



## ▲ GOVERNANCE FRAMEWORK AND PRINCIPLES

### ▲ NQS

**Element 7.1:** Governance supports the operation of a quality service.

**Element 7.1.2:** Systems are in place to manage risk and enable the effective management and operation of a quality service.

**Element 7.1.3:** Roles and responsibilities are clearly defined, and understood, and support effective decision-making and operation of the service

**Element 7.2.2:** The educational leader is supported and leads the development and implementation of the educational program and assessment and planning cycle

**Early Childhood and Care Services National Regulations:**

158,160,161,162,167,168,170,171,172,173,174,174A,175,176,177,180,181,183,184,185

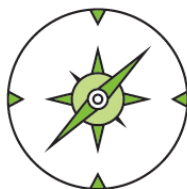
### ▲ POLICY

The purpose of this policy is to provide a clear overview for all stakeholders of FROEBEL's Governance, Management & Leadership. FROEBEL Australia is proudly a not-for-profit organisation, established in Sydney in 2009 as a subsidiary of the charitable FRÖBEL Group, based and founded in Berlin in 1990. The organisation operates Early Learning Centres in Sydney and Melbourne for children from 6 months to 6 years with a strong focus on immersive language learning, inquiry-based learning underpinned by the Little Scientists program and education for sustainable development.



#### VISION

We want every child to have the opportunity to grow into a curious, capable, caring and contributing global citizen, beginning with an empowered childhood.



#### MISSION

At FROEBEL, we contribute to this vision by promoting children's rights to self-determination and participation, recognising the integrity of childhood in its own right. We scaffold children's learning by providing contemporary bilingual, play- and inquiry-based early education, tailored to the individual child, as the foundation for sustainable community engagement within a connected world. Our educators transform children's curiosity into learning - with knowledge, professionalism and vigour. We are part of the village that raises a child, and nurture collaborative relationships.

FROEBEL Australia has a vision for 'every child to have the opportunity to grow into a curious, capable, caring and contributing global citizen, beginning with an empowered childhood'. It is underpinned by a clear Mission, a set of values and a Strategic Plan outlining the organisation's goals. To action its vision and strategy, FROEBEL applies the following attributes of good governance.

### **VISION, MISSION AND STRATEGY**

The organisation has a clear vision, mission and a strategy which aligns its activities to its purpose. The organisation's vision and mission are clear, recorded in its governing documents and understood by the board and the senior leadership team as well as across the organisation.

The board approves a strategy to carry out the organisation's vision. Decisions by the board and the senior leadership team further the organisation's vision and strategy. The board regularly devotes time to consider strategy and periodically reviews both vision and strategy.

### **BOARD OF DIRECTORS**

There is clarity about the roles, responsibilities, and relationships of the board. Directors understand and meet their duties under the law; An appropriate Directors and Officers Liability Insurances is in place, regularly reviewed and renewed. Directors meet any eligibility requirements relevant to their position.

Board meetings are held at least annually and more frequently as required. They are chaired effectively and provide opportunity for all Directors to contribute. Directors seek and are provided with the information they need to fulfil their responsibilities; both the Directors and the Managing Director foster an effective relationship between the board and management. Board meetings are documented, board resolutions recorded, and meeting minutes approved by the board.

Board decision making is informed by an understanding of risk and how it is managed. The board oversees a risk management framework (which includes the organisation's risk appetite statement) that aligns with the vision, mission and strategy. Directors seek and are provided with information about risk and how it is managed. The board periodically reviews the risk management framework.

### **ORGANISATION'S PERFORMANCE AND VIABILITY**

The organisation uses its resources appropriately and evaluates its performance. The board oversees appropriate use of the organisation's resources. The board approves an annual budget for the organisation and establishes a suitable process for monitoring and reporting the organisation's solvency as well as its performance against the annual budget on a monthly basis. The board also receives and considers measures which evaluate performance against strategy. The board also oversees the performance of the Managing Director.

