



QUALITY AREA 7:
GOVERNANCE & LEADERSHIP

Governance and Management Policy

Policy Review: March 2019
Next Policy Review: March 2021

INTRODUCTION

Governance is the system or process by which organisations are directed, controlled and held accountable to ensure that the right decisions are made. Our education and care service recognises the importance of having a framework of rules, relationships, systems and processes within, and by which authority is exercised and controlled in the organisation. We view good governance and management as essential to our provision of quality education and care.

POLICY STATEMENT

Katoomba Leura Preschool acknowledges the importance of good governance and understanding the legislation required in order to manage a children's service.

Responsibility and Sustainability - Katoomba Leura Preschool management committee has overall responsibility to members for the sustainability and relevance of the service.

Quality Improvement Plan - The management will direct its activities towards achieving the organisation's goals and implementing the organisation's Quality Improvement Plan. We achieve this by guiding and monitoring the organisation's business and affairs in line with the objects as set out in the organisation's rules and in line with the organisation's philosophy.

Contribution To The Community - In carrying out its responsibilities, the management committee undertakes to maximise the value and contribution of the organisation to the community. We serve the interests of the organisation's members, employees, families and children using the preschool.

In serving these interests there is an implicit understanding that the rights of the child are paramount in all decision making.

Quality Education And Care - The committee is the employer of all staff of the organisation and are responsible for the management and control of the organisation. The preschool management committee is an approved provider of education and care under the Education and Care Services National Law and the Education and Care Services National Regulations 2011.

Our Preschool is committed to ensuring good governance and accountability to its stakeholders by:

- Conducting our affairs legally, ethically and with integrity, ensuring compliant with all funding, regulatory and legislative requirements placed on the organisation
- Remaining solvent and comply with all our financial obligations.
- Identifying organisational risks and legal obligations and manage these.
- Ensuring mechanisms are in place for fair and transparent governance.

SCOPE

This policy applies to the Approved Provider, Nominated Supervisor, Early Childhood Educators, staff, students on placement, volunteers, parents/guardians, children and others attending the programs and activities of Katoomba Leura Preschool.

BACKGROUND

A committee is essentially responsible for running an incorporated organisation (association, company or co-operative). An incorporated organisation receives recognition as a legal entity separate from its members. Once incorporated, an organisation has all the powers of an individual and is legally able to do things in its own name, such as own land, sign a lease, sue or be sued.

A management committee is the body with the overall responsibility of ensuring that an organisation is running well, sustainably, and legally. This doesn't mean the committee has to do the day-to-day management of a service – but it does need to set the policies under which a service is run and ensure those policies are implemented.

A management committee is usually made up of an executive committee and general committee members – this is determined by the rules of the organisation.

The executive committee (sometimes called office bearers) may consist of a Chair (President), Vice President, a Treasurer and a Secretary. The other members of a committee are generally referred to as ordinary members.

Committees in the education and care sector often have sub-committees such as funding sub-committees which are answerable to the committee but can be made up of other parents at the service.

There is a number of different laws to which education and care services are subject. The main ones that govern running a service are the Education and Care Services National Law and Education and Care Services National Regulations.

What are the advantages of community management?

- Allows the families using the Preschool to have an input into the decision-making process of the organisation.
- Members with a range of skills, of benefit to the centre, may be elected to the Management Committee.
- There is scope to encourage staff and family involvement and input into the Preschool's organisation and activities.
- The Management is accountable to the organisation's members.
- The Constitution sets out the means by which the membership can assess accountability (e.g. meetings and elections).
- Because the Management Committee members are part of the community, local issues are understood and can be responded to, making use of local resources.
- As it is a not-for profit organisation, any surplus is used to enhance the service, and not directed to any one person or shareholder.

Basically, a children's service that is community managed is not just managed by the Committee, it is owned by the community. This means it can be a children's service that is needed by the community and can change when the community's needs change. Community managed children's services strive to build a strong partnership between the children, their families and the local community.

