



KARORI WEST OSCAR GROUP

After School Care Programme

Last updated: Aug. 2019

Policies and Procedures

Table of Contents

Programme philosophy and environment	page 3
Programme operation	page 3
General structure	
Programme hours	
Enrolment and membership	
Fees and payment	
Absences	
Pick-up	
Expectations of parents/caregivers	
Settling new children	
Children with special needs	
Cultural awareness	
Confidentiality	
Complaints	
Credit Policy	page 7
After School Care	
Holiday Programme and additional care	
Family Accounts	
Work and Income Subsidy	
Programme Supervision	page 9
Programme content	
Attendance roll	
Ratio	
Missing child	
Food and drink	
Excursions	
Electronic devices	
Expectations of children	
Health and Safety Policy	page 12
Building warrant of fitness	
Hazard identification and risk assessment	
First aid emergency procedures	

Accidents and incidents reporting
Smoke-free
Cleaning and general hygiene
Food handling
Animals
Sun safety
Illnesses and medicines
Fire and earthquake emergency plan
Excursions

Child Protection Policy

page 17

Purpose and scope
Definition of child abuse
Potential Indicators of abuse
Action plan
Supervision guidelines
Peer abuse
Confidentiality and Information sharing

Behaviour Management Policy

page 20

Purpose and scope
Behaviours
Children's rights
Rules and responsibilities
Guidelines
Conflict resolution
Serious misconduct and exclusion
Staff conduct

Staffing

page 22

Recruitment
Police vetting
Training and supervision
Duty of care
Discipline procedures, complaints and grievances
Staff complaints
Performance appraisal
Volunteers

Staff Code of Conduct

page 25

Treat all children with dignity and respect
Always be aware of safety
Act professionally
Work as a team
Be fit to work
Serious misconduct
Grievances and complaints
Staff support

Appendix

page 28

A - Staff hourly rate scheme
B – OSCAR map

Programme philosophy and environment

Karori West OSCAR Group (the Group) is a not-for-profit Incorporated Society, comprising of parents/caregivers of enrolled children.

The Group aims to provide safe and stimulating after school care and holiday programmes for children of all different ages, identities and cultural backgrounds. We encompass individual needs to make our community a diverse, fun and active space for kids to express themselves.

Karori West Normal School (KWNS) recognises the importance of the Group in the school community. The Group and KWNS acknowledge that a positive partnership ensures an effective and successful programme. The safety and welfare of our children is of paramount consideration. As such we comply with all relevant legislation, and are accredited under the Social Services Accreditation process through the Ministry of Social Development (MSD).

Programme operation

General Structure

The Group operates in accordance with a Memorandum of Understanding with KWNS, and is governed by a Committee of parent/caregiver volunteers.

The Chair is the head of the Committee, and is responsible for overseeing all Committee activities. The other Committee roles include; Secretary, Treasurer, Building & Facilities Officer, Funding Officer and Communications & Liaison Officer.

It is the Committee's responsibility to:

- Set an annual budget in consultation with the OSCAR Manager
- Keep clear and accurate financial records
- Arrange auditing of the accounts
- Arrange regular meetings to attend to any necessary business
- Arrange an Annual General Meeting (AGM) to be held no later than the 31st March of every year
- Employ and oversee the work of the OSCAR Manager and Financial Administrator.

The Group employs an OSCAR Manager to manage the day-to-day running of the programme. The Manager is responsible for employing and managing all Supervisors.

The Group also employs a Financial Administrator to ensure efficient administration of our financial processes and procedures.

Programme Hours

After school care hours are **3pm to 5:45pm, Monday to Friday**. Note the programme does not operate on public holidays, teacher-only days, or other days during term time when the school is closed. Holiday programme hours are **8am to 5:45pm**.

Enrolment and Membership

To apply for a place fill out an Enrolment Form and email it to karori.west.oscar@gmail.com.

The form is available to download: <https://www.kwoscargroup.com/enrolment>

***Please note:** Demand for places is high and we always have a waiting list. It's therefore advisable that parents/caregivers apply for a place well in advance of actually needing it.*

IMPORTANT: At least **three week's written notice** must be given if a family wishes to leave the Group, or wishes to change days of attendance.

Fees and Payment

For our current fees and payment conditions please refer to our Fee Schedule.

The Fee Schedule is available to download here: <https://www.kwoscargroup.com/fees-payments>

For further information, refer to our Credit Policy below.

Some families may be eligible for a Work and Income subsidy.

Visit their website to find out more:

<https://www.workandincome.govt.nz/products/a-z-benefits/oscar-subsidy.html>

Absences

After school absences must be notified by text or voice mail no later than 2.30pm on the day of the absence.

Holiday programme absences must be notified by text or voice mail no later than 9am on the day of the absence.

The following steps will be taken if a child does not arrive at the programme:

- Parents/caregivers will be telephoned
- If parents/caregivers are unable to be contacted, emergency contacts will be telephoned. The school will also be contacted for any related information.
- If no one is able to be contacted and the absence remains unexplained, the police will be notified.

Pick-up

Only persons specified on the enrolment form will be able to collect the child. Parents/caregivers must notify us in advance if a person who is not listed on the enrolment form will be collecting their child. If an unauthorised person comes to collect a child, he/she will not be released until we have been able to contact the parents/caregivers for authorisation.

The sign-out form must be signed by an authorised person collecting a child.

A child is allowed to leave the programme unaccompanied as long as:

- written permission is given in advance
- and the child notifies a staff member as they are leaving.

If a child is not collected by 5.45pm the following steps will be taken:

- They will be dropped off at the principal's office and parents/caregivers will be contacted.
- If there has been no contact with the parents/caregivers within half an hour of the programme closing (6.15pm), the emergency contacts will be called.
- If the emergency contacts are not able to be contacted, the child will be dropped off at the nearest police station and a note will be left at the programme venue indicating where the child has been taken. The Committee will also be informed.

Expectations of Parents/Caregivers

Parents/caregivers are expected to be courteous to staff and understand that the harmony of the whole Group is important. If the Manager or a staff member raises an issue about a child's behaviour, parents/caregivers are expected to support them and work with them to resolve any issues.

All parents/caregivers are expected to be involved in the running of the Group, including:

- attending the Group's AGM each year
- holding Committee positions as they become available
- participating in fundraising events or working bees.

