

WINTER 2019

# the nurture nook

## Educator Spotlight

*Jake Beesley from Naremburn  
Early Learning Centre*

## ECT Lowdown

*Essential information regarding  
ECTs for Approved Providers*

## Manual Handling

*The best ways to avoid serious  
injuries in the workplace*

# POST-ELECTION

*What's next?*



Australian Childcare Alliance  
New South Wales



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# The Work Still Continues

**What a Federal Election! Congratulations go to Prime Minister Scott Morrison and Deputy Prime Minister Michael McCormack for a hard-fought campaign.**

We also appreciate Federal Labor (especially the Hon Amanda Rishworth MP, their Shadow Minister for Early Childhood Education) for the solutions offered during the campaign, in particular 3-and-4-year-old preschool funding. We look forward to working with both the Federal Government as well as the Federal Opposition and the crossbenchers.

## Ongoing Issues with Child Care Subsidy System

It will soon be a year since 2 July 2018 when the Child Care Subsidy System was introduced. There were expectations of it being a smooth transition, but the general experiences have not been favourable.

Through our ACA National Committee, the ACA NSW has been engaging the Federal Department of Education and the Federal Department of Human Services seeking a series of improvements. Through live examples of failures provided predominantly by our ACA NSW members, these provide both Departments with real problems to firstly solve, but equally importantly to fix what may be systemic issues that could (and most likely are) affecting hundreds if not thousands of other services across the country.

If you are an ACA NSW member, I would strongly urge you to provide as much detail as possible of each individual case of your CCS failures to ACA NSW (via [nsw@childcarealliance.org.au](mailto:nsw@childcarealliance.org.au)) so that at least you and your family can have your CCS issue resolved, but also to help the sector and the Departments to fix CCS.

## 2019 Review of the NQF

The NSW Department of Education's 12 Roadshows (May/June) and their 12 Review of the NQF only evening sessions are already well underway. Topics raised so far include:

- The service approval process (including synchronising with local councils)
- Outdoor space waivers
- Increased fines for repeat offenders and smaller fines for smaller services
- Possible removal of "Actively working toward" qualifications
- Emergency and evacuation requirements for multi-storey and single dwelling services
- Emergency placements (eg over ratios in exceptional circumstances)
- Public awareness of ratings
- Fairness of sanctions, protected disclosures process and prohibition notices

Through our fortnightly Network Meetings and our many engagement platforms, we have been consulting members as well as non-members about their issues and suggestions to improve the NQF. ACA NSW will have made its submissions by 21 May 2019 and will be available on our website.

## Two Elections in 2019 now over ... what now?

Now that both the NSW state election (23 March 2019) and the federal election (18 May 2019) are over, and that both the NSW Coalition and the Federal Coalition have been returned, what does this now mean for ACA NSW members and what's next for ACA NSW?

For the re-elected NSW Coalition Government, ACA NSW is back on the hustings again at Macquarie Street, Martin Place and all the various MPs' electorate offices, highlighting the current Review of the NQF, seeking affordability for both parents and services while maintaining quality, reforms to the State Environmental Planning Policy (Established Educational and Child Care Facilities), childcare oversupply,

the ability for providers to track their NSW Department of Education's notices of breaches and how providers responded/resolved them, and NSW payroll taxes.

For the re-elected Federal Coalition Government, ACA NSW and its ACA National Committee will be back in Canberra and all the various electorate offices across the country getting the CCS system's flaws fixed, the ACCS applications process made easier, a fairer preschool funding arrangement for 4-year-olds across all settings (especially for NSW), the future of ACECQA and the National Partnership Agreement underpinning quality, just to name a few.

## The Last Word ...

On behalf of the elected ACA NSW Executive Committee, we look forward to seeing you at all our ACA NSW events, including our 10 Executive Committee meetings, 26 Network Meetings, 5 Bus Tours, our 10 Quickies training sessions, and later this year our 2019 Early Childhood Education Gala Awards Night!

Lyn Connolly, President  
Australian Childcare Alliance NSW

# Adding Value Never Stops



**Since the last The Nurture Nook edition, the Australian Childcare Alliance (ACA) NSW has introduced:**

- An Officeworks special discounts campaign
- A free human resources toolkit through ChildHR
- A free electricity cost comparison already saving members between \$481 and \$16,700 per year
- A free upgrade for members' staff to study a Diploma in Early Childhood Education and Care (till 30 April 2019)

They were communicated to ACA NSW members via The Weekly Update, Member Alerts, our Facebook, Twitter, LinkedIn, Instagram, even YouTube pages, as well as in hardcopy distributions including The Nurture Nook.

## 2019 Excellence in Early Childhood Education (EECE) Awards

By now, all early childhood education and care services across NSW would have received the 2019 EECE Awards booklets. It contains everything every service provider needs to know about how to nominate their services and staff to be publicly recognised.

If you cannot find your 2019 EECE Awards booklets, please download a copy via <https://nsw.childcarealliance.org.au/events/eece2019>

## Two Elections in 2019 over ... what now?

With the NSW Coalition Government and the Federal Coalition Government both returned, the ACA NSW goes back to lobbying these MPs, especially the new ones, on the current Review of the NQF, seeking affordability for both parents and services while maintaining quality, reforms to the State Environmental Planning Policy (Established Educational and Child Care Facilities), childcare oversupply, NSW payroll taxes, seeking a tracking system to enable providers to know all notices of breaches from the NSW Department of Education

and how the services responded/resolved them, getting the CCS system's flaws fixed, the ACCS applications process made easier, a fairer preschool funding arrangement for 4-year-olds across all settings (especially for NSW), the future of ACECQA and the National Partnership Agreement underpinning quality, just to name a few!

## Network Meetings now on-line

ACA NSW understands how time-poor approved providers are these days. As such, we are increasing the number of on-line webinar style Network Meetings so that ACANSW can assist key decision makers to understand what's going on across our sector state-wide as well as nationally on a range of issues of concern to you.

However, we still highly recommend the 22 face-to-face Network Meetings held across Greater Sydney, Central Coast, Newcastle, Illawarra and Coffs Harbour.

Topics of discussion include Child Care Subsidy, Child Care Finder, CCS software, childcare oversupply, labour shortages, the future of the NQF, preschool funding, assessments and ratings, etc.

For the latest information on the next Network Meeting, please visit [www.nsw.childcarealliance.org.au/events/network-meetings-2019](http://www.nsw.childcarealliance.org.au/events/network-meetings-2019)

## "Quickies" are now regularly sold out!

When it was introduced early in 2019, Quickies was a training platform for time-poor members and non-members on key operational aspects of early childhood education and care topics condensed into 2 hours.

