

GOVERNANCE AND MANAGEMENT OF THE SERVICE POLICY

Mandatory – Quality Area 7

PURPOSE

This policy outlines the duties, roles and responsibilities of the Committee of Management of Alfred Nuttall Memorial Kindergarten.

POLICY STATEMENT

1. VALUES

Alfred Nuttall Memorial Kindergarten is committed to ensuring that there are appropriate systems and processes in place to enable:

- good governance and management of the organisation
- accountability to its stakeholders
- compliance with all regulatory and legislative requirements placed on the organisation
- the organisation to remain solvent and comply with all its financial obligations.

2. SCOPE

This policy applies to the Approved Provider, the Committee of Management of Alfred Nuttall Memorial Kindergarten and all subcommittees of the Committee of Management.

3. BACKGROUND AND LEGISLATION

Background

The governance of an organisation is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of a service. Members of the Committee of Management/Board are responsible for setting the directions for the service and ensuring that its goals and objectives are met in line with its constitution, and all legal and regulatory requirements governing the operation of the business are met.

Under the National Law and National Regulations, early childhood services are required to have policies and procedures in place relating to the governance and management of the service, including confidentiality of records (refer to *Privacy and Confidentiality Policy*).

Legislation and standards

Relevant legislation and standards include but are not limited to:

- *Associations Incorporation Reform Act 2012 (Vic)*, as applicable to the service
- *Corporations Act 2001*, as applicable to the service
- *Education and Care Services National Law Act 2010*
- *Education and Care Services National Regulations 2011*: Regulation 168(2)(l)
- *National Quality Standard*, Quality Area 7: Leadership and Service Management
 - Standard 7.3: Administrative systems enable the effective management of a quality service

The most current amendments to listed legislation can be found at:

- Victorian Legislation – Victorian Law Today: <http://www.legislation.vic.gov.au/>
- Commonwealth Legislation – ComLaw: <http://www.comlaw.gov.au/>

4. DEFINITIONS

The terms defined in this section relate specifically to this policy. For commonly used terms e.g. Approved Provider, Nominated Supervisor, Regulatory Authority etc. refer to the *General Definitions* section of this manual.

Actual conflict of interest: One where there is a real conflict between a Committee of Management/Board member's responsibilities and their private interests.

Conflict of interest: An interest that may affect, or may appear reasonably likely to affect, the judgement or conduct of a member (or members) of the Committee of Management/Board or subcommittee, or may impair their independence or loyalty to the service. A conflict of interest can arise from avoiding personal losses as well as gaining personal advantage, whether financial or otherwise, and may not only involve the member of the Committee of Management/Board or subcommittee, but also their relatives, friends or business associates.

Ethical practice: A standard of behaviour that the service deems acceptable in providing their services.

Governance: The process by which organisations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, directions and control exercised in the organisation (Australian National Audit Office, 1999).

Interest: Anything that can have an impact on an individual or a group.

Perceived conflict of interest: Arises where a third party could form the view that a Committee of Management/Board member's private interests could improperly influence the performance of their duties on the Committee of Management/Board, now or in the future.

Potential conflict of interest: Arises where a Committee of Management/Board member has private interests that could conflict with their responsibilities.

Private interests: Includes not only a Committee of Management/Board member's own personal, professional or business interests, but also those of their relatives, friends or business associates.

5. SOURCES AND RELATED POLICIES

Sources

- ELAA *Early Childhood Management Manual, Version 2 2013*
- Our Community: www.ourcommunity.com.au
- Justice Connect: <http://www.justiceconnect.org.au/>

Service policies

- *Code of Conduct Policy*
- *Complaints and Grievances Policy*
- *Privacy and Confidentiality Policy*

PROCEDURES

The Approved Provider is responsible for:

- ensuring that the service has appropriate systems and policies in place for the effective governance and management of the service.