Community managed children's services have features that enable them to contribute to their community in a unique way. Community managed children's services empower families through genuine partnership, to advocate on behalf of their

children and their children's services. Families are able to actively participate in the care and education of their children where they desire to.

(Community Child Care Co-operative, 2010)

Statutory Legislation & Considerations

- Education and Care Services National Law 2010
- Education and Care Services National Regulations, 2011
- NSW Association Incorporation Act 2009

RELATED GUIDELINES, STANDARDS, FRAMEWORKS

- National Quality Standard, Quality Area 7: Governance & Leadership – Standard 7.1

SOURCES

- Bryant, L. (2010). So now you are on the Committee: A handbook for Committee Members of Children's Services. Marrickville: Community Childcare Co-operative.
- CELA – Governance & Management Sample Policy - <https://www.cela.org.au/resource/sample-policy-governance-and-management-13062017/>
- Kennedy, G. (2004). HELP! I don't know what to do about OUR MANAGEMENT COMMITTEE- A guide to developing and maintaining effective management committees in early childhood services. Marrickville: Community Childcare Co-operative.
- Matrix on Board & the Miller Group. (2007). Service Analysis and Business Development Tools & Templates Workbook. Lane Cove, NSW: IQ Printing.
- www.community.nsw.gov.au
- www.acecqa.com.au

STRATEGIES

Roles and Responsibilities

Management

The Management Committee oversees the management of our education and care service. The Management Committee is accountable to members for the performance of the organisation.

Management Committee Role

The Management Committee has overall responsibility to members for the sustainability and relevance of the service. The Board/Management will direct its activities towards achieving the organisation's goals and implementing the organisation's Quality Improvement Plan by guiding and monitoring the organisation's business and affairs in line with the objects as set out in the organisation's rules and in line with the organisation's philosophy.

In carrying out its responsibilities, the Management Committee undertakes to maximise the value and contribution of the organisation to the community, and to serve the interests of the organisation's members, employees and families and

children using the service. In serving these interests there is an implicit understanding that the rights of the child are paramount in all decision making.

The Management Committee is the employer of all staff of the organisation and are responsible for the management and control of the organisation as the Approved Provider of education and care under the Children Education and Care Services National Law 2010 and the Education and Care Services National Regulations 2011.

Policies

The Management Committee will:

- Ensure that a comprehensive set of policies are in place as required under Education and Care Service Regulations and other Regulations and laws that the service must comply with;
- Ensure that these policies comply with relevant legislation; and
- Update these policies on a regular basis.

Compliance Measures

The Management Committee will:

Ensure that mechanisms are in place such as compliance tools and a compliance calendar to assist them to assess that the organisation's policies are implemented; and

Prepare a sample service summary sheet for new committee members [see page 59 of CELA's So Now You are On the Committee for a sample service summary sheet].

Constitution

The Management Committee of the Association will:

- Ensure that the organisation's constitution/articles of association is are followed at all times;
- Ensure that the constitution/ articles of association are reviewed at least every three years;
- Ensure that each new member of the Board/Management, and Committee is provided with a copy of the organisation's constitution and Quality Improvement Plan on their appointment to Management Committee.

Board/Management Committee Powers

The Management Committee sets the strategic direction and monitors performance of the organisation. The Management Committee will provide effective governance to ensure excellent overall management of the organisation's business and financial objectives.

In addition, the Management Committee members may delegate any of their powers (with the exception of the power of delegation and responsibilities as Approved Provider) to a committee of directors, a director, an employee or any other person.

The Management Committee delegates the responsibility of implementing the strategic plan and day-to-day management of the organisation to the service's Director.

In discharging its powers, each Director/Management Committee member will be bound by the Associations Act/Corporations Act, the Constitution and all policies of the organisation.

The Board's/Management Committee's authority includes:

- Overseeing the organisation including its control and accountability systems;
- Appointing and removing the Director;
- Ratifying the appointment of all staff members;
- Developing organisational strategy and performance objectives;
- Reviewing, ratifying and monitoring systems of risk management and internal control, codes of conduct, and legal compliance;
- Monitoring the Director's performance and implementation of strategy;
- Approving and monitoring financial and other reporting;
- Authorising appropriate delegations within the organisation;
- Ensuring appropriate resources are available to carry out the organisation's functions; and
- Approving and monitoring the progress of major capital expenditure.