Other expectations are as follows:

- keeping their child away from the programme if they have a potentially infectious illness or illness requiring special care
- full disclosure of information relating to any diagnosis or condition their child may have
- notifying the manager of any changes in family circumstances or other factors that may result in a change of behaviour or changing needs of their child
- being aware of parents'/caregivers' responsibilities in regard to the Group's sun-safe policy (see below in the Health and Safety section).
- being liable for any costs incurred if equipment or property is damaged through wilful or reckless behaviour by their child.

Settling New Children

All new children will be on a trial period for three months during which we assess if the children are settling in well and if they align with the programme expectations.

Prior to a child's arrival, the Manager will talk to parents/caregivers about the settling-in routine and anything else the programme should be aware of in regards to the child's situation and needs.

***Please note:** The Group is committed to providing an inclusive, welcoming and harmonious environment for all. Therefore, it is very important that parents/caregivers are open and honest about anything that may affect or be affecting the child, or has the potential to affect other children at the programme.*

If a child has trouble settling or is distressed, parents/caregivers will be contacted to discuss solutions to make the transition easier.

For any new entrants, arrangements will be made for them to be collected from their classrooms and/or escorted to the programme by a school staff member.

Children With Special Needs

Children with special needs or children requiring extra support will not be excluded from the programme, provided the Manager is confident that:

- the child can be safely cared for
- the child's needs can be catered for without negatively affecting the other children
- the child will benefit from being at the programme.

As part of the enrolment process, parents/caregivers will be asked to specify any particular needs of their child. It is important that full disclosure of information relating to any diagnosis or condition the child has must be provided, including details of any medication or required treatment.

The Manager will ensure all staff are fully aware of the child's requirements and confident to provide the necessary care.

If the child requires further aid or support, for example modified facilities or specialist staff, the Manager will consult with the Committee who will make the final decision. Each case will be considered individually and every effort will be made to include the child within the limits and resources of the programme.

Cultural Awareness

As part of the enrolment process, parents/caregivers will be asked to specify any particular needs of their child. Cultural requirements will be catered for where possible, and provided that the needs of other children are not compromised.

We encourage children to respect and celebrate different cultures, and as such incorporate a variety of cultural activities into the programme.

Confidentiality

- At all times the Group will comply with the requirements of the Privacy Act 1993.
- No information is shared except with the owner's permission or as required by legislation. Note we are required by law to allow access of our files to Oranga Tamariki-Ministry for Children and the Ministry of Social Development should they request it.
- All files holding confidential information will be secured and kept away from unauthorised persons.
- Parents/caregivers have the right to view and correct any information relating to their child.
- All personal information shared in discussions between staff or at meetings will remain between those persons.
- All sensitive and personal conversations, including telephone conversations, shall be held discreetly and in private.

Complaints

The Group has a complaint form which is available on request.

If parents/caregivers have a complaint the general process is as follows:

- Discuss the situation with the Manager who will attempt to rectify the situation. Note: the Manager will keep the Committee informed of any complaints received.
- If the situation cannot be resolved with the Manager, or the complaint is about the Manager, write to the Committee at kwo.committee@gmail.com. The Committee will provide a response within ten working days.
- If required, members of the Committee will arrange a meeting with parents/caregivers to resolve and/or come up with a plan.
- If parents/caregivers feel their complaint has still not been adequately resolved, they can contact the Social Services Accreditation Team at the Ministry of Social Development at Social_Services_Accreditation@msd.govt.nz.

Credit Policy

This credit policy covers all programmes run by Karori West OSCAR Group (the Group) including but not limited to:

- After school care
- Holiday programmes
- Any additional care that may be provided during term time, e.g. for teacher only days, strikes or union meetings.

Refer to the **Fee Schedule** which sets out current fees, and summarises payment methods and terms as well as consequences resulting from non-payment, overdue fees and debts.

The Fee Schedule is available to download here: <https://www.kwoscargroup.com/fees-payments>

The Fee Schedule is reviewed and updated annually to ensure costs are reflective of what is needed to run the programmes effectively.

The Fee Schedule will be shared annually with parents at the beginning of each school year, when payment arrangements are provided by the Financial Administrator, or when a child joins the Group.

A **Late Pick-Up Fee** is set out in the Fee Schedule and may be applicable if children are collected after 5.45pm. This is at the OSCAR Manager's discretion and is based on factors such as, degree of lateness, how often late pick-ups occur, additional costs incurred in staffing, etc.

Any absences are non-refundable. This applies to all programmes and includes extended absences during term time, e.g. if you take your child out of school for a holiday.

After School Care

Fees apply for all term days enrolled in the programme including any statutory holidays and teacher only days that fall within term time.

To help minimise time spent chasing unpaid fees we expect fees to be paid by automatic payment as per the payment arrangements provided by the Financial Administrator at the start of each year.

Automatic payments are to continue throughout the year, including the school holidays.

Once the full amount of fees for the year has been received, automatic payments are to be suspended until the following school year. The final payment date will be advised in the payment arrangements provided by the Financial Administrator at the start of the year.

New families starting during the year will be emailed an invoice advising the payment arrangements and a copy of the Fee Schedule.

Alternative payment arrangements must be negotiated with the Financial Administrator, and are at the discretion of the Committee.

Holiday Programme and additional care

All children must be booked using the appropriate booking method. This enables the OSCAR Manager to ensure appropriate staffing and resources are procured.

Please note: *Holiday Programmes are very popular and places are given on a first-in, first-served basis.*

A child's place in a programme is not confirmed until a booking using the appropriate method is received AND payment is made.

Payment is required by the date as stated on the booking form. Any payments received after that date will automatically incur a 15 percent (i.e. 15 percent of the total value of the requested booking) Late Payment Fee.

If a child shows up who does not have a place booked the OSCAR Manager will assess whether there are adequate staffing and resources for the child to be accommodated, and:

1. If the child **CANNOT** be accommodated, a parent or caregiver will be notified and required to collect their child immediately.
2. If the child **CAN** be accommodated, a parent or caregiver will be notified and advised that the child can remain but that a \$20 non-booking fee will apply in addition to the standard cost of the programme.

Family Accounts

We strongly encourage emailing the Financial Administrator kwnsoscscarfees@gmail.com if you are experiencing any difficulties in meeting your payment obligations. In many cases the Financial Administrator is happy to negotiate a suitable payment plan or arrangement on behalf of the Committee.

Reminder statements will be emailed within 7 days of overdue invoices or payments.

Any accounts 30 days overdue (and without a payment arrangement) will automatically incur a **\$10 Administration Fee**.

If payments are repeatedly dishonoured or late you may be asked to pay for a term in advance.

The Financial Administrator regularly keeps the Treasurer updated of payment issues and arrangements in place with families.