The main "Quickies" topics are:

- Help with NSW's service provider approval process
- Secrets of the new A&R
- Maximising & Managing Staff Performance ... Legally

These "Quickies" are now too often sold out! So please ensure that you register as early as possible.

The dates and times are on ACA NSW's 2019 Wall Planner, as well as on its website, Facebook, Twitter, LinkedIn, Instagram, even YouTube pages too. Don't delay or you might miss out.

## 5 Wheels on the Bus Tours in 2019

With two sold-out Wheels on the Bus Tours completed already, ACA NSW has decided it will now host a total of 5 tours in 2019!

Always visiting Exceeding rated services, ACA NSW's Wheels on the Bus Tours enable approved providers, educational leaders, teachers and educators to learn from other exemplary services as well as from other participants and get some new ideas for their own services.

Book early because we have noticed that our Wheels on the Bus Tours have become extremely popular. For further information, including videos, please visit <https://nsw.childcarealliance.org.au/events/2019-bus-tours>. Invitations would also have been distributed via The Weekly Update broadcasts as well as our Facebook, Twitter, LinkedIn and Instagram pages.

Chiang Limy, CEO  
Australian Childcare Alliance NSW



# ACA NSW CALENDAR OF EVENTS

MAY - AUGUST 2019

## MAY

06 MAY 2019  
ACA NSW WOLLONGONG  
NETWORK MEETING

13 MAY 2019  
ACA NSW WEBINAR  
NETWORK MEETING

15 MAY 2019  
ACA NSW QUICKIES  
HELP WITH NSW'S  
SERVICE PROVIDER  
APPROVAL PROCESS

20 MAY 2019  
ACA NSW PARRAMATTA  
NETWORK MEETING

24 MAY 2019  
ACA NSW QUICKIES  
SECRETS OF THE NEW A&R

27 MAY 2019  
EXECUTIVE COMMITTEE  
MEETING

## JUNE

01 JUNE 2019  
WHEELS ON THE BUS  
TOUR - LDCs

03 JUNE 2019  
ACA NSW NEWCASTLE  
NETWORK MEETING

05 JUNE 2019  
ACA NSW QUICKIES  
MAXIMISING & MANAGING  
STAFF...LEGALLY

11 JUNE 2019  
ACA NSW WEBINAR  
NETWORK MEETING

17 JUNE 2019  
ACA NSW CHATSWOOD  
NETWORK MEETING

24 JUNE 2019  
ACA NSW QUICKIES  
HELP WITH THE NSW  
SERVICE APPROVAL PROCESS  
WEBINAR

24 JUNE 2019  
EXECUTIVE COMMITTEE  
MEETING

## JULY

01 JULY 2019  
ACA NSW CENTRAL COAST  
NETWORK MEETING

08 JULY 2019  
ACA NSW MEMBERS ONLY  
WEBINAR NETWORK MEETING

12 JULY 2019  
ACA NSW QUICKIES  
CREATING THE BEST QIP  
FOR THE 'NEW' NQF

15 JULY 2019  
ACA NSW COFFS HARBOUR  
NETWORK MEETING

25 JULY 2019  
ACA NSW QUICKIES  
SECRETS OF THE NEW A&R

29 JULY 2019  
ACA NSW BLACKTOWN  
NETWORK MEETING

29 JULY 2019  
EXECUTIVE COMMITTEE  
MEETING

## AUGUST

24 JUNE 2019  
ACA NSW QUICKIES  
HELP WITH THE NSW  
SERVICE APPROVAL PROCESS  
WEBINAR

05 AUGUST 2019  
ACA NSW SUTHERLAND  
NETWORK MEETING

12 AUGUST 2019  
ACA NSW WEBINAR  
NETWORK MEETING

19 AUGUST 2019  
ACA NSW WOLLONGONG  
NETWORK MEETING

26 AUGUST 2019  
EXECUTIVE COMMITTEE  
MEETING

31 AUGUST 2019  
WHEELS ON THE BUS  
TOUR - LDCs

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TO TALK  
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OPTIONS!**



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## feature article

# POST-ELECTION: *What's Next?*

After what feels like an enormously long lead up to this federal election, Saturday 18 May finally delivered an outcome. ACA extended its congratulations to Prime Minister Scott Morrison and the Coalition on their federal election win.



by Paul Mondo  
ACA National President

ACA has enjoyed a positive working relationship with the government, the Department of Education and the Department of Human Services during the design of the Child Care Subsidy, as well as during the transition and implementation.

We look forward to continuing this relationship with the government to ensure that their policies affecting the early learning sector delivers the best possible outcomes for Australian families and the sector as a whole.

I would like to take this opportunity to thank each of ACA's state bodies along with our members, for their incredible effort in organising early learning centre tours for Members of Parliament and candidates, and engaging with all sides of politics with ACA's Best Start In Life pre-election campaign materials.

It has been a fantastic group effort, and I feel that our collective hard work has generated an unprecedented level of awareness of the benefits of early learning and why investment in Australia's youngest generation makes economic sense.

Thanks again to every one of you for your hard work and support in the lead up to the 2019 federal election.

ACA will continue working closely with the re-elected Morrison Government and all of our political stakeholders to maintain this important recognition of early learning, with a view to giving every child in Australia the best start in life, regardless of their parents' circumstances or where they live.

Even more recently, ACA submitted our contribution to the audit on the new CCS currently being conducted by the Australian National Audit Office (ANAO), in which we provided a thorough overview of the problems experienced by our members, including those issues that have not yet been resolved. We look forward to reading the ANAO's findings on this audit when they become available in November, and we'll share these with you.

ACA will also submit our feedback to the NQF Review on behalf of our members. We'll continue to keep you informed about these important early learning sector news items and provide updates as they come to hand. [Meanwhile don't forget to follow us on Facebook - \[www.facebook.com/childcarealliance/\]\(http://www.facebook.com/childcarealliance/\)](#)



## Policy paper: Let's give our children the best start in life.

#BestStartInLife

February 2019

[www.beststartinlife.org.au](http://www.beststartinlife.org.au)





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Gayle Kee, TG's Childcare

Based on a retrospective review of their latest energy bill against the new supplier over 12 months.



"Since switching to the energy saving program, Creative Childcare has saved **\$11,500** per year. This allows us to spend more money on the kids and it was so easy."

Kymberly Smith, Creative Childcare

Based on a retrospective review of their latest energy bill against the new supplier over 12 months.