Risk Management

The Management Committee will:

- Ensure the organisation operates with and to a valid Constitution/Articles of Association and that all governance and management practices of the Management Committee and staff align with the Constitution/Articles of Association;
- Demonstrate achievement of this through accessible meeting minutes and Management Committee self assessments;
- Assist Board members to receive ongoing support and professional development in the implementation of effective and evidence based governance practice.

Code of Conduct

The Management Committee members will:

- Commit themselves members to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as Management Committee members;
- Demonstrate un-conflicted loyalty to the interests of the organisation when acting as a Management Committee member;
- Avoid conflicts of interest with respect to their role;
- Annually disclose their involvement with other organisations or companies that currently do business or may do business with the organisation;
- Immediately disclose to the Management Committee any and all impending conflicts of interest. That member shall absent herself or himself without comment from both the deliberation and final decision-making;
- Not use information exclusive to Management Committee members for personal gain and will respect the confidentiality of all information obtained during meetings or through their role; and
- Respect the confidentiality appropriate to issues of a sensitive nature.

MANAGEMENT STRUCTURE, COMPOSITION AND APPOINTMENT

Association Membership

Every parent with a child enrolled at the Preschool is automatically a member of the Association. Community membership is restricted to ten percent of enrolments.

There is an initial joining fee of \$2.00 and an annual membership fee of \$1.00, which is added to the presnt's fees at the time of enrolment.

Management Committee

The Committee consists of seven parents and interested community members. The Management Committee is elected during March/April at the Preschool's Annual General Meeting. The positions include President, Vice President, Treasurer, Secretary and 3 Ordinary Members.

Probity checks are undertaken of those on the Management Committee to ensure that they are fit and proper persons to be involved in the provision of the Preschool service. The Regulatory assess prospective licensees and undertake checks of the information provided relating to Management Committee member's criminal history. Specific checks conducted include a check for any criminal records, apprehended violence orders or disciplinary procedures. The screening form gives consent for these checks to be undertaken including the Working for Children Check which is designed to exclude people with convictions for serious sex offences and violent crimes against children from being involved in the Preschool.

The forms that must be completed include:

WWCC	Working With Children Check – kidsguardian.nsw.gov.au
PA02	Declaration of Fitness and Propriety - ACECQA
P799	Application for National Criminal History Record Check – NSW Police Force
PA08	Notification of Change to Information about Provider Approval – ACECQA

Searches will include:

- o ASIC Disqualified persons Register
- o ACNC Register of Disqualified persons

Upon Appointment:

- o A Management Committee Member agreement will be signed ([Appendix 1](#))
- o A letter of Appointment as a Responsible Person for Katoomba Leura Preschool Ass Inc. will be provided to the new committee member. ([Appendix 2](#))
- o A responsible Person's Information Chart ([Appendix 4](#))
- o Declaration – Not disqualified from managing a corporation

Desirable Skills Of Management Committee Members

Essential skills include:

- A passion for ensuring the Preschool offers quality care and education to children;
- An interest in what happens at the Preschool;
- The ability to understand minutes of meetings and keep yourself informed of what is happening at the Preschool;
- The ability to express an opinion about how you believe the Preschool should operate;
- The ability to listen;
- The ability to represent and think about other parent's views and interests;
- The ability to be fair;
- The ability to work out what your response is to issues put before you;
- The ability to follow through on commitments; and
- The capacity to attend meetings on a regular basis.

Additional skills like financial planning, an understanding of legalities, employment skills and policy development skills are an added bonus!

OFFICE BEARING ROLES AND ORDINARY MEMBERS OF THE COMMITTEE

Following is an outline of individual roles of the office bearers and the ordinary members of the committee. Some tasks may be delegated to paid staff.

PRESIDENT / CHAIRPERSON

The president's role encompasses three broad areas:

- leadership of the committee/board
- liaison with director/s
- public relations.

