 24/05/2024 at 4:00 pm
Insured	Heritage Early Childhood Centre Incorporated
Trading Name	Heritage Early Childhood Centre
ABN/ACN	15-692-350-773

SUMMARY OF INSURANCE TAKEN

Professional Indemnity

Professional Indemnity Limit of Liability any one Claim	\$20,000,000
Professional Indemnity Limit of Liability in the aggregate any one Period of Cover	\$60,000,000
Type of Cover	Claims Made
Retroactive Date	30/06/1988

Public and Products Liability

Public Liability Limit of Liability any one Claim	\$20,000,000
Public Liability Limit of Liability in the aggregate any one Period of Cover	\$60,000,000
Type of Cover	Claims Made
Retroactive Date	30/06/1988
Products Liability Limit of Liability any one Claim	\$20,000,000
Products Liability Limit of Liability in the aggregate any one Period of Cover	\$20,000,000
Type of Cover	Claims Made
Retroactive Date	30/06/1988

Management Liability

Employment Practices Liability sub-limit	\$1,000,000
Employment Practices Liability Retroactive Date	30/06/1988

Tax Audit

Limit of Liability any one Audit and in the aggregate	\$10,000
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Business Location

75 Lennox Crossing Australian National University, ACTON ACT 2601



CERTIFICATE OF CURRENCY

1. STATEMENT OF COVERAGE

The following policy covers the employer's liability under the Workers Compensation Act 1951.

This certificate is valid from: **30/06/2023 - 30/06/2024**

The information provided in this certificate is correct as at: **07/07/2023**

2. EMPLOYER INFORMATION

YOUR POLICY SUMMARY	
Policy number	P00109093
Policy type	Employers' Indemnity Insurance - ACT
Legal name	HERITAGE EARLY CHILDHOOD CENTRE .
ABN	15-692-350-773
ACN/ARBN	Unknown
Premium (Industry) classification	871000 Child Care Services

3. INSURER DETAILS

Insurer	Guild Insurance Limited
Authorised officer	Matthew Cashman
Contact details	Locked Bag 32010 Collins Street East VIC 8003 E: gilbcs@guildinsurance.com.au F: +61 3 9810 9810

4. IMPORTANT INFORMATION

This Certificate confirms that as at the date of issue the policy specified is current or will be in effect for the Period of Cover shown, subject to the policy terms, conditions and exclusions.

The insured may cancel the policy at any time, or under certain circumstances, we may cancel the policy in accordance with our rights under the Insurance Contracts Act 1984 (Cth).

This certificate confers no rights to the certificate holder and is current only at the date of issue. Changes to, or cancellation of, the policy may take place after this certificate has been issued. Unless specifically stated, this certificate does not amend, extend or alter the coverage under the policy listed. It is provided as a summary only of the cover issued. For full particulars, reference must be made to the current Policy wording and Schedule.

This policy finishes at 4.00pm on the date specified above.

Appendix 2: Management Committee Email List Procedures

- The Management Committee email list must be updated whenever members join or leave by the Director/office staff/Policy and Website Officer.
- A Committee member, who is also a staff member at the ANU, must be listed as an administrator on the list.

Procedures to add and delete members/administrators

- Go to website: <http://mailman.anu.edu.au/mailman/admin/heritage.committee>
- Enter Heritage password: ***** (available from Director)
- To delete members, select Membership Management tab and deselect recipients.
- To add members, select Membership Management tab, go to Mass Subscription and add addresses in the relevant box.
- Add a description to each email address as required, e.g., full name of Committee Member, their position on the Committee and the name of their child/ren enrolled at Heritage.
- To add an administrator, go to General Options and add to list of administrator email addresses.
- Click Submit Changes.

Refer to: Communication and Family Involvement Policy and Procedures

Appendix 3: Table of Nominated Supervisors and Responsible Persons in Charge

Nominated Supervisor/ Responsible Person in Charge	Date Appointed/ Approved	Qualifications, Training and Experience	WWVP Check Expiry Date	Annual History Compliance Check Y/N*
Vicki McDonald (Director/Nominated Supervisor)	10/05/2012	Diploma of Community Services (CHC50399) May 2003 Advanced Diploma of Children Services (CHC60202)2008 Continued management courses and conferences	25/10/2024	Yes
Katie Pickering (Responsible Person in Charge)	12/05/2012	Diploma of Community Services (CHC50399) May 2008 Continued training courses and conferences	04/11/2024	Yes
Kirsty Smith (Responsible Person in Charge)	12/05/2012	Diploma of Early Childhood and Care (CHC30113) November 2019 Continued training courses and conferences	18/05/2027	Yes
Dragana Reljic (Responsible Person in Charge)	5/09/2019	Diploma of Early Childhood and Care (CHC30113) December 2016 Continued training courses and conferences	25/02/2027	Yes
Eranga Kandamullage (Responsible Person in Charge)	04/09/2020	Diploma of Early Childhood and Care (CHC30113) March 2017 Continued training courses and conferences	10/08/2027	Yes

* <https://www.acecqa.gov.au/resources/applications/sample-forms-and-templates>**Refer to:** Responsible Person in Charge Policy and Procedures



Appendix 4: The Heritage Privacy Statement

Heritage recognises its responsibility to uphold the [Australian Privacy Principles](#) and [Education and Care National Law and Regulations 2011](#), including [Regulation 181](#): Confidentiality of Records, and takes the privacy of its staff, families and enrolled children seriously. Our [Privacy and Confidentiality Policy](#), details how we collect, hold, use, disclose and provide access to personal information, including health information. We take all practicable steps to ensure that the details we retain about our families and educators are accurate, up to date and held securely. If we collect health information, our procedures are subject to the [Health Records \(Privacy and Access\) Act 1997](#).