Any accounts that have a history of ongoing issues with payment, or an excessive build-up of unpaid fees, will be reported to the Committee and the Chair of the Committee will contact the family to discuss. Failure to satisfactorily resolve the payment issues may result in your child's membership being revoked at the Committee's discretion.

Further, where we cannot resolve payment issues and come to an agreement, we may employ the services of **debt collection agency**. By accepting a place in the Group you are agreeing to be liable for the costs of any debt collection, including legal fees, incurred.

The Financial Administrator will contact families who have overpaid any account and the excess will be refunded.

Work and Income subsidy

Parents receiving Work and Income subsidy are responsible for ensuring application forms are completed and submitted in a timely manner. In the event that Work and Income does not provide the expected payments, parents are 100% liable for any outstanding fees already incurred.

If payment from Work and Income is not received within 3 weeks of the expected Work and Income payment date for *After School Care* the family will be sent an invoice and payment is expected within 5 days.

If payment from Work and Income is not received within 3 weeks of a child attending *Holiday Programme* the family will be sent an invoice and payment is expected within 5 days.

Programme Supervision

Programme Content

We aim to provide a varied and stimulating programme that meets the developmental, emotional, intellectual and physical needs of the children.

We offer a number of organised activities including:

- arts and crafts projects
- sports/active games
- quiet games or activities
- cooking/baking
- technology-based activities.

Children will be encouraged to participate in organised activities but may choose not to, as long as they are not bored or disruptive. We also allow a certain amount of free play-time each day.

The Manager and staff will regularly review the programme, including undertaking an annual survey to get feedback from parents and children. These results enable us to keep pace with the changing needs of the Group members.

Attendance Roll

An attendance roll is taken at the beginning of the session, and head counts are made periodically during the session.

Ratio

A minimum of two staff are on duty at all times, and we adhere to the following staff to child ratios:

- On-site 1:10
- On excursions 1:8
- For water-based activities 1:6

Children must stay within the defined boundaries of OSCAR at all times. These boundaries are displayed on a map located in the den. The map is also available in the Appendix.

Missing Child

If a child goes missing, the following procedure will be followed:

- the school will be contacted for assistance
- staff will conduct a thorough search
- parents/caregivers will be contacted
- the police will be contacted.

Food and Drink

We provide afternoon tea which follows current nutritional guidelines. Examples of the types of food provided include fruit, crackers, toast and spreads.

All food will be stored and handled safely, and children are expected to wash their hands before eating. Staff may occasionally give children sweet treats as part of an activity or incentive. Children are not allowed to bring lollies or sweet treats to OSCAR unless they have gained permission from the Manager/staff beforehand.

Parents/caregivers are expected to fully brief the Manager on any food allergies or nutritional requirements that their child may have. At the Committee's discretion, any serious allergies may be communicated to the Group with a request that the particular allergen(s) be kept away from OSCAR.

We discourage children bringing food that needs to be heated (ie, Two Minute Noodles) to OSCAR, as staff are not responsible for heating food for individual children. These types of food may be brought to OSCAR if pre-heated at home and put in a leak-proof flask or thermos.

Excursions

On occasion, the staff will take a small group of children to the Karori Park Dairy to purchase lollies or a treat (usually as a reward related to an activity or incentive). These are purchased by OSCAR and children are not allowed to use their own money to purchase additional items.

Otherwise, excursions only occur during holiday programmes. Health and safety is a major consideration when planning and undertaking excursions. For full details on how we safely manage excursions, please refer to our Health and Safety Procedures section below.

Electronic Devices

To gain access to devices children need to request permission from the Manager or Head Supervisor. This enables the staff to monitor usage time, content, what they are using it for and who it is being used with. This is applicable to devices owned by OSCAR as well as a child's personal device if brought from home.

Creative use of technology is encouraged and children will be allowed device time accordingly for activities like shooting a trailer on iMovie, doing online educational quizzes or looking up a recipe for a baking activity.

We also encourage the use of technology to create social opportunities, ie, use of a tablet for a multiplayer digital board game. A time limit will be set according to the activity.

If the weather is bad in the school holidays the staff may bring in a gaming console (ie. PlayStation). Any games played will be age appropriate, involve multiple players and are supervised, to ensure all those who wish to participate are given a turn.

Use of personal devices is limited to 30 minutes per day. Only year fives and up are allowed to watch other children on their personal devices as we cannot guarantee age-appropriateness of the content, even when closely monitored.

Please note: *We do not encourage children to bring personal devices to OSCAR, and if they choose to do so, it is at their own risk. If a child is found using a personal device without permission, or using it to view inappropriate content, it will be confiscated. Further steps such as banning the device from being brought to OSCAR and /or revoking technology and device privileges may also be taken.*

Expectations of Children

All children are expected to adhere to the OSCAR rules (see below). These rules have been developed by both the staff and children.

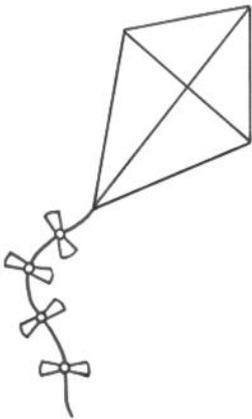
Other expectations are as follows:

- Being responsible for their own possessions.
- Informing staff when going to the toilet (so that they can be located in case of an emergency).
- Requesting permission from the Manager/staff before bringing lollies or sweet treats to OSCAR.



OSCAR Rules

OSCAR is a **HAPPY PLACE** for all!
But **KINDNESS** and **SAFETY** are important to ensure we all have a good time.
So, here are a few rules:



I will be **POLITE**, **GRATEFUL** and **RESPECTFUL** of others.

I will use **APPROPRIATE LANGUAGE**.

I will respect the **EQUIPMENT**.

I won't throw balls on the roofs or break toys and games.

I will **TIDY UP** after playing and help keep the den tidy.

I will respect my friends' **PERSONAL SPACE**.

Wrestling and fighting are not allowed.

I will **CLEAN** myself up before entering the den.

I will leave my **DIRTY SHOES** at the entrance.

I will **LISTEN** to the **SUPERVISORS** and I won't talk back.

I will respect the **TREES** and **PLANTS**. I will not break branches and roots.

I will stay within the **BOUNDS** and I won't hide from the supervisors.

I will wear my **SUN HATS** and **SUNSCREEN** before playing in the sun.



Most importantly,
I will make **FRIENDS**
and I will have **FUN** at OSCAR!