CORE ELEMENTS OF THE GOVERNANCE MODEL

The following are the core elements of the governance systems at Alfred Nuttall Memorial Kindergarten for which the Committee of Management/Board is responsible:

Stewardship/custodianship

Ensure:

- the service pursues its stated purpose and remains viable
- budget and financial accountability to enable ongoing viability and making best use of the service's resources
- the service manages risks appropriately.

Leadership, forward planning and guidance

Provide leadership, forward planning and guidance to the service, particularly in relation to developing a strategic culture and directions.

Authority, accountability, and control

- Monitor and oversee management including ensuring that good management practices and appropriate checks and balances are in place.
- Be accountable to members of the service.
- Maintain focus, integrity and quality of service.
- Oversee legal functions and responsibilities.
- Declare any actual, potential or perceived conflicts of interest (refer to *Definitions* and Attachment 1 – Sample *Conflict of interest disclosure statement*).

LEGAL LIABILITIES OF MEMBERS OF THE COMMITTEE OF MANAGEMENT/BOARD

The Committee of Management at Alfred Nuttall Memorial Kindergarten is responsible under the constitution to take all reasonable steps to ensure that the laws and regulations relating to the operation of the service are observed. Members of the Committee of Management/Board are responsible for ensuring that:

- adequate policies and procedures are in place to comply with the legislative and regulatory requirements placed on the service
- appropriate systems are in place to monitor compliance
- reasonable care and skill is exercised in fulfilling their roles as part of the governing body of the service
- they act honestly, and with due care and diligence
- they do not use information they have access to, by virtue of being on the Committee of Management/Board improperly
- they do not use their position on the Committee of Management/Board for personal gain or put individual interests ahead of responsibilities.

RESPONSIBILITIES OF THE COMMITTEE OF MANAGEMENT

The Committee of Management of Alfred Nuttall Memorial Kindergarten is responsible for:

- developing coherent aims and goals that reflect the interests, values and beliefs of the members and staff, and the stated aims of the service, and have a clear and agreed philosophy which guides business decisions and the work of the Committee of Management/Board and staff
- ensuring there is a sound framework of policies and procedures that complies with all legislative and regulatory requirements, and that enables the daily operation of the service to be geared towards the achievement of the service's vision and mission
- establishing clearly defined roles and responsibilities for the members of the Committee of Management/Board, individually and as a collective, management and staff, and clearly articulate the relationship between the Committee of Management/Board, staff and members of the service
- developing ethical standards and a code of conduct (refer to *Code of Conduct Policy*) which guide actions and decisions in a way that is transparent and consistent with the goals, values and beliefs of the service

- undertaking strategic planning and risk assessment on a regular basis and having appropriate risk management strategies in place to manage risks faced by the service
- ensuring that the actions of and decisions made by the Committee of Management/Board are transparent and will help build confidence among members and stakeholders
- reviewing the service's budget and monitoring financial performance and management to ensure the service is solvent at all times, and has good financial strength
- approving annual financial statements and providing required reports to government
- setting and maintaining appropriate delegations and internal controls
- appointing senior staff (e.g. the CEO or Director, if the service is large) or all staff (if the service is small), and monitoring their performance
- evaluating and improving the performance of the Committee of Management/Board
- focusing on the strategic directions of the organisation and avoiding involvement in day-to-day operational decisions, particularly where the authority is delegated to senior management staff within the service.

CONFIDENTIALITY

All members of the Committee of Management/Board and subcommittees who gain access to confidential, commercially-sensitive and other information of a similar nature, whether in the course of their work or otherwise, shall not disclose that information to anyone unless the disclosure of such information is required by law (refer to *Privacy and Confidentiality Policy*).

Members of the Committee of Management/Board and subcommittees shall respect the confidentiality of those documents and deliberations at Committee of Management/Board or subcommittee meetings, and shall not:

- disclose to anyone the confidential information acquired by virtue of their position on the Committee of Management/Board or subcommittee
- use any information so acquired for their personal or financial benefit, or for the benefit of any other person
- permit any unauthorised person to inspect, or have access to, any confidential documents or other information.