Australians are finding real savings with this service,  
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Terms and conditions apply. To register, visit <https://nsw.childcarealliance.org.au/blog/503-australia-business-energy-electricity-campaign>

<sup>1</sup> Based on 1,462 Australian Business Energy customers who went through the full bill comparison service for business meters between 20 February 2018 – 23 May 2019.

<sup>2</sup> Based on 1,129 Australian Business Energy customers who went through the full bill comparison service for residential meters between 20 February 2018 – 23 May 2019.

<sup>3</sup> Based on all customers who went through the full bill comparison service between 20 February 2018 – 1 November 2018.

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## Guarding Against Doorway Finger Injuries

Guild Insurance continues to receive reports of serious injuries to children's fingers due to them being caught in doorways at early learning services. It may surprise you to learn that these injuries are often quite severe and require long term medical treatment.

### Case example 1

A staff member closed a door behind her. On hearing a scream, she noticed a child next to the door who was bleeding from the hand. The door had been closed on the child's finger resulting in the amputation of the fingertip.

### Case example 2

A child's finger was caught in a closing bathroom door; the child was alone at the time. The child's finger was fractured and required surgery.

### Case example 3

A staff member heard crying and noticed a child was bleeding heavily. Another child said her finger was caught in a door they had closed. There was a large gash on the child's finger and stitches were required.

The Education and Care Services National Law states that all staff have a responsibility to protect children from harm and from any hazard likely to cause an injury. Whilst unfortunately we can't guarantee incidents causing injury won't occur, early learning centres must ensure their service is safe.

### Tips for making doorways safer in your early learning centre:

- Inspect all doors in your centre and assess the risk to children with each door. This should be done regularly as risks can change over time. When doing so consider the appropriateness of each door. Are they heavy and therefore close with great force? Are they fast closing? This should be looked at in conjunction with the location of each door. Are there high-risk doors in areas that children regularly use?

**"Whilst unfortunately we can't guarantee incidents causing injury won't occur, early learning centres must ensure their service is safe"**

- Install door guards or protectors as these are a very effective and relatively inexpensive method of reducing injuries to fingers.

There are a range of options available to suit different door types, all aimed at preventing fingers being caught in either hinge or handle sides of doors. These are also designed to fit both hinged and sliding doors.

- Educate all staff about the risk of fingers being caught in doors and the need to always be aware of children nearby when opening and closing doors.
- Communicate with the families who use your service about the risks posed by doors. Some incidents have occurred when a family member, such as a parent, has closed a door not realising there were children nearby.
- Place signs around the centre, particularly near doors, reminding staff and any visitors to the centre to be mindful of children when opening or closing doors.

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## Why don't you give us a call

When something goes wrong, or an incident occurs where you need support, you can always count on us. With Guild Insurance, you have access to Guild Liability Claims specialists, our dedicated team here to provide advice if a claim comes your way.

Working with children can be unpredictable. If something happens to a child in your care that escalates to a claim, it can be overwhelming.

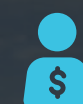
Our Guild Liability Claims specialists are here to offer claims advice on regulatory obligations for your unique situation, and can even engage the services of Meridian

Lawyers, Australia's leading allied health legal defence team and part of the Guild Group where legal support is needed.

We also provide 2 hours free legal advice on employment related issues made against you or your centre, even before a claim is made, helping you stay well informed on employment and regulatory matters.

When you're insured by Guild Insurance, you can enjoy peace of mind knowing here is one less thing to worry about, so you can stay focused on what you do best – looking after the children in your care.

### Our early learning business insurance offers benefits such as:



2 free hours of legal advice on employment related matters – even before it's a claim



We can even engage the services of Meridian Lawyers, where legal support is needed



Advice on regulatory obligations



Guild Liability specialist for advice on claims

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# WHEELS ON THE BUS TOURS

## 2019

**Touring On**

**SOLD OUT**  
Saturday, 1 June 2019 (LPCs)    Saturday, 28 September 2019 (OSHCs)  
Saturday, 31 August 2019 (LPCs)    Saturday, 2 November 2019 (LPCs)

<https://nsw.childcarealliance.org.au/events/2019-bus-tours>

Australian Childcare Alliance  
New South Wales



Australian Childcare Alliance  
New South Wales

## NETWORK MEETINGS

03 June 2019 Newcastle	29 July 2019 Blacktown	16 September 2019 Newcastle
11 June 2019 ACA NSW Webinar	05 August 2019 Sutherland	30 September 2019 Chatswood
17 June 2019 Chatswood	12 August 2019 ACA NSW Webinar	07 October 2019 Central Coast
01 July 2019 Central Coast	19 August 2019 Wollongong	14 October 2019 ACA NSW Webinar
15 July 2019 Coffs Harbour	02 September 2019 Parramatta	21 October 2019 Blacktown

For more information, visit our website at  
[nsw.childcarealliance.org.au/events/network-meetings-2019](http://nsw.childcarealliance.org.au/events/network-meetings-2019)



# MEMBER BENEFITS

## 1. ADVOCACY & LOBBYING

The Australian Childcare Alliance (ACA) NSW is the leading peak body representing privately-owned childcare services who regularly engages the Federal Government, NSW Government, their Parliaments as well as the Fair Work Commission.

## 2. INDUSTRIAL REPRESENTATION

The ACA NSW is usually the only organisation that represents the privately-owned childcare services at the Fair Work Commission primarily dealing with Awards and unions' Wage Claims.

## 3. MEMBER SUPPORT

All ACA NSW members receive free regulatory or legislative interpretation/advice, government programme information/clarification, staff issues, policy development, assessment & rating, general business advice and dispute resolution advice.

## 4. MODERN AWARD & WAGE RATE ADVICE

All ACA NSW members receive the sector's Modern Awards and any information determined by the Fair Work Commission.

## 5. FREE LEGAL & INDUSTRIAL ADVICE

If specialist advice is needed, members can access up to 15 minutes free legal advice and up to 45 minutes free industrial relations advice, with discounted rates applying thereafter.

## 6. INDUSTRY PUBLICATIONS

All ACA NSW members receive the Nurture Nook and Belonging magazines in hardcopy.

## 7. POLICY TEMPLATES

All ACA NSW members receive free and continually updated templates of Regulation 168 policies. Those with Member Plus memberships will have access to over 150 additional template policies, agreements, forms, checklists and other helpful documents.

## 8. MEMBERS ONLY-ACCESS

Only ACA NSW members have unique usernames and passwords to that they can access Members-Only information on the ACA NSW website.