Health and Safety

The programme will take place in a safe and healthy environment suitable for the care of children and for the needs of the staff and volunteers. At all times the well-being and safety of the children is foremost. All relevant legislation will be adhered to.

Building Warrant of Fitness

It is the Committee's responsibility to ensure that the programme's venue has a current building warrant and that it complies with other relevant fire and safety requirements. The final responsibility lies with the owner of the building. The Committee will liaise with Karori West Normal School in the event of any issues.

Hazards Identification and Risk Management

The safety of children and adults at the programme will be ensured by:

- identifying and recording all potential health and safety hazards at venues used by the Group
- assessing the risk to staff and children of all identified hazards
- putting controls in place to remove or minimise the risks, for example, providing safety equipment
- using healthy and safe work practices, together with staff training
- regular inspections by staff to check that hazards have not changed
- compliance with all relevant codes of practice and regulations
- having a sun-safe policy in place which must be followed by children and staff (see below).

It is the responsibility of the Manager to ensure all procedures are in place to ensure the safety of staff and children at all times.

All employees will be involved in hazard identification, and information on identified hazards will be made available to all staff. Health and safety information will be discussed at staff meetings where staff are informed of all health and safety policies and regulations.

Potentially dangerous materials and equipment (e.g. poisons, cleaning equipment, sharp cutting instruments) must be clearly identified and stored out of reach.

First Aid Emergency Procedures

A first aid kit is kept at the programme venue and taken on excursions, along with emergency contact numbers. The first aid kit will be stored out of reach of the children. It is the responsibility of the Manager to ensure that it is maintained and well stocked.

Please note: *If a child has anaphylactic reactions we expect parents/caregivers to provide an EpiPen at OSCAR Den, or for it to be available in the child's bag at all times.*

At all times, at least one staff member who holds a current first aid certificate must be on site.

In the event of any accident or incident to either children or staff the following procedure will be followed:

- Staff will immediately inform the Manager.
- Appropriate first aid will be administered.
- If a child needs medical attention, parents/caregivers will be contacted to ascertain if they would like staff to take them to the medical centre stated in the child's enrolment form, or would prefer to take the child themselves. If parents/caregivers or alternative contacts are unavailable, the child will be taken to the nearest available medical facility by taxi or private vehicle. A replacement staff member will be co-opted if possible.
- If serious injury occurs, parents/caregivers will be notified, and an ambulance called. If it is not possible to call an ambulance, children may be transported in a private vehicle or taxi.

- The Committee will be informed as soon as possible of any serious accidents/incidents.

Accident and Incident Reporting

All accidents and incidents will be recorded by staff in the Accident and Incident Register and parents/caregivers notified at the end of the day. Parents must also sign the report in the Register to acknowledge they have been notified of the incident/accident and actions taken.

Accidents/incidents recorded in the register will be periodically reviewed by the Manager and, if necessary, appropriate follow up actions will be taken to minimise the risks of these reoccurring. Such actions may include changes to policies and procedures, discussing the situation and required responses with staff, or providing staff with further training.

Accidents/incidents involving staff will also be reported in the Register. Major accidents/incidents will be reported to WorkSafe NZ, MSD and other agencies as required by law. In case of any distressing event happening in the work place, the Committee will ensure that appropriate professional support is made available.

If a child is emotionally traumatised the following procedure will be followed:

- A Supervisor will calm the child.
- Parents/caregivers will be contacted.
- Professional help will be contacted if required (e.g. Child Adolescent Mental Health Service)
- If the incident is of a criminal nature, then it will be reported to the police.

Smoke-Free Policy

A smoke-free policy will be adhered to at all times when the programme is operating. Staff may not smoke while on duty, when in sight of the children, or on school grounds.

Cleaning & General Hygiene

The Manager and staff will ensure that all areas of the venue are kept clean and free of rubbish. This includes:

Daily:

- sweeping/carpet sweeping all floors
- emptying rubbish
- wiping all kitchen benches and surfaces where food is prepared
- washing all kitchen cloths
- toilets, hand basins, and toilet floors are cleaned by the school on a roster

Weekly:

- cleaning fridge and any areas where food is stored
- general cleaning check
- washing all tea towels
- disposing of lost property
- mopping the kitchen floor

Each term:

- washing hard floors
- washing blankets
- washing cushions, soft toys, dress ups

Food handling

These following guidelines will apply when handling/preparing food:

- washing hands before handling food and wearing gloves if appropriate
- covering cuts and abrasions with a water-proof dressing
- staff who may be unwell will not be involved in food handling
- all children will be reminded to wash their hands before eating
- all fruit and vegetables are washed before use
- food will be covered until it is served
- children are not permitted in the kitchen for a baking/cooking activity unless supervised.

Animals

If a stray animal arrives at the programme, staff will assess the potential danger of the animal and if necessary children will be taken inside and the pound will be contacted.

On excursions, if children are in danger of attack by an animal, the staff will withdraw the children from the situation as quickly and calmly as possible. The appropriate authorities will be contacted.

The programme allows visits from pets. If parents/caregivers wish to bring the family pet for a visit, they are required to:

- assess the animal's temperament first (e.g. are they friendly and able to cope with a lot of excited noisy children?)
- get prior approval from the Manager
- ensure they are brought in on a lead or in a cage.

Sun Safety

Children are encouraged to be aware of the risks and effects of the sun/sunburn and act responsibly, including:

- wearing hats and applying sun-screen on hot/sunny days
- seeking shade
- drinking plenty of water.

Please note: During Terms 1 and 4 it is compulsory for children to wear a hat while outside. Hats must be a bucket hat or similar, i.e. the hat should protect both the face and the back of the neck.

Parent/caregiver responsibilities:

- Reinforce sun safety with their child and encourage them to be responsible while at OSCAR.
- Provide adequate and appropriate clothing for the day, for example a spare change of clothes on hot days where we might have water play, and a rash top for trips to the pools or beach.
- Apply sunscreen to their child in the morning before sending them to holiday programme.
- If their child requires a specific type of sunscreen, parents/caregivers must ensure it is provided at all times, including and between the Term 3/4 holidays (usually in October) and Term 1/2 holidays (usually in April). Also ensure the Manager has been notified.

Illnesses and Medicines

If a child has an accident or becomes ill while at OSCAR they will be made comfortable, put into a quiet area and the parents/caregivers will be notified.

Medicines will not be provided by the programme, nor will medicines be administered without prior written approval of a parent or caregiver. A Medicine Consent Form must be signed by the parents/caregivers with dosage and administering instructions.