This obligation, placed on a member of the Committee of Management/Board or subcommittee, shall continue even after the individual has completed their term and is no longer on the Committee of Management/Board or subcommittee.

The obligation to maintain confidentiality also applies to any person who is invited to any meetings of the Committee of Management/Board or subcommittee as an observer or in any other capacity.

ETHICAL PRACTICE

The following principles will provide the ethical framework to guide the delivery of services at Alfred Nuttall Memorial Kindergarten:

- treating colleagues, parents/guardians, children, suppliers, public and other stakeholders respectfully and professionally at all times
- dealing courteously with those who hold differing opinions
- respecting cultural differences and diversity within the service, and making every effort to encourage and include all children and families in the community
- having an open and transparent relationship with government, supporters and other funders
- operating with honesty and integrity in all work
- being open and transparent in making decisions and undertaking activities, and if that is not possible, explaining why

- working to the standards set under the *National Quality Framework* and all applicable legislation as a minimum, and striving to continually improve the quality of the services delivered to the community
- disclosing conflicts of interest as soon as they arise and effectively managing them (refer to Attachment 1 – Sample *Conflict of interest disclosure statement*)
- recognising the support and operational contributions of others in an appropriate manner
- assessing and minimising the adverse impacts of decisions and activities on the natural environment.

MANAGING CONFLICTS OF INTEREST

Conflicts of interest, whether actual, potential or perceived (refer to *Definitions*), must be declared by all members of the Committee of Management/Board or subcommittee, and managed effectively to ensure integrity and transparency (refer to Attachment 1 – Sample *Conflict of interest disclosure statement*).

Every member of the Committee of Management/Board or subcommittee has a continuing responsibility to scrutinise their transactions, external business interests and relationships for potential conflicts and to make such disclosures in a timely manner as they arise.

The following process will be followed to manage any conflicts of interest:

- whenever there is a conflict of interest, as defined in this policy, the member concerned must notify the President of such conflict, as soon as possible after identifying the conflict
- the member who is conflicted must not be present during the meeting of the Committee of Management/Board or subcommittee where the matter is being discussed, or participate in any decisions made on that matter. The member concerned must provide the Board or committee with any and all relevant information they possess on the particular matter
- the minutes of the meeting must reflect that the conflict of interest was disclosed and appropriate processes followed to manage the conflict.

A *Conflict of interest disclosure statement* (refer to Attachment 1) must be completed by each member of the Committee of Management/Board and subcommittee upon his or her appointment and annually thereafter. If the information in this statement changes during the year, the member shall disclose the change to the President, and revise the disclosure statement accordingly.

All violations of the requirement to disclose and manage conflicts shall be dealt with in accordance with the constitution of Alfred Nuttall Memorial Kindergarten.

QUALITY IMPROVEMENT

The aim and goals for Alfred Nuttall Memorial Kindergarten are developed from a consultative National Quality Standards self assessment process, which includes input from staff, committee of management, children and family members of Alfred Nuttall Memorial Kindergarten. The aims and goals of the kindergarten will reflect the philosophy statement and the priorities are identified within the Quality Improvement Plan.

All kindergarten policies are reviewed at a minimum, on an annual basis, and revised in response to changes to legislation, regulation and funding requirements. The Quality Standards Coordinator manages the quality improvement process in collaboration with the members of the Quality Standards sub-committee. All proposed policy changes are to be presented to the committee for consideration and approval, then communicated to staff and families.

Further detail about the quality improvement process is provided in the Quality Standards Coordinator roles and responsibilities document on the committee hub.