To be effective in these areas, it is important that the president/chairperson has an awareness and understanding of the needs of children and families and the role of the service within the community.

The president's responsibilities include:

- Understanding the preschool's governing rules
- Ensuring new Management Committee members are inducted and have access to information regarding the service's operations
- Developing the committee meeting agenda, in consultation with the director and other committee members.
- Be the main point of contact and communication between the management committee and the nominated supervisor ensuring that the committee members' views are communicated clearly and accurately
- Act as a primary support to the Nominated Supervisor.
- Review the Management Committee members' performance and review of the Nominated Supervisor performance, ensuring that the delegated authority of the Nominated Supervisor and expected key performance criteria of the Nominated Supervisor are clear.
- Preside over Management Committee and general meetings of the service. They have the task of making sure the Management Committee is well informed and effective, that the members, individually and as a group, have the opportunity to air differences, explore ideas and generate the collective views and wisdom necessary for the proper operation of the committee and the service.
- Set a standard for Committee members in terms of attendance at meetings and prior familiarity with papers and issues to be raised.
- Ensure that the meetings are conducted competently, ethically and in an open fashion consistent with a transparent culture. Provide effective leadership in formulating the strategic direction of the service.
- Ensure that general meetings are conducted efficiently and that members have adequate opportunity to air their views and obtain answers to their queries.

A primary responsibility of the president is chairing meetings. This includes:

- working through the agenda, prioritising items to fit the time available
- ensuring discussion remains relevant
- keeping discussions to appropriate time
- allowing everyone to have an opportunity to express his or her opinions and views

The President must also:

- sign the minutes after they have been confirmed at the following meeting
- prepare and deliver a report at the Preschool's Annual General Meeting as well as any other reports as required
- communicate regularly with other members of the committee and director.
 - keep track of tasks sub-committees that have been allocated to other committee members or
 - speak on behalf of the Preschool and represent it within the broader community.

While the role of the President tends to be an all-encompassing one, the help and support of fellow committee members can be enlisted in any area. The President should delegate and coordinate tasks to make sure action is taken.

VICE-PRESIDENT

The Vice-President supports the President, and fills the role of President / Chairperson when required (for instance, chairing the meeting or representing the service if the president is absent). This role tends not to be too arduous so individual services should consider how best to utilise the skills of the person in this role by assigning particular tasks.

SECRETARY

The secretary is responsible for the records of the service (other than financial records) and for dealing with correspondence.

Secretarial responsibilities include:

- Keeping a current list of members of the preschool, including addresses and contact numbers ('Responsible persons information' chart) – (Appendix 2)
- Consulting with the president on preparation of the agenda
- Distributing the agenda for meetings, keeping in mind any requirements under your association rules
- Keeping accurate records of meetings
 - record notions to be decided on and the precise wording of resolutions and decisions
- Distributing copies of minutes before the next meeting, in accordance with governing rules
- Presenting applications for new membership to the committee/board for approval in accordance with governing rules
- Collecting, reporting and responding to relevant correspondence as directed
- Keeping the committee's files in order and up-to-date.

TREASURER

The role of the Treasurer is to ensure:

- Signatories and passwords for bank accounts, cheque books and internet banking are up to date and secure
- The Preschool prepares an annual budget
- Income and expenditure (profit/loss) is checked against the budget
- Accurate books and financial records representing the current financial situation of the service are kept
- The Preschool uses correct accounting procedures and keeps associated documentation (invoices, receipts, bank statements, etc)
- The correct information is compiled for the annual audit.

The Treasurer plays a key role in reporting on the financial position of the preschool to the committee, including:

- Tabling financial reports (e.g. profit and loss statements against the budget and the balance sheet)

- Presenting annual financial statements and the auditor’s report at the AGM.

Although the treasurer’s role is vital, the whole committee is responsible for ensuring the financial viability and accountability of the service – this is particularly the case if the committee does not have anyone who has agreed to serve as treasurer.