## 9. E-MAIL & SMS BROADCASTS

ACA NSW Members stay informed by receiving broadcasts including The Weekly Update, From the President, Member Alerts and Red Alerts.

## 10. NETWORK MEETINGS

ACA NSW conducts a minimum of 16 (and up to 26) Network Meetings per year where members are briefed on pressing issues as well as new opportunities.

## 11. DISCOUNTED TRAINING & EVENTS

All ACA NSW members receive discounts on all its training and events including its conferences, awards night, Wheels on the Bus Tours and its Early Education and Care College.

## 12. VOTING RIGHTS

ACA NSW (Classic & Member Plus) members have voting rights at their Annual General Meetings, Special General Meetings and General Meetings.

# EXTRA BENEFITS

## QUICKIES

## JURY DUTY ASSISTANCE

## FAMILY DISPUTE ADVICE

## IMMUNISATION ADVICE

## SERVICE APPROVAL ADVICE

## CENTRELINK ASSISTANCE

## ELECTRICITY SAVINGS

## MARKETING ADVICE

## ANNUAL WALLPLANNERS

## COUNCIL + PLANNING ADVICE

## DA SUMMARY REPORTS

## PROGRAMMING ASSISTANCE

## EVENTS

## MEMBER DISCOUNTS

## TELECOMMUNICATIONS ADVICE

## EARLY EDUCATION AND CARE COLLEGE

## ASSISTANCE WITH FAIR WORK OMBUDSMAN

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Benefits #1-12 + unlimited access to full library of policies & templates



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\$462.00 inc GST  
Benefits #1-12

**Fair Work Commission/Legal Defence Fund Levy**  
(every 6 months for 3 years) \$50.00 (no GST)

OR

**Fair Work Commission/Legal Defence Fund Levy**  
(annually for 3 years) \$100.00 (no GST)

Prices are correct for 2019 calendar year

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## WE ONLY KNOW WHAT WE *KNOW*



*A wise person once said  
“We only know what we  
know, and we don’t know  
what we don’t know...”*

*When it comes to training,  
never a truer word has been  
spoken.*

As many of you reading this will know, the ACA NSW has partnered with Kool Kids Training College (RTO 40636) to offer members centre based training in the CHC30113 Certificate III in Early Childhood Education and Care and CHC50113 Diploma of Early Childhood Education and Care qualifications. And we have been busy marketing this centre-based training to members

all over NSW. It has been an interesting exercise in understanding more about what centre managers and owners know about the important role training has in their service delivery.

On presenting what we believe to be the BEST training in the market we sometimes get the reply “Oh, thank you but we are happy with our training provider.”

It is an interesting statement – being ‘happy’ in our world of training doesn’t translate to quality. It can be code for ‘staying with what we know.’

And in some cases, there is real reason for this as many centres are fatigued by the training landscape. There have been RTO’s that have come and gone and have let many educators down.

As a result, centre owners and managers can be a little shy of making a change – it can be a bridge too far to again make a change – so the safe position is to ‘stay with what we know.’

This point is not lost on College Manager, Sam Hendry, who said this week, “In the list of the top ten things Centre Managers will address tomorrow, for the greater majority the topic of training is number 11 in order of priority...”

“We understand that as we operate centres also (noting Kool Kids Training College origins are as a service provider in SE QLD and Nth NSW), and the increasing demands on Centre Managers means that if it ‘ain’t broke, don’t fix it’ and stay with what you know.”



“The irony is that when we unpack that position often centre managers are frustrated with their training provider”, Sam said. “It takes some questioning, but I did ask recently after a centre manager advised they were ‘happy’ with their training provider to rate the provider on a scale of 1 to 10. The answer I got was 7 out of 10 and I immediately responded ‘why not demand excellence, why not demand 10 out of 10!’”

*“It is an interesting statement – being ‘happy’ in our world of training doesn’t translate to quality. It can be code for ‘staying with what we know.’”*

It is of course critically important for centre owners and centre managers to re-prioritise training so that it makes their top ten priority list and it is equally important to demand that the training is ‘10 out of 10’ in terms of quality.

The 5 most common shortcomings for training providers include:

1. Quality of learning resources
2. Lacking in practical skills mentoring and development
3. Trainer not attending the centre regularly enough
4. RTO not providing enough feedback on progress of student to centre managers/owners
5. Delivery method not delivering a user friendly’ experience.

If any of these 5 shortcomings are evident in your centre’s training, then demand ‘10 out of 10’ training and call us today on 1300 048 133.

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## EDUCATOR SPOTLIGHT

# Jake Beesley

### *What drew you towards working in early childhood education?*

Of course, initially it was the children. To be able to choose a career in which you can get paid AND play with Lego? Seemed like a no brainer to me. Once I'd taken that first step and enrolled into TAFE for my Certificate III, it was my amazing tutors who really cemented my decision. Their passion and energy still influence me today (about 11 years after I graduated). After my first prac of my Cert III, I realised just how much there is to love about working in early childhood.

I learned that if you put in the work and build those all-important relationships, you can foster the development of not only the children in your care, but your families, your co-educators and the wider community. I can't think of many other careers offering the same opportunity for doing things for other people.

### *What is your fondest story that makes you proud to be in your chosen vocation?*

I often find myself being proud of the educators I work with. One particular scenario which hit me in a very unexpected way was when I was helping support a room leader while they conducted an orientation for a new – very nervous about care – family. When the mum got quite emotional, this particular room leader put his arm around her and consoled her in the most beautiful way. Seeing my team flourish in their environments will never get old, and will always be a highlight of my day.

I just remember feeling very affirmed that we'd done the right thing having made the decision to have that amazing educator in that room. Made me remember how seemingly little decisions have profound effects on the families and children we have in our care.



### *What is the biggest challenge you face as a Nominated Supervisor/Room Leader/Educator?*

My biggest challenge as nominated supervisor is probably the same as every other position in the world of early childhood education... Time. There's not enough of it, and when I have it, what should I do with it first? Should I check in with my staff? Tackle the pile of paperwork? Can I finally relax? I remember once telling my operations manager in passing that I'd spent my free time doing the things I'd otherwise feel guilty for doing in work hours.

The little things like rearranging my office, printing off photos for my desk. She reminded me that sometimes those things can be just as important as the seemingly pressing issues. Knowing what to do with my time is definitely a skill, and saving time for 'the little things' will always be a challenge. All too often I'll get to the end of the day and wonder where my time has gone, highlighting how important it is to reflect at the end of each day. If I feel myself wondering what I did, I'll make myself sit down and think, mentally ticking off all those accomplishments which might not have been on my "to do" list, and remind myself people before paperwork, and that it's all part of our (amazing) job.