Fire and Earthquake Emergency Plan

Both fire and earthquake drills will be carried out once a term during after school care and once a week during the holiday programme. The Committee will keep the fire department notified of programme hours and numbers of children.

The Manager is responsible for:

- keeping a record of each drill including the number of children and staff involved
- ensuring that new staff/volunteers are aware of the procedures.
- ensuring the plan is clearly displayed at the programme venue.

Earthquake Action Plan

- Manager shouts “earthquake”.
- Children find a safe area or drop to the floor.
- Children apply Drop, Cover, Hold.
- Children wait until staff say all clear before they can move. Staff must stay prepared for aftershocks.
- Evacuate the building if it is unsafe, taking the roll, emergency contact details and the first aid kit if possible without endangering staff.
- Children are checked and any injuries attended to.
- A roll will be taken to account for all children.

In case of a major natural disaster, staff members are required to stay on site until every child has been picked up. Support will be received from the school as part of their civil defence duty.

Note that we keep some emergency food and water on site.

Fire Action Plan

- Manager calls out “fire” and activates the alarm.
- Evacuate all people from the building taking the roll, emergency contact number and first aid kit if possible.
- Call the Fire Service (111).
- Gather in front of the school staff room (see map for emergency meeting point).
- A roll will be taken to account for all children.
- All children stay at the emergency meeting point until told to move.

Excursions

On occasion, the staff will take a small group of children to the Karori Park Dairy to purchase lollies or a treat (usually as a reward related to an activity or incentive). These are purchased by OSCAR and children are not allowed to use their own money to purchase additional items.

Otherwise, excursions only occur during holiday programmes. Health and safety is a major consideration when planning and undertaking excursions. Parents/caregivers will be notified in advance of all planned excursions (trip days) via email. In the event of any change, i.e. change of date due to weather, parents/caregivers will be notified as soon as possible. As a general rule, excursions are undertaken between 9am and 2.45pm.

General procedures for excursions are as follows:

- The Supervisor/child ratio will be a maximum of 1:8.
- The person in charge of the excursion will have a current first-aid certificate and be trained in CPR.
- Children will be put into groups with one Supervisor whose primary responsibility will be the safety of that group.
- All Supervisors will carry a mobile phone for emergencies.
- Supervisors will only allow children to go to the toilet in pairs (and if using public toilets will stand outside).
- A first aid kit and children's emergency contact details will be taken on excursions.

- Only instructors with recognised qualifications and/or recognised agencies will be used to instruct outdoor pursuits.
- Supervisors will be briefed beforehand on emergency procedures, hazard identification and their individual responsibilities.
- The children will be organised into a 'buddy system' when on walks and will walk double file with at least one adult in the rear and one adult leading.
- Where there is a road to cross, pedestrian crossings will be used if they are available. One adult will stand in the middle of the road to ensure traffic is stopped before children begin to cross and will remain there until all children are safely across the road.

Where there is access to water:

- The Supervisor/child ratio will be a maximum of 1:6.
- If children are swimming, Supervisors will be in the water with them.
- The person in charge of the excursion will remain out of the water to overview group safety and deal with any potential emergency.

A contingency plan will be prepared beforehand for all excursions in case of bad weather.

Child Protection Policy

Purpose and scope

Karori West OSCAR is committed to supporting and protecting vulnerable children and to reporting situations where there is concern for children's well-being. This policy applies to all staff and should be used whenever abuse or neglect is suspected or identified.

This policy guides the actions of the Programme whenever there is a concern about the abuse of children. This includes acting appropriately, if a child discloses abuse or suspected abuse by a staff member or between children at the Programme. It also provides guidelines for staff to help minimise the risk that they may be subject to an allegation of abusive behaviour.

The interests and welfare of the child will be the primary consideration when any action is taken about suspected abuse.

The Programme will consult with statutory agencies (the Police and the Oranga Tamariki – Ministry for Children) which have specialist knowledge to help protect children from abuse. Staff will not assume responsibility beyond the level of their experience and training.

Definition of child abuse

"Any act by which an individual, institution or society as a whole that interferes with the well-being of a child or young person and deprives that child or young person of his or her rights".

There are five types of child abuse:

- Sexual abuse occurs when someone uses his or her power over the child, or takes advantage of the child's trust and respect, to involve the child in sexual activity.
- Physical abuse is non-accidental injury by somebody and also includes abusive administration of drugs or alcohol to a child.
- Emotional abuse is when a child's self-esteem is attacked by somebody to coerce the child into doing what the abuser wants them to do.
- Neglect is a denial of the basic needs/ rights of nurturing, food and shelter, so that the child fails to thrive. It must be seen as a form of child abuse.
- Family violence may be witnessed or experienced by children and involve physical, sexual and emotional abuse.

Potential indicators of abuse

Physical indicators (often unexplained or inconsistent with explanation given):

- bruises and welts
- cuts and abrasions
- burns
- fractures and dislocations (particularly in very young children)
- multiple fractures at different stages of healing
- malnourished
- frequent complaints (e.g. nausea, headaches, stomach aches)
- extremely dirty or unwashed (in the case of neglect)
- discomfort in sitting or fidgeting as unable to sit properly (in the case of sexual abuse)
- unusual or excessive itching or pain in the genital or anal area (in the case of sexual abuse)

Behavioural indicators:

- gives inconsistent or vague explanations regarding injuries
- is wary of adults or a particular person

- vacant stare or frozen watchfulness
- cringes or flinches if touched unexpectedly
- may be extremely compliant and eager to please
- extreme attention seeking or extreme inhibition
- dresses inappropriately to hide bruising or injuries
- may regress (e.g. bedwetting)
- may indicate general sadness
- could have vision or hearing delay
- depression or anxiety
- withdrawn or aggressive
- displays bullying behaviours
- self-destructive behaviour
- fearful and submissive
- eating disorder
- compulsive or obsessive behaviours
- lack of self esteem
- poor social skills
- no understanding of basic hygiene (in the case of neglect)
- age-inappropriate sexual play or language (in the case of sexual abuse)
- sophisticated or unusual sexual knowledge (in the case of sexual abuse)