ONLINE HUB AND COMMUNICATIONS

The committee uses Google online tools to manage, store and share committee documentation and for email communication. Each committee member has a designated kindergarten email address and access to the committee 'hub', which contains all relevant committee information, including committee roles and responsibilities, calendar of events, meeting agenda and minutes and contact lists. The committee 'hub' can only be accessed by committee members through password protected login, from:

<https://sites.google.com/s/0ByizQzRYMAmhY01IMG9ROhd3eTQ/p/0ByizQzRYMAmhNnJUV1g4RDRPV2s/edit>

The Web and Social Media Manager is responsible for managing and administering access to the hub. As changes occur on the committee, the contact and access detail of each committee role is updated. The Secretary will advise when changes have occurred.

Use of the hub is governed by our Code of Conduct, Privacy and Confidentiality and ICT Policies.

FINANCIAL MANAGEMENT

The committee is responsible for managing the service's budget and monitoring financial performance to ensure the service is solvent at all times, and has good financial strength. This includes:

- ensuring 'quarantined' monies to be used for staff salaries and provisions for staff entitlements, such as long service leave and sick leave.
- ensuring that at each committee meeting the Treasurer provides a monthly report that details:
 - opening and closing balances for the month
 - income and expenditure, by category, for the month
 - year-to-date income and expenditure, by category
 - budget allocations for income and expenditure, by category, for comparison.Part of the report should show whether the association can meet its debts as and when they fall due.
- providing a copy of all bank statements to the executive committee members monthly to ensure the independent verification of all information contained in reports to committee meetings.
- ensuring that the association does not trade while insolvent.
- forecasting debts and ensuring a provision account for unforeseen circumstances to cover staff salaries. Minimum amounts are to be kept are:
 - the lower of \$100,000 accumulated funds or four months of recurrent expenditure as the minimum level of reserves, in addition \$20,000 accessible from day to day bank account.
- ensuring that directors' and officers' liability insurance is maintained. This covers committee members for legal costs and court awards for breach of duty, breach of trust, neglect, error and various other wrongful acts.

The Department of Education and Training provides automatic free insurance for associations that are funded to provide services such as kindergartens. This cover is administered through the Victorian Managed Insurance Authority (VMIA). The coverage includes public and private liability, directors' and officers' liability, property, non-Medicare medical and personal accident insurance for volunteers.

Delegations

Financial delegations for committee members and staff are outlined in the Financial Delegations Policy that is available from the online hub.

STRATEGIC PLANNING

The kindergarten has developed a five year strategic plan that is reviewed and updated on annual basis to reflect the current needs and priorities of the kindergarten.

Priorities identified through the strategic planning process are reflected in the Quality Improvement Plan and actions tracked on a day to day basis in the Consolidated Actions List.

COMMITTEE HANDOVER AND ORIENTATION PROCESS/PROCEDURES

Committee members are required to maintain their role and responsibilities document, which includes detailed procedures for undertaking the role. These documents and any supporting resources and templates are stored in the online committee hub to ensure that information is easily accessible and retained by the kindergarten when committee members change.

To facilitate a smooth transition to a new committee, the following steps are taken:

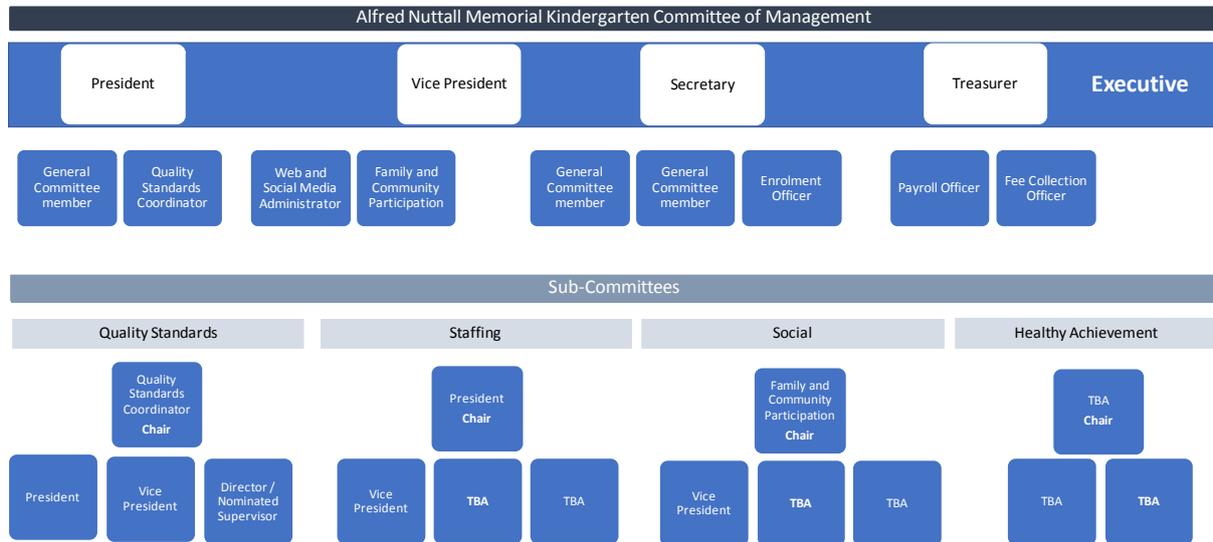
- a sub-committee is formed in Term 3 to lead committee recruitment and orientation
- prepare and distribute information to all families that introduces the committee's role and value, and outlines the individual positions.
- sub-committee members approach current families who are continuing their relationship with the kindergarten and invite them to join the committee.
- aim to secure nominations for key committee roles prior to the AGM (one week prior as per rules of the constitution).
- following the AGM and election of the new committee, a handover and induction meeting takes place with the old and incoming committee members present. General information about the role of the committee is provided during the first half meeting, followed by one on one sessions for retiring committee members to brief and handover their responsibilities to the incoming member.

ALFRED NUTTALL MEMORIAL KINDERGARTEN COMMITTEE OF MANAGEMENT

Alfred Nuttall Memorial Kindergarten is committed to ensuring that there are appropriate systems and processes in place to enable the provision of a high quality, early childhood education program to young children and their families in the local community.

The Alfred Nuttall Memorial Kindergarten is an Incorporated Association consisting of a volunteer, parent run committee. The committee is established under the Associations Incorporation Reform Act 2012 (section 46) and bound by the rules of the Constitution.

Committee Structure



Committee Roles and Responsibilities

A brief description of each committee role is provided below. Full position descriptions, including responsibilities and relevant procedural information is provided in the online committee hub: <https://sites.google.com/s/0ByizQzRYMAmhY01IMG9ROhd3eTQ/p/0ByizQzRYMAmhTVIGQWpfZ3BNcFk/edit>

President

The role of the President is to provide leadership to the committee, staff and the kindergarten more broadly. The President manages and oversees all kindergarten activities, ensuring the needs and interests of the local community, families, children, kindergarten staff and other stakeholders are effectively managed. The President works closely with the committee and the kindergarten Director to ensure the provision of a high quality kindergarten program that meets all regulatory, legislative and funding obligations.

Vice President

The Vice President supports the President in providing leadership to the committee, staff and kindergarten more broadly. The Vice President is the kindergarten's liaison with Darebin Council, ensures our Child Safe Standards are met, and is also a member of the Quality Standards sub-committee, providing support to the Quality Standards Coordinator

Secretary

The role of secretary is to undertake communication and record keeping tasks, including recording incoming and outgoing correspondence, filing and distributing documentation where appropriate, preparing and circulating monthly committee agendas and other administrative tasks on behalf of the kindergarten. The Secretary is also an appointed Public Officer for the kindergarten and is a signatory for various documents.

Treasurer

The role of the Treasurer is to ensure the finances of the kindergarten are controlled and appropriately managed. The Treasurer is responsible for ensuring accurate and complete financial reporting, the proper maintenance of financial records and information for applicable statutory authorities.