*"The media always puts us early childhood educators on the back foot, meaning we're always having to defend ourselves."*

### *If you could change anything in the early childhood education and care sector that would bring enormous benefits for children and their parents, what would that be?*

The media's perception of us. Or if not their perception then their involvement entirely. It seems as though every 2 months there'll be a big whirlwind over some latest hot topic, be it the rising cost of childcare or our low rate of pay. One channel thought the best way to discuss that was by comparing what we earn to that of a carpenter. How's that going to help?! What should be a professional, critical discussion about pay parity and traditional gender bias had devolved into an argument over 'who works harder? Carpenters or electricians?'

The media always puts us early childhood educators on the back foot, meaning we're always having to defend ourselves. I would change their divisive tactics and give more mainstream opportunity to our sector to do what we do best: teach and educate in a meaningful way based on the audience. The comment section on a commercial television news report is not the ideal place for that.



### *What do you (really) think of your approved provider? Or what makes you stay on with your approved provider?*

Initially I was apprehensive about working with approved providers who have no history in early childhood education. It turned out to be for the best though, as while they don't have an understanding of early childhood, they do understand the importance of high quality care, and take obvious pride in their centre. They've hired industry professionals to lead and mentor us and have built a great support network to help build our centre to the amazing place it is today and I think knowing and understanding their own limitations shows a great deal of respect for us and our sector.

The level of trust they place in the management team to make the right decisions for the centre is great, and while it would have been easy for them to fade into the background, I still communicate with them regularly which I like.



Jake and the team at Naremburn Early Learning Centre



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# CORRECT MANUAL HANDLING in the workplace

Manual handling means to use force or physical exertion to move something, by means such as pushing, pulling, lifting, carrying. Manual handling takes place continually in an early learning centre, such as when lifting or carrying children, furniture or other equipment.

When not performed appropriately, manual handling can unfortunately lead to serious and long-term injuries for employees. These injuries impact both the employee as well as the early learning centre which employs them. Therefore, it's imperative that both employees and employers understand the risks of manual handling within their profession, and specifically their workplace, and understand how they can reduce those risks and lessen the likelihood of staff being injured.

In all workplaces, manual handling is one of the most common and costly cause of injury.

Statistics for 2012-2015 reveal that :

- In 2014-15 over 43% of serious, work-related injuries were caused when handling or moving objects.
- 41% were from lifting, carrying, or putting down objects and 17% happened while handling objects.
- In the four-year period, more than 150,000 workers were injured, 7 died and more than 1400 were permanently disabled in NSW workplaces as a result of manual tasks.

## Employer's Responsibility

All employers have a responsibility to create a safe workplace for their employees. This safe workplace relates to manual handling risks as well as other potential risks, such as the employee's emotional wellbeing.

To reduce the likelihood of manual handling injuries within an early learning centre, the employer must:

- Identify areas or tasks which may pose a manual handling injury risk
- Assess the likelihood of those injuries occurring and the possible consequences or impact should they occur
- Identify and put into place strategies to lessen the likelihood of those injuries occurring

The following information provides a brief description of some common injuries experienced by employees in early learning centres due to manual handling:

- Back – bulging discs due to lifting heavy boxes off a shelf
- Neck/shoulders – a strained neck due to reaching for items while changing a child's nappy
- Arms/wrists – elbow pain due to repetitive movement of furniture around the centre
- Hips, knees and ankles – knee ligament damage caused by lifting a child who has fallen over



## Reducing the Likelihood of Injuries

The Hierarchy of Control is a well-recognised system for reducing exposure to risks and hazards. The controls are presented in order of effectiveness for reducing the risk, with the most effective coming first.

The hazard controls are:

**Elimination:** this means physically removing the hazard. For example, making the manual task of opening a heavy gate automated by using a remote control. However not all hazards can be eliminated as this would mean a business may not be able to operate, therefore other less effective controls are more appropriate for some hazards.

**Substitution:** this requires replacing something which is hazardous with something less hazardous. For example, large boxes of stock might be replaced with smaller boxes, meaning staff only need to lift lighter boxes.

**Engineering Controls:** this means creating a physical change to the workspace to remove people from the hazard. For example, lowering the sides of a cot so staff don't have to lean down over the sides.

**Administration:** this requires changes to the way people work, such as by implementing new policies, undergoing additional training or placing warning notices around the workplace.

**Personal protective equipment (PPE):** this requires staff to don protective equipment, such as gloves when handling children's food or changing nappies.

*"When not performed appropriately, manual handling can unfortunately lead to serious and long-term injuries for employees. These injuries impact both the employee as well as the early learning centre which employs them"*



Task modification is another way the likelihood of injuries can be reduced. This means changing the way certain tasks are performed so they're performed in a safer manner. Examples of this include:

Decrease the weight of object being handled – this might mean pulling furniture or equipment apart to transport it, or it might mean taking some objects out of a box before attempting to carry it.

Use two or more people to move heavy or large objects – staff need to be encouraged to seek assistance from colleagues and not try to do things alone when doing so will be dangerous.

Pushing rather than pulling or carrying – this creates less stress on the body and is therefore less likely to lead to an injury. Reduce the frequency of manual handling – early learning educators can't eliminate manual handling from their work, however doing all that is possible to reduce how often manual handling occurs is a positive step.

Raise work surfaces where possible – raising cot heights is a way to reduce the need for early learning educators to bend down too far when picking up children.

Alternate tasks – having staff carry out different tasks avoids too much repetition of the same task; repetition of manual handling tasks increase the risk of injuries.

## In Summary...

Don't think serious injuries won't happen in your workplace, Guild Insurance sees many examples where exactly that has occurred. And these injuries can result in a long time off work and modified tasks once the employee has returned. Therefore, all staff need to take seriously their role in following safe manual handling practices.

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## FREQUENTLY ASKED QUESTIONS

### *Do the regulations say evacuation diagrams must be professionally made?*

Evacuation diagrams have been a constant topic of discussion amongst Australian Childcare Alliance NSW members. The Education and Care Services National Regulations have limited mention of evacuation diagrams.

This appears to be a source of confusion and this question has been asked of us by many people.

In short, the Education and Care Services National Regulations do not say that evacuation diagrams and floor plans must be created by external companies. However you must be able to show that you have developed the diagram in "consultation with relevant authorities".