Action plan

- Staff will respond to suspected child abuse or any concerning behaviour by writing down observations, impressions and communications in a confidential register. Information volunteered by a child should be fully and accurately recorded and dated. No child should be interviewed or in any way questioned about the suspected abuse, particularly sexual abuse. Do not ask questions beyond open prompts.
- Reassuring children and letting them know that they have done the right thing is essential. Explaining to them what is happening next and trying to re-engage the child in supervised activities if appropriate.
- No staff member must act alone about suspected child abuse but must consult with the manager and/or a Committee member.
- Where staff and manager suspect child abuse has occurred and a child is unsafe, the manager is committed to promptly reporting the matter to the Police or Oranga Tamariki – Ministry for Children.
- If the abuse reported concerns a staff member, the staff member is to be removed from the child's environment. The manager must communicate with the employee about the complaint. The employee must be advised of their right to seek support from appropriate representatives. The programme must inform the appropriate agency. All information given by the employee must be thoroughly recorded.
- Remind staff that support is available for them (e.g. Manager, Principal, Committee, Oranga Tamariki)

Record > Consult > Ensure the safety of the child > Report > Get support

Supervision guideline

To minimise the risk of actual or alleged abuse in the Programme the following guidelines are in place:

- The staff should avoid being alone with a child wherever possible. If a staff member must be alone with a child, they should use extremely careful judgment and let the Manager know.
- Wherever possible, an open-door policy for all spaces should be used (except toilets).
- Staff should be aware of where all children are at all times and check to ensure what they are doing is appropriate.
- Be aware of situations where children are out of sight together (dens, play huts etc.) and supervise accordingly.
- Visitors to the Programme should be monitored at all times by Programme staff.
- All volunteers and outside instructors should be monitored by the paid Programme staff.

- Unless requested by children or parents, there is no need to assist school aged children with toileting. If the situation arises, ensure that the Manager is aware a staff is toileting a child, and that parents are informed.
- Where a child requires assistance, e.g. intellectually or physically disabled, if possible involve the parents/caregivers and outside agencies to assist. If this assistance is not available, ensure that the staff members are aware of the appropriate procedures when giving assistance.
- Staff should avoid transporting a child or young person on their own, unless an emergency requires it.
- Except in an emergency, children and young people are not to be taken from the Programme without written parental consent.

Peer Abuse

The Programme will ensure that the safety of the children is paramount. Any form of physical, sexual or verbal harassment or violence from peers will be addressed appropriately.

While the situation is being evaluated the children concerned will be separated. It is essential to reduce further emotional trauma for the victims who may be fearful and distressed if they are in contact with possible abusers.

In some cases where the abuse has occurred at the Programme, immediate suspension may be appropriate. All information should remain as private as possible. This applies to the Programme and all families involved. When an abusive child is enrolled at the Programme there will be communication with the management and staff about risks involved. Co-operation of the family will be sought in doing this.

Confidentiality and information sharing

The Privacy Act 1993 and the Children, Young Persons, and their Families Act 1989 allow information to be shared to keep children safe when abuse or suspected abuse is reported or investigated. Note that, under sections 15 and 16 of the Children, Young Persons, and their Families Act, any person who believes that a child has been, or is likely to be, harmed physically, emotionally or sexually or ill-treated, abused, neglected or deprived may report the matter to Oranga Tamariki – Ministry for Children, or the Police and, provided the report is made in good faith, no civil, criminal or disciplinary proceedings may be brought against them.

Behaviour Management Policy

Purpose and Scope

In order to provide a safe and enjoyable environment for children, staff will use a clear and consistent approach to guide children's behaviour.

Every child will be:

- treated with respect and dignity
- given positive guidance to encourage appropriate behaviour
- given positive guidance using praise and encouragement and avoiding blame, or harsh language
- encouraged to take responsibility for their behaviour by being offered choices and the use of consequences, including, if necessary, the involvement of parents.

The focus will be on the behaviour, not the child.

Behaviours

Inappropriate behaviour is defined as:

- biting, hitting, kicking, spitting, throwing sand/toys, yelling inside, pushing, shoving, pulling hair, bad language, intimidating others or damaging their creations/belongings, etc.

Appropriate behaviour is defined as:

- respecting other people, their creations/belongings and OSCAR equipment.

Children's Rights

Children have:

- the right to be safe and feel safe
- the right to receive care, attention and support from Programme staff
- the right to be treated fairly by the staff and the other children
- the right to play and be included in activities
- the right to enjoy recreation and relaxation

Rules and Responsibilities

KWOSCAR has clearly defined rules that use children's language to ensure that the children understand what the rules are.

The staff and children will formulate a set of rules for the Programme and discuss the consequences of breaking these rules.

Positive reinforcement will be used as much as possible. Rewarding good behaviour will promote good behaviour.

Guidelines

Steps to be taken in managing behaviour include:

- redirection
- removing the child from the situation
- warning the child with "Don't do ... please do ..." OR "I don't like you doing ... because ...". After the second warning you can use "No..." OR "Stop now or ..." OR "How you do you think xxx feels when you do ..." OR "How would you feel if xxx did ... to you".

Staff will, at all times, model the required behaviour, and will be available to assist children to manage their behaviour. A stimulating and varied programme will help ensure against boredom.

Conflict Resolution

Conflict between children is normal. Staff will use appropriate methods and problem solving skills to help children manage their conflict.

Children will mostly respond to a stern reminder of the rules they should be adhering to. When these rules are ignored, staff will use these approaches to rectify the situation:

- Time out may be used, to allow children to cool off, but not isolated from view or from others.
- Children will be allowed time to talk about what happened and what the conflict was about.
- Ask open ended questions such as “What happened?” or “Can you tell me ...” rather than “Did you?”.
- Listen reflectively. “You’re saying ...” or “In other words ...”.
- Acknowledge feelings as well as facts. “Sounds like you’re feeling....because...”.
- Avoid making judgments or judging children’s solutions. Respect their opinions and attempts to rectify the situation.
- Children will be asked how the situation could have been managed differently – brainstorm to assist children to problem solve.
- Children will be asked how they would like to end the situation e.g. handshake, apologies.
- Children may need help understanding the consequences of a solution. “What do you think would happen if you did that?”.
- Children may need help action on their solution. Ask, “What is the first think you need to do?” or “How are you going to take the first step?”.

Serious Misconduct and Exclusion

- Unacceptable behaviour will be recorded in the Accident and Incident Report.
- Serious or repeated cases of unacceptable behaviour will be reported to the parent/guardian.
- If unacceptable behaviour continues, parents will be asked to meet with the supervisor and all options will be explored and a behaviour management plan will be prepared.
- If no improvement is made, it is a last resort of the Programme Manager, in consultation with the Committee, to exclude the child from the Programme, either for a short time, or possibly permanently.
- All discussions and recording of children’s behaviour will be entirely confidential.