Payroll Officer

The Payroll Officer is responsible for the management of the staff payroll. The Payroll Officer is required to work in conjunction with the Treasurer, external Bookkeeper and others to ensure staff payroll records are maintained and staff are paid accurately and on time.

Fee Collection Officer

The Fee Collection Office assists the Treasurer by collecting, receipting and banking the fees and other monies due to the kindergarten. Responsibilities also include keeping records of the fees received, issuing receipts for registered care twice a year to all families who request them and following the Kindergarten's procedures for managing any late or outstanding fees.

Quality Standards Coordinator

The Quality Standards Coordinator coordinates the development, review and revision of the kindergarten's policies and procedures to ensure compliance with the relevant national and state government laws, regulations and policies, and to support the delivery of a high quality kindergarten program. This work is undertaken with the assistance of the President, Vice President and Kindergarten Director (which form the Quality Standards subcommittee). The Quality Standards Coordinator chairs the sub-committee and reports to Committee of Management on the work undertaken.

Family and Community Participation Officer

The role of the Family and Community Participation Committee member is to organise and co-ordinate kinder social functions for kindergarten families throughout the year. The purpose of these events are to build friendships, increase families' insight into their children's kindergarten experience and most of all, to have fun. These functions are generally held outside the children's normal kinder program and a variety of activities are held during the year. The FCPC role is assisted by a small team of parents who form the Social sub-committee.

Web and Social Media Administrator

The Web and Social Media Administrator is responsible for updating and maintaining the kindergarten website and committee intranet, as well as other forms of communication to our kindergarten families as determined by the committee.

Minute Secretary

The Minute Secretary records accurate ANMK Committee Meeting minutes from the monthly meetings and at the Annual General Meeting.

Enrolment Officer

The Enrolment Officer works closely with the Kindergarten Director and Darebin City Council Central Enrolment officers to undertake the kindergarten's enrolments procedures. This includes preparing enrolment information packs for new families and coordinating with council on any vacancies that may arise. This role will be most active in Term 3 when enrolment information is sent out for the following year, and in January/February, if there are any changes to enrolments at the start of the year.

General committee members

General committee members attend monthly committee meetings, participate in discussion and decision making for the kindergarten. While there are no further formal responsibilities, general members may volunteer for projects and additional roles as they come up, supporting other committee members and the kinder. General members may also contribute further by joining subcommittees.

Sub committees

An invitation to join sub committees is sent to all families prior to the AGM, and again in the new year if more members are required. The relevant committee representative is responsible for leading and reporting back on the work of the subcommittee at committee meetings.

The staffing and grievance subcommittee generally only consist of committee members, including either the President or Vice President.

Quality Standards

The Quality Standards subcommittee is established to provide guidance to an ongoing self assessment process which aims to ensure all legislative and regulatory requirements of the kindergarten are being met. The Quality Standards Coordinator, the Vice President and the Nominated Supervisor, at a minimum, make up the sub-committee.

Social

The Social Committee organises and co-ordinates kindergarten social functions for kindergarten families throughout the year, to build friendships, increase families' insight into their children's kindergarten experience and most of all, to have fun.

Staffing and Grievance

Established as required to discuss setting annual Personal Development, mid-year performance reviews, staffing concerns and recruitment.

Healthy Achievement

The Healthy Achievement subcommittee drives and oversees the kindergarten's commitment to the healthy achievement program.