ORDINARY COMMITTEE MEMBERS

In addition to the roles of the office bearers, the committee will also have a number of other members who may or may not have delegated responsibilities.

- To attend meetings for the purpose of discussion of the presented information and assist in the decision making process, which must promote the best interests of the Preschool community;
- To carry out any work they have agreed to undertake;
- To be responsible for overseeing one of the following Sub-committees, as and when particular needs or issues arise:
 - Fundraising Sub-Committee
 - Organising fund raising plan and program of events and action;
 - Organising and coordinating the fund raising events;
 - Obtaining permits if necessary.
 - Buildings and grounds Sub-Committee
 - Ensuring the building and grounds are well maintained;
 - Organising working bees or contracts to carry out maintenance and repairs;
 - Overseeing the purchase, maintenance and security of outdoor equipment.
 - Policy Sub-Committee
 - Developing policies and procedures for the Preschool;
 - Assisting families and staff to understand these policies and to contribute to their development;
 - Monitoring and evaluating the policies and procedures.

AUTHORISED SIGNATORIES

An authorised signatory is a person who has authority to sign official documents on behalf of the association. The Public Officer is automatically one of the authorised signatories. The committee may appoint additional signatories from among the committee members. The association must have at least two authorised signatories.

TRAINING AND SUPPORT

Management Committee members will have an orientation session and receive an information package detailing:

- Management Committee Members Handbook
- Governance & Management of Katoomba Leura Preschool Policy
- Management Committee Member Agreement
- CCSA Committee Members Guide
- CELA Being on the Committee Guide
- Model Constitution with amendments
- Forms PA02
- Annual Presidents Report
- Audited Financial Statement
- Australian Early Childhood Code of Ethics
- Current Management Committee Members and Contact Details (Responsible Persons Information Chart)

- Declaration – Not disqualified from managing a corporation
- Appointment as a responsible person for Katoomba Leura Preschool Ass Inc.
- Good Governance Checklist
- Compliance Report Tool
- Nominated Supervisor details

External training may also be accessed at various times for Management Committee Members.

MONITORING, EVALUATION AND REVIEW

This policy will be monitored to ensure compliance with legislative requirements and unless deemed necessary through the identification of practice gaps, the service will review this Policy every two years.

Families and staff are essential stakeholders in the policy review process and will be given opportunity and encouragement to be actively involved.

In accordance with R. 172 of the Education and Care Services National Regulations, the service will ensure that families of children enrolled at the service are notified at least 14 days before making any change to a policy or procedure that may have significant impact on the provision of education and care to any child enrolled at the service; a family's ability to utilise the service; the fees charged or the way in which fees are collected.

Policy Reviewed by: Alison Staniford

Date: 5th March 2019

Next Review Date: 5th March 2021

Appendix 1: Management Committee Member Agreement

MANAGEMENT COMMITTEE MEMBER AGREEMENT

The chairperson should sign two copies of this agreement for each management committee member. Each new management committee member should sign both, return one copy and keep the other for reference.

I, _____ understand that as a member of the management committee of Katoomba Leura Preschool, I have a legal and ethical responsibility to ensure that the service does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the service, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a management committee member:

1. I will interpret the service's work and values to the community, represent the service and act as a spokesperson.
2. I will attend at least 75% of committee meetings and special events, be available for phone consultation and serve on at least one committee.
3. I will actively participate in two or more fundraising activities.
4. I will act in the best interests of the service and excuse myself from discussions and votes where I have a conflict of interest.
5. I will stay informed about what is going on in the service. I will ask questions and request information.
6. I will participate in and take responsibility for making decisions on issues, policies and other management committee matters.
7. I will work in good faith with staff and other management committee members as partners towards achievement of our goals.
8. If I don't fulfill these commitments to the service, I will expect the chairperson to call me and discuss my responsibilities with me.

In turn, the service will be responsible to me in several ways:

1. I will receive, without request, quarterly financial reports and to remain updated on service activities that allow me to meet the "prudent person" standards of the law.
2. Opportunities will be offered to me to discuss with the Director and the chairperson the service's programs, goals, activities and status; additionally I can request such opportunities.
3. The service will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a management committee member.
4. Management committee members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this service. Management committee members and staff will work in good faith with me towards achievement of our goals.
5. If the service does not fulfill its commitment to me, I can call on the chairperson and director to discuss the service's responsibilities to me.