## **ACCOUNTABILITY AND TRANSPARENCY**

The board demonstrates accountability by providing information to stakeholders about the organisation and its performance. The organisation's governing documents and policies relevant to its governance are available to stakeholders. The board oversees appropriate reporting to stakeholders about the organisation's performance and financial position. Transactions between related parties, if any, are disclosed to stakeholders. Directors' remuneration and other benefits, if any, are disclosed to the independent auditor and relevant stakeholders. The board oversees a framework for the reward and recognition of the employees – the FROEBEL Pay Scheme – as part of the annual budgeting process.

The organisation's structure and its operations are clear and unambiguous. Detailed processes are established, reflected upon and updated accordingly to provide ongoing support and ensure the right people have the right authority within the organisation for decision-making. Information on procedures and processes are available to stakeholders through a range of policies, supporting systems and documentation. FROEBEL informs relevant stakeholders when there are to be changes in duties, policies and procedures as required. There are appropriate consequences for when these processes are not applied.

## **STAKEHOLDER ENGAGEMENT**

There is meaningful engagement of stakeholders and their interests are understood and considered by the board. The board understands who the organisation's stakeholders are, their needs and their expectations. Stakeholders are considered in relevant board decision-making. There is a process for gathering and responding to complaints and feedback from stakeholders.

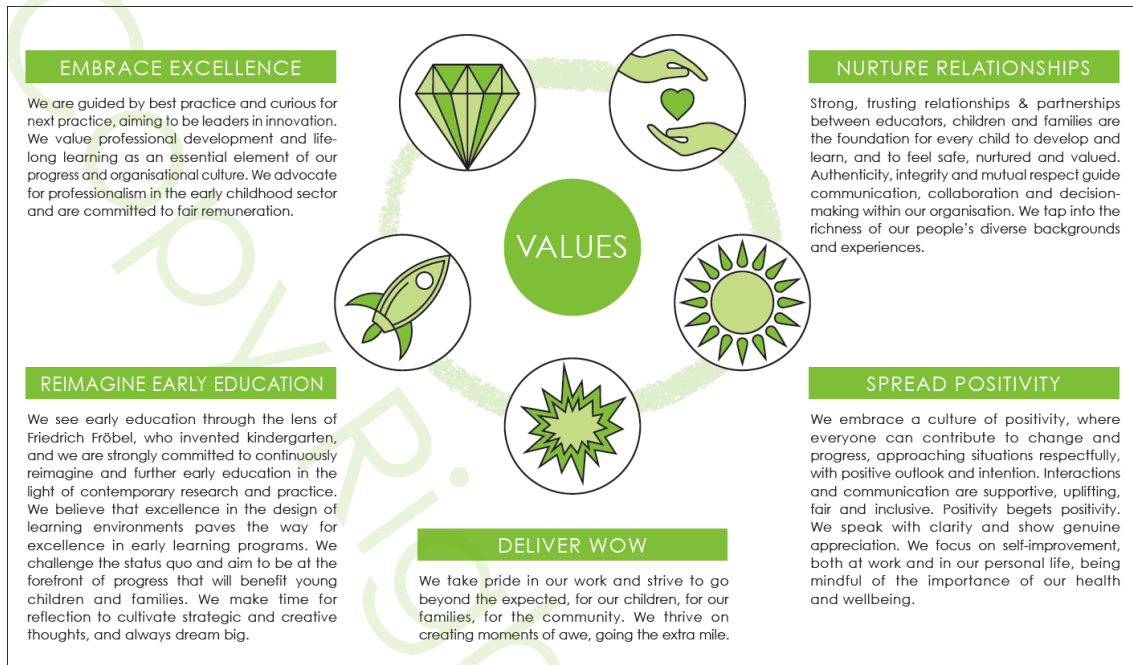
## **CONDUCT AND COMPLIANCE**

The expectations of behaviour for the people involved in the organisation are clear and understood. The organisation articulates its expectations of conduct, and the consequences for misconduct, for the people involved with the organisation. The board oversees compliance with relevant laws, regulations and internal policies as well as the organisation's compliance management framework. Conflicts of interest are identified, disclosed and managed. There is a process for investigating misconduct and relevant instances are brought to the attention of the board.

