



Friday 20 March 2020

Firstly, can I say thank you everyone for pulling together to deal with what is a very uncertain and fluid situation right now.

As CEO, I have two core priorities that I am focussed on:

- Protecting the safety and well-being of children and staff; and
- Safeguarding the business so we are here to support the wider community now and into the future as we come out of this crisis.

To this end, our operations team will be split into two, effective immediately, focusing on one specific priority each. Fiona Alston, as COO, will lead the team protecting the safety and wellbeing of children and staff on a day-to-day basis by ensuring we have the strategies, plans, processes and practices in place. To do this Fiona will coordinate all COVID-19 efforts across the Facilities, Compliance, Quality and Education, Human Resources, Marketing, Projects and Enrolments Teams. In addition to COVID-19 specific matters and any general matters across these functional areas will be dealt with by this team.

Tara Maynard, as Head of Centre Operations, will lead the team focussed on the day-to-day operations aimed at safeguarding our business to ensure we are able to operate as efficiently as possible right now regardless of occupancy levels. To do this Tara will coordinate all efforts across the Area Managers, Operational Analysis and Family Support Teams.

As part of safeguarding the business, I am also involved alongside other large operators in discussions with the Government in relation to how we can safeguard the sector in the current situation to ensure it, along with the wider workforce, is in existence during and out of this crisis. We are hopeful the outcomes of this will be known in the very near future.

We have already made some hard decisions to safeguard our business by reducing in scope and thus cost e when it comes to external suppliers we use with contracts being and in some cases being cancelled altogether where they are considered non-essential to the safeguarding of the business. These cuts will mean some things don't happen at



all or at a reduced level. Alternatively, we may ask centres to take back responsibility for some activities and we will look to re-allocate other activities within NSC.

Our aim is that we remain open to support the families who rely on our services so they can actively participate in the community and the economy in particular those in the frontline in this crisis of healthcare, aged care and emergency services. However, the Government may direct that childcare centres are to close, in which case our priority will shift to ensuring we have a business that is capable of assisting in the recovery once any closure directives are lifted. The key to being able to do this is having a workforce that is ready to get our centres back open and provide our services to families and the community. At this point I am not able to make any commitments in relation to what a world of mandated closures will look like for us as the situation is very fluid with numerous discussions involving Government are underway. As soon as I have clarity on this I will let you know.

I do though have confidence that we will find a solution and way through this so please don't be alarmed. Right now, we all need to continue to dig in and support each other and the children, families and staff at our centres. We need to be agile as we may be asked to do roles or activities that are different from what we were doing previously.

These are challenging times, but from such times we learn a lot about ourselves, each other, and the systems and processes of our business. When we emerge from this we will be more resilient and have learned ways that we can be the best we can be in order to give all children who attend our centres the best start in life.

Thank you again and please reflect on our core values of Care, Quality, Service and Value as we navigate the current situation. Keep safe and continue to look out for each other.

Thank you one and all.

Warm Regards,  
Robert Hughes  
Chief Executive Officer