Roles and Responsibilities of staff

Nominated Supervisor

The Nominated Supervisor of ANMK, appointed by the Committee of Management, has responsibility for:

- the day-to-day operational decisions and organisation of the kindergarten
- the day-to-day supervision of staff and staffing issues
- providing the committee of management at each committee meeting with a concise operational report (involving issues of note to strategic operations such as compliance, finance, staffing, funding matters, enrolments, development opportunities, administrative issues or sector updates and changes)
- the day-to-day responsibility for the service in accordance with policies and procedures and the National Legislation and Regulations and National Quality Standards
<http://acecqa.gov.au/national-quality-framework/information-sheets/>

Educational Leader

The Educational Leader, appointed by the Committee of Management, has responsibility for:

- fostering a shared vision for children's learning and curriculum development
- leading the development, assessment and review of the education program, in partnership with all staff, families, children and the Committee of Management.
- providing leadership to staff on research, innovations and literature on early childhood education
- developing an environment amongst educators/staff at ANMK which promotes ongoing learning, review and innovation in teaching practice
- guiding other educators in their planning and reflection and mentor colleagues in their implementation practices
- working closely with the Nominated Supervisor if the educational leader role is the responsibility of a staff member other than the Nominated Supervisor
- promoting early childhood education to all members of ANMK and the wider community

EVALUATION

In order to assess whether the values and purposes of the policy have been achieved, the Committee of Management/Board will:

- regularly seek feedback from everyone affected by the policy regarding its effectiveness
- monitor the implementation, compliance, complaints and incidents in relation to this policy
- keep the policy up to date with current legislation, research, policy and best practice
- revise the policy and procedures as part of the service's policy review cycle, or as required
- notify parents/guardians at least 14 days before making any changes to this policy or its procedures.

ATTACHMENTS

- Attachment 1: Sample *Conflict of interest disclosure statement*
- Attachment 2: Rules of Association - refer to http://www.austlii.edu.au/au/legis/vic/num_act/aira201220o2012422/ .
- Attachment 3: Responsibilities of committee members
- Attachment 4: ANMK Committee Declaration
- Attachment 5: Letter of acknowledgement and understanding of kindergarten policies for Staff and Committee

ATTACHMENT 1
Sample *Conflict of interest disclosure statement*

Name (in full):	
Postal address:	
Position on Committee of Management/Board or subcommittee	

Declaration:

I hereby declare the following conflict of interest: (Note: tick all applicable boxes)

ACTUAL POTENTIAL PERCEIVED

Please provide a brief outline of the nature of the conflict (details may be included in a separate confidential envelope, if appropriate).

Please detail the arrangements proposed to resolve/manage the conflict (details may be included in a separate confidential envelope, if appropriate).

I, **(insert name in full)** _____ hereby agree to:

- update this disclosure throughout the period of my tenure on the Committee of Management/Board or subcommittee of [Service Name].
- co-operate in the formulation of a *Conflict of interest management plan*, as required.
- comply with any conditions or restrictions imposed by the Committee of Management/Board or subcommittee to manage, mitigate or eliminate any actual, potential or perceived conflict of interest.

Signed

Date

ATTACHMENT 2:

Rules of Association - refer to http://www.austlii.edu.au/au/legis/vic/num_act/aira201220o2012422/

Model rules for ANMK - <https://alfrednuttalkinder.org.au/committee-2/constitution/>

ATTACHMENT 3:

RESPONSIBILITIES OF THE COMMITTEE OF MANAGEMENT

The Committee of Management of Alfred Nuttall Memorial Kindergarten is responsible for:

- As per Pilch Legal Duties for Non-for-profit Committee Members and Office Holders in Vic (Dec 12) <http://www.pilch.org.au/govguide/>

Committee Members must legally:

- a) Act in good faith and for proper use
 - b) Act with reasonable care, diligence and skill
 - c) Not misuse information or position
 - d) Disclose and manage conflicts of interest
- Developing coherent aims and goals that reflect the interests, values and beliefs of the members and staff, and the stated aims of the service, and have a clear and agreed philosophy which guides business decisions and the work of the Committee of Management and staff. The aim and goals for Alfred Nuttall Memorial Kindergarten are developed from a consultative National Quality Standards self assessment process, which includes input from staff, committee of management, children and family members of Alfred Nuttall Memorial Kindergarten. The aims and goals of the kindergarten will reflect the philosophy statement and the priorities identified within the Quality Improvement Plan.
 - ensuring there is a sound framework of policies and procedures that complies with all legislative and regulatory requirements and enables the daily operation of the service to be geared towards the achievement of the service's vision and mission. The National Quality Standards subcommittee is established to provide guidance to an ongoing self assessment process which aims to ensure all legislative and regulatory requirements of the kindergarten are being met. The National Quality Standards committee member and the Nominated Supervisor, at a minimum, will make up the subcommittee.
 - establishing clearly defined roles and responsibilities for the members of the Committee of Management, individually and as a collective, management and staff and clearly articulate the relationship between the Committee of Management, staff and members of the service (Set out in Standard Rules of the association Attachment 2 and roles and responsibilities of the committee Attachment 3)
 - developing ethical standards and a code of conduct (refer to *Code of Conduct Policy*) which guide actions and decisions in a way that is transparent and consistent with the goals, values and beliefs of the service. (Set out in standard rules of the association Attachment 2)
 - undertaking strategic planning and risk assessment on a regular basis and having appropriate risk management strategies in place to manage risks faced by the services. The strategic planning process is embedded in the self assessment process for the NQS and the Quality Improvement Plan reflects the priorities for strategic planning.
 - ensuring that the actions and decisions made by the Committee of Management are transparent and will help build confidence among members and stakeholders. A monthly newsletter details organisational issues to families in hard copy and/or electronically. Issues or decisions of significant change or importance are communicated to families through specific hard copy and/or electronic correspondence.
 - reviewing the service's budget and monitoring financial performance and management to ensure the service is solvent at all times, and has good financial strength. The Treasurer is usually responsible for this and works with a paid bookkeeper. Financial statements are reported to the committee of management at each committee meeting and end of year financial reports are presented at the Annual General Meeting.
 - approving annual financial statements and providing required reports to government
 - setting and maintaining appropriate delegations and internal controls

- appointing senior staff (e.g. the CEO or Director, if the service is large) or all staff (if the service is small) and monitoring their performance
- appointing the Nominated Supervisor and Educational Leader
- committee members will complete required documentation to be registered as a fit and proper person.
- evaluating and improving the performance of the Committee of Management
- focussing on the strategic directions of the organisation and avoiding involvement in day-to-day operational decisions, particularly where the authority is delegated to senior management staff within the service.

ATTACHMENT 4: ANMK COMMITTEE DECLARATION

Alfred Nuttall Memorial Kindergarten

Committee Member Declaration

.....

undertake to :

1. Abide by the values of trustworthiness, respect, responsibility, fairness and courtesy

2. Carry out the role of committee member to the best of my ability

3. Disclose any potential conflict of interest regarding information presented to me

4. Treat all information presented as confidential unless otherwise specified by the Committee

5. Comply with the Kindergarten's privacy policy

Signed : Date
.....

ATTACHMENT 5

Letter of acknowledgement and understanding of kindergarten policies for Staff and Committee

Dear

Re: *Policy Documents*

Committee Members and Employees have an important role in assisting the service to comply with the requirements of the Kindergarten's Policies and Procedures. This is by ensuring they read and understand the Kindergarten's Policy Documents.

Policy Documents are available on the Kindergarten's website and as a hard copy at Kindergarten.

If anything in the Policy Documents is unclear, please speak to another Committee Member (Approved Provider) or the Nominated Supervisor.

Please complete and return the acknowledgement below.

Yours sincerely,

(on behalf of the Approved Provider)

Alfred Nuttall Memorial Kindergarten

Acknowledgement of reading and understanding the *Kindergarten's Policy Documents*

I, _____, commit to the ongoing reading and understanding of the service's *Policy and Procedures Documents*.

Name: _____

Signature: _____

Date: _____