The Education and Care Services National Regulations mentions that you need to have an emergency and evacuation floor plan and it is to be displayed (r97) as well as have policies and procedures on management of emergencies and evacuations (r168(e)).

The only other mention is under **Schedule National Quality Standard Element 2.2.2—Incident and Emergency Management**. Plans to effectively manage incidents and emergencies are developed in consultation with relevant authorities, then practised and implemented.

Many services have been reviewing the regulations around this for assessment and rating purposes or to achieve a higher quality of care within their service.

External companies can create these diagrams/plans for you and ensure that you meet all expected National Standards, in addition to the Education and Care Services National Regulations. If chose not to use an external company and do create the evacuation diagram yourself, you must include all criteria set out in the Australian Standards pertaining to this and ensure you are consulting with relevant authorities, as well as ensuring you are implementing and practicing all that is required under the Education and Care Services National Regulations.

The Australian Standard 3745-2010 lists what all diagrams should contain for evacuation purposes. While Australian Standards aren't mandatory, they are the expectation. Evacuation diagrams are intended to provide emergency and evacuation information for occupants and visitors. They should contain concise, clear and appropriate detail to inform occupants and visitors in an emergency.

The following are the key requirements for evacuation diagrams but not limited to:

- **Location (Clause 3.5.2)**

Evacuation diagrams shall be displayed where occupants and visitors are able to view them.

- **Position (Clause 3.5.3)**

The evacuation diagram should be positioned at a height not less than 1200 mm and not more than 1600 mm above the floor.

- **Orientation (Clause 3.5.4)**

Each evacuation diagram shall have the correct orientation with regard to the way out clearly defined and its location to the 'YOU ARE HERE' point. Where an assembly area diagram is included, it shall have the same orientation to the rest of the diagram.

## AUSTRALIAN FRONTLINE SOLUTIONS

**...can help with your evacuation diagram needs**

ACA NSW Members can call for free advice on evacuation diagrams.

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www.afsgroup.net.au**

## Have you heard?

**Guild Early Learning Workers Compensation insurance extends to preschools**

As of 3 July 2018 Guild is proud to provide workers compensation insurance under our specialised licence for childcare, preschool, OOSH and kindergarten centres in NSW.

Employees are your most valuable asset and at Guild, we understand they can be more like family. Sometimes, despite your best efforts to prevent it, they may get hurt on the job. Of course, prevention is better than the cure, but when an injury occurs, you want your employees treated with respect and provided with solutions that help them bounce back as quickly and cost-effectively as possible.

We understand that working with children is busy enough, so we've made protecting your business and your employees even easier and more cost effective. Combine your Guild Childcare Business Insurance Policy with a GEL workers compensation Policy and you could save 5% off your insurance premium\*.

You're already entrusting us to protect your business, so why not let us protect you and your staff as well? Getting a quote is easy, simply visit our website [guildinsurance.com.au/GEL](http://guildinsurance.com.au/GEL) or contact your trusted Account Manager.

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# ECT LOWDOWN

*The ever-needed and in some cases, elusive quality Early Childhood Teachers (ECTs) have been a constant source of sleepless nights for many approved providers.*

Such questions as:

- Where can I find good ECTs?
- How much do I have to pay my ECT?
- How do they progress to the next level?
- How do I calculate their level?
- What do I do if my ECT goes on annual leave?
- How much non-contact time does my ECT get?
- What are the ECT ratio requirements for my centre?

Let's break these down and explore each question.

An ECT is covered by the *Educational Services (Teachers) Award 2010*. When calculating what level an ECT is on and how much they will be paid depends on a variety of information that you will need to obtain from the ECT.

Questions that need to be asked are:

- When did they graduate their ACECQA approved ECT degree?
- Were they 3 or 4 year trained?
- How long have they been working in the early childhood sector as an ECT?
- Have they worked full-time for that whole period?

*Please note for part-time work, you will need to use a part-time level progression calculation as found in the Member Plus section of the ACA NSW website.*

- Did they complete an ACECQA approved diploma?
- How many years did they hold their diploma and actively work in the early childhood sector prior to your ECT degree?

When you have acquired the above information, you can use this to accurately determine the ECT's level and therefore their rate of pay.

- 3 year ECT degree = Level 1 starting point
- 4 year ECT degree = Level 3 starting point
- For every 3 years an ACECQA approved Diploma was held = 1 level

Once you have determined the starting point of your ECT and have taken into account any diploma years that they have been worked, you will then need to add a new level for every 12-month period of full-time work. Any annual leave, parental leave and/or leave without pay is not counted and they will not progress to the next level for these periods of time.

## EXAMPLE:

An ECT, who has completed a 3 Year degree will start on a level 1

- increase to a level 2 if completed a diploma prior to degree (1 level for every 3 years)
- add 1 level for every 12 months of full time work
- = Level 3

An ECT, who has completed a 4 Year degree will start on a level 3

- increase to level 4 for diploma years (1 level for every 3 years)
- add 1 level for every 12months of full-time work
- = Level 5

For a summary of the levels and the payrates, log onto the ACA NSW website and download the *Educational Services (Teachers) Award 2010 Pay Summaries*. ([www.nsw.childcarealliance.org.au/members/2018-2019-wage-tables](http://www.nsw.childcarealliance.org.au/members/2018-2019-wage-tables)).

ECT entitlements are found in the *Educational Services (Teachers) Award 2010* and the *National Employment Standards*. The award specifies how much non-contact time (programming time) an ECT is entitled to and what duties they must perform to get a minimum of 2 hours per week of non-contact time. The *National Employment Standards* impose the minimum obligations for all employees regardless of Awards.

## Educational Services (Teachers) Award 2010

### B.3.2 Non-contact time

An employee responsible for programming and planning for a group of children will be entitled to a minimum of two hours per week, during which the employee is not required to teach or supervise children or perform other duties directed by the employer, for the purpose of planning, preparing, researching and programming activities.

Similarly, you will find under clause 21.5 of the *Children Services Award 2010* the information for non-contact time for the Children Services employees.

Approved providers regulatory obligations for degree trained staff and what to do if their staff are absent or taking annual leave have been a cause for confusion.