## **CULTURE AND ORGANISATIONAL VALUES**

Values are an expression of the organisation's identity and are intended to guide the behaviours and decisions of the people involved with the organisation. They ultimately propel the organisational culture represented by the shared values, assumptions and beliefs that shape the behaviour of the organisation's people and 'the way they act when nobody is looking'. The values are aligned with the organisation's vision and designed to support the achievement of its mission and strategic goals.

The board and the senior management team define, model and work to instill a desired culture that supports the achievement of the organisation's vision, mission and strategy. They set an expectation to abide by these values across the organisation.



The board oversees a strategy to develop and maintain the desired culture and oversees mechanisms to monitor and evaluate organisational culture. The organisation's values are clear, periodically reviewed and communicated to stakeholders.

## COLLABORATIVE AND DISTRIBUTED LEADERSHIP ACROSS THE ORGANISATION

The organisation's governance, management and leadership is collaborative and operates within a distributed leadership framework. In this way the organisation can ensure that the day-to-day operations are maintained, and each service complies with all relevant legislation, standards and codes of practices.

Positional management and leadership roles within the organisation are in place to support the overall governance structure. Whilst positional leaders hold certain responsibilities to ensure the management of the organisation meets all legislative requirements and is aligned with the vision and strategy, the organisation believes that all team members can be an 'everyday leader' in support of these positional roles as well as the overarching vision and strategy.

## PARTICIPATION

All stakeholders are made aware of how they can be involved in relevant decision-making within the organisation. This includes participation in policy reviews and contributions to the approved services Quality Improvement Plans. There are regular individual, positional leaders and team meetings at all locations and as required.

## RESPONSIVENESS

Positional Leaders are responsive to the needs of the people. There are systems in place to provide all stakeholders opportunities to be heard. Induction and mentoring on management procedures are in place to ensure fair and equitable participation by all.

### ▲ APPROVED PROVIDER

#### **FROEBEL Australia Limited**

ABN 73 135 620 370

Not-for-profit public company limited by guarantee.

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**Web: [www.froebel.com.au](http://www.froebel.com.au)  
[www.littlescientists.org.au](http://www.littlescientists.org.au)**

#### **BOARD OF DIRECTORS**

- Mr Olde Lorenzen (Managing Director)
- Mr Stefan Spieker (Non-executive Director)
- Ms Martine Joly (Non-executive Director)

#### **FROEBEL HEAD OFFICE TEAM**

- Managing Director
- HR Manager and HR Assistant
- Quality Management and Compliance Manager
- Communications and Partnerships Manager
- Enrolments and Accounts Officer / Projects and Accounts Officer
- Maintenance Manager
- Project Officer Quality Control Systems

#### **ADVISORY BOARD**

- Dr Wolfgang Babeck (Chairman)
- Florian Dehne
- Peter Tesch

#### **PROJECT ADVISORY GROUP LITTLE SCIENTISTS**

- Prof Hans-Albert Bachor (Chairman)
- Jeremy Thorpe
- Leanne Gibbs
- Gillian Pratt
- Belinda Emms
- Olde Lorenzen
- Emma McGarrity

▲ **Approved Provider:**  
FROEBEL Australia Ltd  
ABN: 73 135 620 370  
[www.froebel.com.au](http://www.froebel.com.au)

## **NOMINATED SUPERVISOR OF THE APPROVED SERVICES (Centre Directors)**

Each approved Education and Care Service will have an appropriately appointed Nominated Supervisor / Centre Director, and appropriately appointed Educational Leader and appointed team leaders for each age group of children.

## **ORGANISATIONAL CHART**

Refer to the **Organisational Chart** in Appendix A.

## **▲ ASSOCIATED POLICIES**

- Feedback and Grievance Policy
- Enrolment and Orientation Policy
- Privacy and Confidentiality Policy
- Staffing Policy

## **▲ RESOURCES**

Cheeseman, S., Fenech, M., Hadley, F., Shepherd, W., Waniganayake, M. (2018). *Leadership Contexts and Complexities in Early Childhood* (2<sup>nd</sup> Ed.)