Staff Conduct

- No child will in any way be physically, verbally or emotionally abused by staff.
- Staff will address behaviour calmly and assertively and will not shout, threaten or intimidate.
- There will be no unusual confinement, and food and drinks will not be withheld from children.
- No physical restraints will be used on children unless it is an immediate issue of safety for the child or other children, or direct verbal commands have not been effective.
- Staff will not discuss the behaviour of children outside of the Programme without ensuring they protect the confidentiality of the child and the family, except in situations where child abuse or neglect is suspected (see Child Protection Policy).

Staffing

The Programme will ensure quality care is provided through fair and consistent recruitment procedures and the supervision and training of all staff including relievers and volunteers. All relevant legislation will be adhered to.

Note, under the Ministry of Social Development OSCAR Standards, no person under the age of 16 will be included as a staff member in the staff/child ratio. Further, overall management and site supervision must be carried out by an adult over the age of 20 years.

Recruitment

The selection and recruitment of Supervisors is the responsibility of the Manager, in consultation with the Committee. All paid Supervisors will be recruited according to the following procedure:

- The position will be advertised. Note that staff may be recruited by word of mouth.
- Applicant(s) will be shortlisted.
- Interviews will be conducted by the Manager.
- Two referees will be contacted to verify the suitability and experience of the applicant.
- Police vetting will be performed.

Staff will be provided with a full Job Description, Supervisor Guidelines, Staff Hourly Rate Scheme and Policies and Procedures.

The following documents will be kept in staff files:

- Copies of CVs (showing applicant's job history with no gaps in the five previous years).
- Interview records.
- Two referee checks.
- Police vetting consent form and results.
- Staff identity check.
- Signed Individual Employment Agreement.
- Evidence of qualification (when relevant).

Police Vetting

Under the Children Act 2014, all staff and Committee members over the age of 16 must have a police background check. No position is approved until the police check is returned. Police vetting must be redone every three years.

Note, this also applies to contractors working on site during the school and the Programme's operating hours. Staff must declare all convictions if they have:

- been convicted of an offence within the last seven years **OR**
- been sentenced to a custodial sentence (e.g. imprisonment, corrective training, borstal) **OR**
- been ordered by the Court during a criminal case to be detained in a hospital due to mental condition, instead of being sentenced **OR**
- been convicted of a 'specified offence' (e.g. sexual offending against children and young people or the mentally impaired) **OR**
- not paid in full any fine, reparation or costs ordered by the Court in a criminal case.

If any convictions occur during the course of their employment, staff members are contractually obliged to let the Manager know immediately.

In the case of a positive police check (e.g. the person has a record), the following process will be followed:

- Any person who has been convicted of sexual offences or violence offences, in conjunction with the Children Act 2014, will not be employed. Even if the applicant holds a core worker exemption, it is up to the Group to decide if they're suitable for the role they're applying for.
- If the record contains offence(s) of a minor nature only (i.e. traffic infringement) and the Manager considers them suitable, the Manager will seek approval from the Chair of the Committee to offer employment. The Committee will consider a number of factors, such as the nature of the offence, the date of conviction, the frequency of offending, the sentence imposed and its expiry date, any aggravating or mitigating factors (i.e. alcohol, drugs, anger etc), work history, character references etc.

Training and Supervision

All staff will have experience, training or an interest in working with school-age children and or recreation.

Staff training needs will be reviewed as required and opportunities provided for further training as needed. Regular briefing and staff meetings will be held to ensure ongoing improvement and support. Staff will be compensated for attending staff meetings.

The Committee and Manager are responsible for ensuring that all staff, including volunteers, are sufficiently trained in first aid, emergency procedures, child management and all Group policies, to ensure the safety of the children at all times. New, young or less experienced staff will receive adequate induction, support and supervision.

All staff members will annually revise the staff code of conduct, the standards, policies & procedures document, and undergo training in Health and Safety, Risk Assessment & Management.

After their 3 month trial period, we encourage all staff members to undergo a First Aid course, unless they already hold a certificate. The Programme expects all staff members to hold a current valid certificate and covers the cost of the course.

Duty of Care

Duty of Care is the legal obligation each person has to take reasonable care to avoid causing foreseeable harm to another person or their property. Duty of care starts when a staff member arrives for work, and ends when the last child is collected. The duty to maintain safety and good supervision practices is shared by all Programme staff, who may be given specific activities, areas or groups to be responsible for. Staff must give these tasks their full attention.

All staff will be made aware of this responsibility in the Code of Conduct and during induction training.

Discipline Procedures, Complaints and Grievances

See Code of Conduct below.

Performance Appraisal

Appraisal of the staff will be the responsibility of the Manager. Performance appraisals will be carried out annually for each staff member, with the intention of increasing awareness of their performance and to ensure a high standard of care at the Programme.

Any staff member is entitled to request the presence of a Committee member or support person at any time during the process.

The appraisal will be based on the job description, will establish individual and group strengths and identify areas for personal development. It will consist of a self-assessment and interview with the Manager. All appraisals will be confidential.

Informal staff reviews will be carried out during the year to check with the staff on a case by case basis. This enables to provide support, guidance and feedback in a timely manner throughout the year.

Volunteers

Supervision of volunteers is the responsibility of the Manager. Volunteers must undergo the same security checks and induction/training as paid staff. They should not be expected to undertake the same level of responsibility as paid staff. Efforts should be made to include volunteers in planning and training as appropriate.

Any agreement regarding reimbursement of expenses must be made in writing.

Staff Code of Conduct

KWOSCAR aims to create an environment for children that is stimulating, fun, caring and safe. In order to achieve this, staff should be aware of these professional guidelines.

Treat all children with dignity and respect

- You recognise that all children have the right to feel safe and to be safe.
- You will not physically punish children or in any way intentionally harm children either physically or emotionally e.g. by ridiculing, threatening, or abusive behaviour.
- You provide physical comfort or reassurance to children through touching or cuddling but do not force on children any unwanted affection or touching.
- You do not seek physical contact from children in order to meet your needs.
- You take care to ensure any activity suits the age and ability of the children participating.
- You can encourage and assist children but do not force children into any activity.
- You communicate Programme rules and boundaries clearly and are fair and consistent with children who misbehave.
- You consistently monitor children's changing needs during the Programme and respond appropriately.

Always be aware of safety

- When supervising children, you give this task your complete attention.
- If a situation is unsafe you act immediately and/or get help.
- If you see any possibility that an activity could cause an accident or injury you must stop the activity immediately.
- You talk with the Manager about incidents where safety was a concern.
- You keep staff informed of your whereabouts and immediate duties.
- You act promptly to report any observations or concerns regarding child abuse or mistreatment, following process in the Programme policy.