## EXAMPLE:

Approved Places	Relevant Regulation	ECT Ratio	Notes
25 or less	130	20% of time education and care is provided by service.	Can be through communication technologies (Reg 130(2)) Can be calculated on quarterly basis (Reg 130(3)) .
25 children or less but approved for more places	131	20% of time education and care is provided by service.	Reg 131(2) refers you back to Reg 130
25-29 places	132	6 hours a day if operating for 50 hours or more a week. OR 60% of operating hours on that day if operating less than 50 hours a week.	Although regulation 132 refers to 25-59 children, for any NSW services educating and caring for more than 29 children then regulation 272 applies instead.
30-39 places	272(2)	1 ECT	Must be in attendance at all times while caring for 30-39 children.
40-59 places	272(3)	2 ECTs	Must be in attendance at all times while caring for 40-59 children.
60-79 places	272(4)	3 ECTs	Must be in attendance at all times while caring for 60-79 children.
80+ places	272(5)	4 ECTs	Must be in attendance at all times while caring for 80 or more children.

When you have children in your service, as an approved provider, you must ensure you are meeting the ECT requirement applicable for your situation at all times. If your ECT is away meaning you are not able to meet your ECT requirement, you must ensure you replace the ECT with an equally qualified person. This can be done through an agency, your own casual pool of employees or in the case of services caring for under 29 children, you can refer to Regulation 135 and use a person who holds an approved diploma or someone who holds a primary teaching qualification.

When it comes to ECT requirements in NSW, we follow Regulation 130-132 if educating and providing care for 29 children or less and New South Wales- Specific Provisions 272 when educating and caring for 30 children or more.



# ChildHR

## DRIVES COMPLIANCE AND EFFICIENCY

### *in Workplace Relations*



The Australian Childcare Alliance (ACA) has partnered with ChildHR to ensure that ACA members have the right tools for a compliant and sector consistent approach to managing HR. Through this partnership, ACA members are offered an exclusive deal which provides cost savings and the flexibility to choose the software features and documentation that best suit your services needs.

Acorn Child Care Centre is a multi-site provider in Bundaberg, Queensland. It started operating as a single centre in 2014, but due to rapid growth, a second location was started two years later. As a result, staffing numbers doubled and the HR requirements grew exponentially. Acorn realised they needed help from ChildHR to navigate their way through the complex HR processes and improve centre performance and professionalism.

#### Administration and compliance created errors, duplication and ineffective management

In 2016, Acorn Child Care Centre found itself with large and growing educator numbers. This was good for business, but it meant that HR processes were slipping, and many staff were failing to meet compliance requirements. Inadequate HR tools and policies made it difficult to track team compliance, which put significant pressure on centre management and made it increasingly difficult to keep the multi-site centre operating smoothly and efficiently.

Acorn Director, Rachel Lynch, was finding it challenging to maintain HR policies and instill professional development in her staff, who are the “backbone of her business”. She also needed urgent help with employee onboarding, performance appraisals and performance management.

In particular, Rachel was finding it extremely challenging keeping track of her 70-plus staff members, some of whom needed ongoing performance management.

“Employees were not complying with policy,” she says, “and at times we needed to let people go ‘correctly’. I remember thinking, ‘We’re doing it wrong, we need help’.”

#### ChildHR’s tailored technology streamlined HR processes, addressed compliance and staff performance

ChildHR was called in to help Acorn streamline its HR processes and address the management of staff performance. As Australia’s only HR platform tailored to the early learning sector, ChildHR combines its expertise in the sector with technology to drive productivity and cost savings by streamlining administration and compliance.

“I came across ChildHR at the ACA conference and fell in love with it,” says Rachel. “I showed it to our Executive and said: ‘I need help, you need help.’ So we gave ChildHR a go, and have never looked back.”

Rachel is impressed with the depth of ChildHR’s toolkit. “ChildHR’s staff performance management system shows me clearly who I’ve spoken to and when. I have all employee conversations in one place, and it’s all private and confidential. Every time I have to give a written warning, I have all the details at my fingertips,” she says.

“Performance reviews are not done on paper any more, so we can’t lose any history. ChildHR also lets me review both employee and manager comments beforehand, which makes

the performance review process much quicker.” She adds that ChildHR helps her stay on top of the early learning sector’s stringent QA4 and QA7 regulations, which come with heavy penalties for non-compliance: “With ChildHR’s onboarding I can give an employee their requirements to review and can verify they’ve done them. The onboarding system requires employees to study policies, then answer questions to prove they’ve read them.”

ChildHR saves management and employee time through its easy-to-use, intuitive and user-friendly system. “Each employee has their own login, giving them access to all the documentation required for their role. They can also update any personal details online, saving us from spending hours doing paperwork.”

#### ChildHR delivered productivity and cost savings by streamlining HR admin and compliance

There is a raft of certifications and qualifications that apply to the Australian early learning sector and sanctions for failing to meet requirements are harsh. ChildHR has significantly reduced these risks for Acorn by removing human error and providing a clear process for staff onboarding and management, including confirmation of educators’ qualifications.

Rachel is now confident with her responsibility of making sure Acorn Child Care Centre follows the National Quality Standards QA4 and QA7 and passes regular audits by the ACECQA. “The best thing about ChildHR is that if the department comes in and says they want to see staff schedules, I can go in and show them everyone’s compliance, with evidence, at the click of a button. And I don’t have to chase staff anymore.”

ChildHR helps her maintain legally compliant HR documents that are automatically updated to reflect legislative changes. This includes role-specific employment contracts, policies, letters, position descriptions and any disciplinary documentation—all written by sector experts.

It also saves Rachel and her team time by streamlining HR processes and maintaining a system that attracts, maintains and motivates her staff. The simple and easy-to-use performance appraisal system meets professional development requirements, helps her staff feel valued and allows them to get on with the important business of caring for their children.

ChildHR includes a best practice process for managing under performing employees so she knows exactly what to do and has evidence the correct procedures have been followed.

Acorn is extremely happy with the on-call support via email, phone, video and guidebooks. “The Customer support team has been helpful,” says Rachel. They answer all of my questions and talk me through issues”.

Find out more about Australia’s only childcare-specific HR system Streamline your HR practices, make sure you’re compliant and free up your team to focus on the child care within your business. Talk to us today about how you can enjoy a supportive system that makes HR compliance a breeze – just like Acorn Child Care Centre did. [Get in touch to find out more information: email sales@childhr.org.au or visit childhr.org.au/ACA](mailto:sales@childhr.org.au)







## A LETTER FROM *Sarah Mitchell*

NSW Minister for Education and Early  
Childhood Learning

*A lot has changed since my last Nurture Nook letter; the State Election has come and gone, I have retained my position as Early Childhood Learning Minister (and picked up Education!), and the Federal Election has been called, with the date quickly approaching.*

I am thrilled to continue in the Early Childhood portfolio. As I have mentioned before, I am a working mother, and I understand the pressures on families when it comes to finding affordable, accessible and flexible childcare options. That is why I continue to be committed to ensuring every child in NSW – no matter where they are from or what their circumstance – has access to a top-quality early childhood education, and that their parents or carers can be confident their child is receiving the best possible care.