The reasons for which we collect personal information:

- Meet our legal obligations.
- Allow us to carry out our duty of care including health and safety considerations.
- Provide the best possible education and care for each enrolled child.
- Ensure the welfare of educators and all other staff and supervised students.
- Manage the service and meet its' obligations under the service Constitution.
- Meet insurance requirements.
- Facilitate day-to-day administration and delivery of the service.
- Correspond with parents/guardians relating to their child's day to day activities.
- For use in emergencies.
- Gain payments from Government agencies such as Child Care Subsidy.
- Enable communication between the Committee, employees and enrolled families.
- Assess job applicants, contractors, employees, volunteers or students and administer their employment, contracts or placements.
- Continuously monitor the quality of the service.
- Create newsletters, displays in rooms and promotional material including on our website.

Some personal/health information held about an individual may be disclosed to:

- Government departments or agencies, as part of our legal and funding obligations.
- Local government authorities, for planning purposes.
- Organisations providing services related to employee entitlements and employment.
- Insurance providers, in relation to specific claims or for obtaining cover.
- Law enforcement agencies.
- Health organisations and/or families in circumstances where the person requires urgent medical assistance and is incapable of giving permission.
- Anyone to whom the individual authorises us to disclose information.

Laws that require us to collect specific information

The *Education and Care Services National Law Act 2010* and the *Education and Care Services National Regulations 2011*, [Associations Incorporation Act 1991 \(ACT\)](#) and employment-related laws and agreements require us to collect specific information about individuals. Failure to provide the required information could affect a child's enrolment at the service, a person's employment with the service or the ability to function as an Incorporated Association.

Access to information

- Individuals about whom we hold personal information, including health information, are able to access this information promptly in accordance with applicable legislation.
- Any member of the Heritage community may seek access to view or update their own or their child's personal or health information at any time contacting the Director (or the Secretary of the Management Committee).

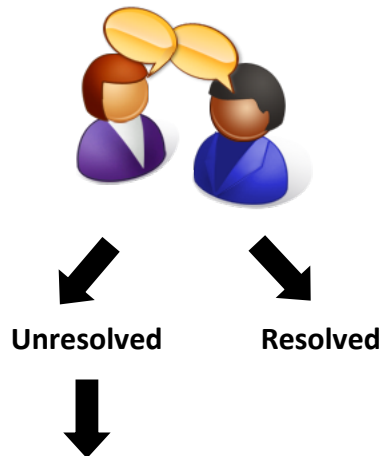
Complaints Procedure

- Individuals may make a complaint to the Director if they believe there has been a breach of their privacy. The breach will be assessed within 14 days. Where the information collected is incorrect, the information will be corrected. Where a serious breach of privacy is found, appropriate actions will be negotiated with the individual to resolve the situation, in line with the Complaints and Grievance Management Policy.
- If you are not satisfied with the response, you are able to [lodge a complaint with the Office of the Australian Information Commissioner](#).



Appendix 5: Summary of Complaints Management Procedure

Step 1: Dealing with General Complaints: Informal Discussion with Parties Involved and/or Room Leader/Director



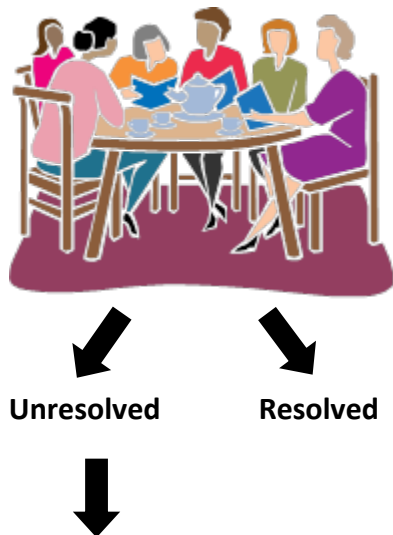
Managing Conflict Guidelines

- People often feel strong emotions during the process of raising and responding to complaints and it is important to empathise with the other's perspective.
- Conflict isn't good or bad and that it is important to get things done.
- Try to diffuse emotions by acknowledging feelings and stating positively a wish to find a solution.
- Actively listen and ask questions to help clarify concerns.
- Avoid responding immediately and defensively to the issues raised.
- Allow each person to speak and be heard equally.
- Balance meeting individual needs with the requirements to provide quality education and care for all children.

Step 2: Formal Grievance Procedure:

- Write to Director/Chair of Management Committee/Human Resources Officer.
- Mediator appointed to investigate, meet with parties involved and make recommendations to Committee.

If, after due process, it is deemed that a member of the Heritage community has not complied with Heritage policies or procedures, the Staff Underperformance and Misconduct or Non-Compliance Policy will apply.



Formal Grievance Meeting Guidelines

- Every attempt will be taken by all parties to resolve the conflict.
- The meeting must be approached with a positive and productive attitude by all parties who must:
 - Deal only with the parties involved
 - Remove blame and empathise with others' perspectives
 - Avoid reacting defensively
 - Allow each person to be heard equally
 - Listen carefully and not interrupt each other.

The Mediator must guide all parties at the meeting to:

- Define and agree on the problem - what is currently happening?
- Set a goal – what do the parties want to happen?
- Create strategies and solutions to meet the goal – what are the options for resolution?
- Define what actions the parties will each commit to.
- Balance meeting individual needs with the requirements to provide quality education and care for all children.

Step 3: Contact Outside Agency

- For example, call Children's Education and Care Assurance (CECA) on Ph: 6207 1114 or Fair Work Australia