United Nations Human Rights Office of the High Commissioner

<https://www.ohchr.org/EN/Issues/Development/GoodGovernance/Pages/GoodGovernanceIndex.aspx>

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

<https://www.acecqa.gov.au/newsletters/acecqa-newsletter-issue-6-2018>

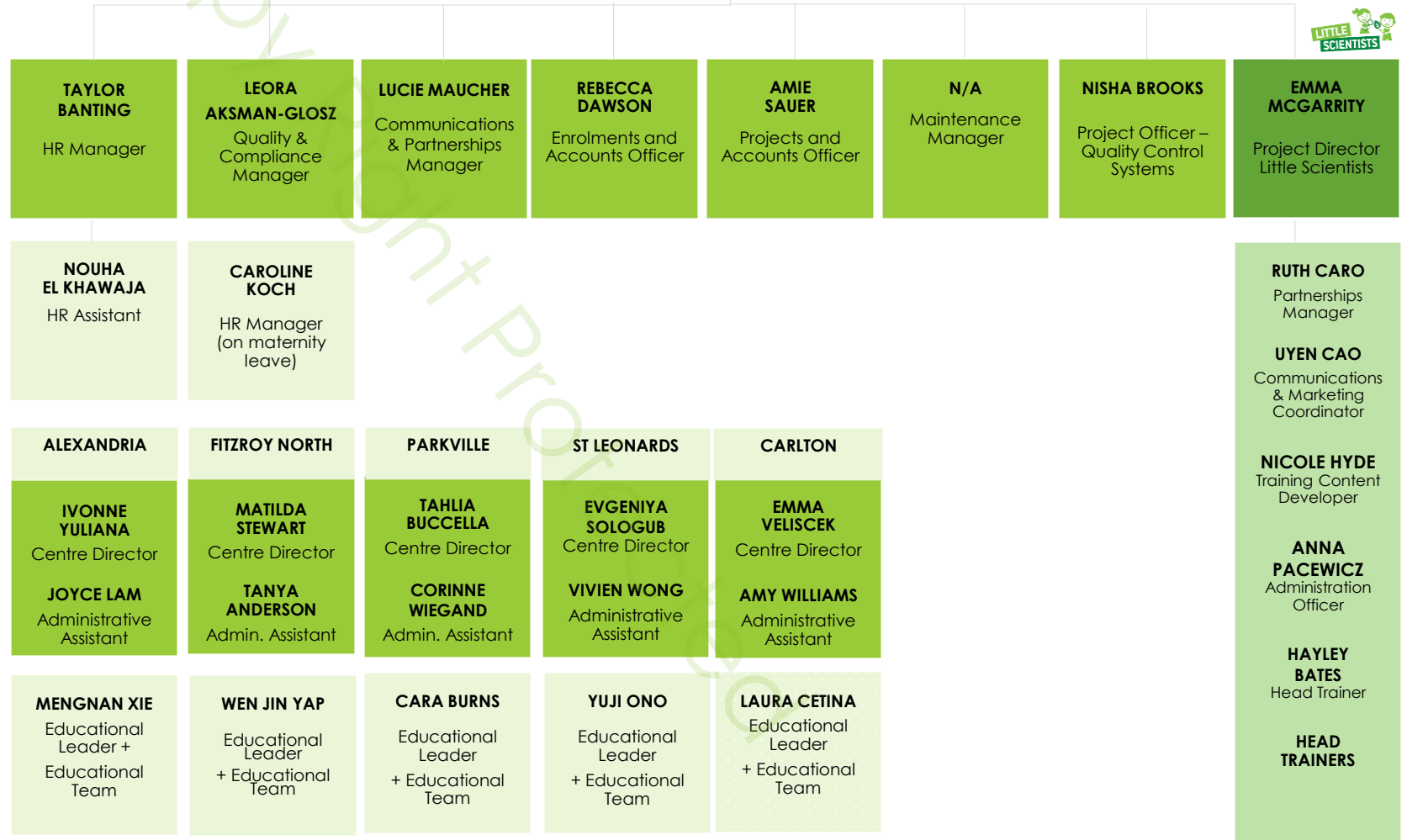
## **▲ POLICY REVIEW**

- The organisation will review this policy every 12 months.
- **Last review:** 26/06/2023
- **Next review:** 26/06/2024



**FRÖBEL**  
Competence for Children

# ORGANISATION CHART



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