Act Professionally

- You read and make sure you understand your job description.
- You remember that you are role model for children's behaviour.
- You are punctual and ready for work at the required time.
- You are dressed appropriately and are fit for work (see Fit to Work section).
- You do not smoke at the Programme.
- You do not use your personal mobile phone during shift.
- You do not discuss adult topics around children.
- You do not allow yourself or other staff/visitors to be alone with a child.
- You are friendly and courteous to parents.
- You respect the confidentiality of any discussions with parents about children's behaviour. Your Manager should be present when the issues are more serious.
- Any observations/concerns regarding child abuse must be conveyed to the Manager.
- Complaints about the Programme must be referred to the Manager.
- If you have any concern or grievance you may also discuss this with the Manager or Staff Liaison.
- There is policy for behaviour management, child protection, health and safety. If you have questions or concerns about any situation then talk to another staff member and refer to these other policies. You are expected to follow these policies and procedures at all times.

Work as a Team

- Staff help each other to do their job whenever possible.
- Ask for help and advice whenever it is needed. For instance, when there is a task that's not understood or situation where you don't know what to do.
- When anyone asks for help they get it as soon as possible and are not criticised for seeking help.
- Practice polite and calm communication at all times.
- Demonstrate a commitment to professional development, including child protection training.
- When conflict arises within the team, you seek to resolve matters constructively and if formal procedures are implemented, all parties co-operate throughout the process.

Fit to Work

- You should turn up for work, ready and fit to perform your role in a safe and proper manner.
- You should not be under the influence of non-prescriptive drugs, alcohol or other substances that reduce your ability to perform duties.
- If prescription drugs you are using have the potential to impair performance, you must advise your Manager.
- You must not come to work if you have an infectious illness.

Serious Misconduct

Acts of serious misconduct may result in the staff member having their employment with the Programme terminated without further notice or formal warning.

The following are examples of the type of actions and behaviour that we consider to be serious misconduct:

- Failure to disclose criminal convictions to the Programme Director.
- Abusive or offensive behaviour to any other person in the course of employment.
- Theft, vandalism, or unauthorised use of property belonging to the Programme, another staff member, or any other person.
- Falsification of Programme records.
- Bringing into or consuming at the Programme, non-prescribed drugs, or other dangerous substances.
- The disclosure to unauthorised persons of any confidential information belonging to the Programme or concerning any children, families or staff members.
- Failure to record and report any work place accident.
- Serious harassment of Programme staff or families.

Grievances and Complaints

The Committee is responsible for undertaking disciplinary action and for ensuring that it is in accordance with all relevant legislation.

If a staff member is not performing adequately, every reasonable effort will be made to help them understand the problem and to improve.

Staff will be given one verbal and written warning clearly stating the problem, the measures required to improve performance and a time frame in which this is to occur.

If there is not sufficient improvement the staff member may be dismissed. A staff member may only be dismissed with the agreement of the Committee. Staff may be suspended on full pay pending further investigation if they are accused of striking or sexually abusing a child or failing to observe Programme rules so that a child is injured or placed in serious danger. If the staff member resigns while under investigation, the investigation will continue.

If the complaint is upheld, the staff member may be dismissed, with the agreement of the Committee.

Following a dismissal of this nature, the Manager, in consultation with the Committee, will prepare a follow-up report recommending any changes needed to avoid the situation recurring.

Staff complaints against other staff members must be referred to the Manager. If no agreement can be reached, the complaint will be taken to the Committee.

If approaching the Manager doesn't seem appropriate, the staff member may contact the Committee directly. Staff grievances against the Committee will be resolved in accordance with the provisions of the Employment Relations Act 2000.

Staff Support

The Liaison Officer is a member of the Committee who is the first point of contact for the staff if an issue cannot be discussed directly with the Manager. The Liaison Officer's presence in annual reviews and meetings can be requested if issues have been raised.

Appendix

Appendix A - Staff Hourly Rate Scheme

This scheme uses the Living Wage as a base for a Supervisor with at least one year experience and who demonstrates good performance. As at July 2019 the Living Wage is \$21.15 per hour.

Status	Hourly rate	Requirements
Supervisor (Newcomer)	\$19.15	Learning on the job, working alongside more experienced supervisors. Supervising children in a fun and responsible way. Taking part in daily cleaning and tidying. Being aware of the basic health and safety procedures. Showing enthusiasm, common sense and energy.
Supervisor (Level 1)	\$20.15	Having at least 3 months experience as KWOSCAR Supervisor. Being able to work independently and as part of the team. Being strongly aware of health and safety procedures. Showing initiative. Planning and implementing activities. Demonstrating strong communication skills.
Supervisor (Level 2)	\$21.15	Having at least 1 year experience as KWOSCAR Supervisor. Showing strong commitment and initiative. Participating in creating a varied, fun and inspiring environment for all. Being highly reliable and responsible. Demonstrating strong conflict management skills.
Supervisor (Level 3)	\$22.15	Having at least 2 years of experience as KWOSCAR Supervisor. Having strong connection with the children and the KWOSCAR community. Showing sense of leadership. Helping with newcomers' training and development. Demonstrating excellent conflict management skills.
Head Supervisor	\$23.15	Running session in the absence of the manager or assistant manager. Ensuring safe & fun environment for staff and children. Being fully aware of all health and safety procedures. Demonstrating strong leadership skills. Being comfortable dealing with emergencies. Replying to care-givers' basic enquiries. Managing staff.
Assistant Manager (Level 1)	\$23.15	Worked as a supervisor and undertook Head supervisor shifts regularly for the past 6 months. Highly confident at running after school and holiday sessions. Support the OSCAR manager and maintain the good operation of the programme in the manager's absence. Provide consistent leadership to ensure OSCAR's best practices are followed at all time. Complete daily administration tasks. Train and support new staff.
Assistant Manager (Level 2)	\$24.15	Having 6 months experience as Assistant Manager. Being able to complete most major administration tasks in case of the manager's absence. Being confident with parents communication; payroll; rostering; managing stocks; implementing activities; H&S reports; etc.
Assistant Manager (Level 3)	\$25.15	Having at least 1 year experience as Assistant Manager. Being able to fully complete all administration tasks in case of the manager's absence. Being confident dealing with memberships and waiting list; with recruitment process; handling challenging conversation with staff; etc. Thinking creatively for continuous improvement.

Appendix B – OSCAR Map