Heading into the State election earlier this year I was proud of my achievements as the second Early Childhood Education Minister in the State's history. Through the NSW Government's Start Strong program, we made the single biggest investment in the State's history in early childhood education, and the numbers prove it paid off.

We have seen participation rates soar from 56 per cent to over 80 per cent, with children enrolled for 15 hours a week in a preschool program at 93.2 per cent. This is 8.3 per cent higher than what it was in 2016, and the greatest increase of any Australian state or territory.

Under our Government, more children are attending early childhood education, more is being invested than ever before, we are leading the Nation on two years of quality early childhood education, and the quality of our services is soaring.

However, I acknowledge there is always more to do.

Now that I continue to hold this very important portfolio, I will be hitting the ground running to work on the issues impacting the sector, children and families the most. I look forward to getting back out on the ground, meeting with parents, educators and stakeholders, because I always believe a grassroots approach is the best way to do things. I have always been a hands-on Minister, and this will continue.



The NSW Government will continue fighting for equitable support when it comes to ensuring NSW does not miss out. No matter who the Federal Minister responsible for Early Childhood Education is in a month's time, I will continue to meet with my Federal counterpart regularly and I will not stop fighting to ensure our children get what they deserve.

NSW has come a long way, but I am not going to stop here. I look forward to working with you to achieve the very best for our children. Thank you again to all of the ACA members for your contributions to early childhood education in NSW.

Thank you,

*Sarah Mitchell*

The Hon. Sarah Mitchell MLC  
NSW Minister for Education and Early Childhood Learning



## A LETTER FROM *Kate Washington*

NSW Shadow Minister for Early Childhood Education

*In the upcoming Federal election, there is a very clear choice for voters who want to see early childhood education and care prioritised in the national political agenda.*

On one hand, the Liberal Government – under Tony Abbott, Malcolm Turnbull and now Scott Morrison – have a track record of cutting funding towards the National Quality Agenda, and threatening to end the National Partnership Agreement altogether, causing anger, distrust and uncertainty within the sector.

On the other hand, the Labor Party has prioritised early education, committing to: permanent ongoing funding for all four year olds, extending funding to all three year olds from 2021, making early learning more accessible by reducing out-of-pocket expenses, and supporting services to ensure fair wages.

Bill Shorten and his Shadow Minister Amanda Rishworth get it.

They understand the vital importance of high quality early learning, and they are backing that up with a record investment in our youngest learners.

Funding two years of early childhood education before school – as standard – will fundamentally transform learning outcomes in Australia, and lead to healthier and stronger communities across our state.

In the NSW context, this additional funding will provide an unprecedented opportunity to give effect to universal access, driving greater participation and supporting teachers and educators.

For too long, the State of NSW has had the highest fees and the lowest participation rates in the country – too many children and families are missing out.

If Labor is successful this month, their record investment in early education will be a game-changer. But here's the rub, the preschool funding component of this investment will be administered by the NSW Liberal Government. Now, as many of you will know, the current NSW Government has a questionable track record when it comes to giving effect to universal access principles.

To truly give effect to the principles of universal access, all three and four years olds gaining their preschooling in a community preschool or a Long Day Care service should receive the benefit

of the Federal funding. However, unlike other state governments, the NSW Liberal Government has steadfastly refused to fund three and four year old children in Long Day Care settings.

Consequently, the current NSW funding model severely disadvantages the overwhelming majority of three and four year olds who attend Long Day Care services and not community preschools.

If we truly want to extend the benefits of early childhood education to more children throughout NSW, this must change.

That is why I have written to the NSW Minister for Education and Early Childhood Learning, requesting that she bring together all stakeholders to build a long-term early childhood education sector roadmap for NSW. Imagine what could be achieved if everyone felt they were heading in the same direction, and future incremental changes were complementary rather than contradictory.

I truly hope to see a Shorten Labor Government elected on May 18 because I know what Labor's early childhood education policies and investments will mean for children and families in our state.

Fairer funding, lower fees, increased participation, higher wages, and more certainty – that's what Bill Shorten and Amanda Rishworth are offering the people of NSW when it comes to early childhood education and care.

The missing piece of the jigsaw puzzle lies with the NSW Minister. That's why I'll be fighting to ensure any additional funding coming into the State budget from a Federal Labor Government is allocated fairly and for the benefit of all children, families, teachers, educators and service providers – regardless of service type.

In my experience, early childhood education teachers, educators, owners and operators are all committed to high quality early learning. You want the best outcomes and the brightest futures for the children in your care. I look forward to working with you all to secure a State funding model which supports all children and their families.

*Kate Washington*

Kate Washington MP  
NSW Shadow Minister for Early Childhood Education





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The Wheels on the Bus tours have started with a bang! The first two tours for the year were already sell out successes!

The bus tours have been operating since 2016, providing Approved Providers, Owners, Directors, Educators, Architects and Investors with invaluable opportunities to gather insight in how Exceeding services operate every day.

The Australian Childcare Alliance NSW has been so proud to organise these tours to both members and non-members, showcasing what Exceeding could look like in practice.

The tour that took place on Saturday 30 March 2019 went to Kindalin Kellyville, Baulkham Hills ELC and Black Friars Children's Centre.

Each service's unique approach to early education and different approaches in educating and nurturing children through their early years, offered inspiration and different ways of thinking to the tour participants.

The Wheels on the Bus Tours will be operating throughout the year and ACA NSW would love to see you there!

Tour dates, videos and testimonials can be viewed at <https://nsw.childcarealliance.org.au/events/2019-bus-tours>



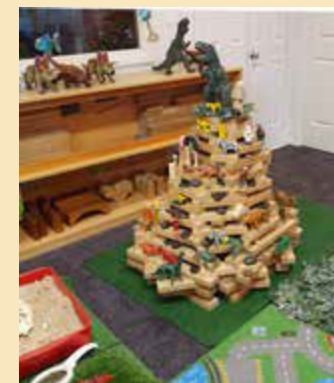
Kindalin- Kellyville



Kindalin- Kellyville



Kindalin- Kellyville



Kindalin- Kellyville

# WHEELS ON THE BUS TOUR



Baulkham Hills ELC



Baulkham Hills ELC



Baulkham Hills ELC



Baulkham Hills ELC



Black Friars children's centre



Black Friars children's centre



Black Friars children's centre



Tour participants 30/03/19





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