Signed: _____ **Member, Management Committee**

Signed: _____ **Chairperson, Management Committee**

Appendix 2: Appointment as a responsible person for Katoomba Leura Preschool Ass Inc.

Dear [insert name of new responsible person],

Congratulations on your appointment to the governing body of Katoomba Leura Preschool Association Inc. In your role, you have a special opportunity to contribute to the work and life of Katoomba Leura Preschool Association Inc. Being a committee member can be challenging at times, but it can also be a rewarding way to help Katoomba Leura Preschool Association Inc. achieve its charitable purpose.

As a member of the committee of a charity registered with the Australian Charities and Not-for-profits Commission, you have duties and responsibilities that come with your role. You may also have other obligations and duties under to other government agencies or under other laws.

The ACNC governance standards set core, minimum governance standards that all charities must meet. Governance standard five requires that charities take reasonable steps to make sure that the members of their governing body know and understand their legal duties and carry out their duties. These duties generally require you to be careful and conscientious in your role and to act with common sense and integrity.

The duties are:

- **To act with reasonable care and diligence.** *You must exercise your powers and duties with the care and diligence that a reasonable person would if they were in your place.*
- **To act in good faith in the best interests of the charity and for a proper purpose.** *When acting as a board member you must make decisions that are in the best interest of the charity and to further its charitable purpose.*
- **Not to improperly use information or position.** *Any special knowledge that you gain as a committee member must only be used for the benefit of the charity and never to further personal or other interests. Similarly, you must not use your position to improperly gain an advantage for yourself or someone else, or cause detriment to the charity.*
- **To disclose conflicts of interest.** *If your duty to act in the best interests of the charity is in conflict with (or may conflict with) your personal interests you must disclose this responsibly.*
- **To ensure that financial affairs are managed responsibly.** *Ensure that there are systems and processes in place that ensure that the charity's resources are being effectively put towards the charity's charitable purpose and are protected from misuse.*
- **Not to allow the charity to operate while insolvent.** *You must ensure that the charity can pay its debts when they are due or will become due and that it does not continue to operate if it cannot pay its debts.*

Knowing and carrying out your duties as a committee member helps Katoomba Leura Preschool Association Inc. to carry out its charitable purpose and protects its resources against misuse. You can find more information about the duties of those who manage charities on the ACNC's website (www.acnc.gov.au) or in the ACNC's guide Governance for good.

If you have any concerns about meeting these duties, talk to me or contact the ACNC for information. Remember that there are resources available and people who can help you to better understand and meet your duties. Congratulations again on your appointment as a committee member of Katoomba Leura Preschool Association Inc. Thank you for donating your time and expertise.

Regards,

Management Committee Member

Appendix 3: Good Governance Checklist

Good governance is central to ensuring that committees of Not For Profit community groups are effective at leading the organisation they serve while also meeting their legal and compliance responsibilities.

The following checklist is a quick reference guide to ten principles of good governance to help your committee understand and discuss its performance.

1. Roles and Responsibilities

Individual responsibilities and the role of the committee should be clear and understood by all members.

- Are your committee members clear about their roles, legal responsibilities and the organisation's expectations?
- Do new committee members receive an induction to the organisation, their role and legal responsibilities including conflict of interest?
- Is the role of the committee and your organisation's management clearly set out in the constitution (or rules)?
- Are there clear delegations of authority between the committee and management, with protocols for communication and decision-making?

2. Committee Composition

A committee needs to have the right group of people, with a good mix of skills and experience that are matched with the organisation's objectives and strategic goals.

- Do you have a variety of experience and skills within your committee?
Note: This could include skills in such areas as strategic planning, accounting and finance, legal issues, risk management, human resources, fundraising or specific industry knowledge.
- Will the available skills and experience support the operation and function of the organisation now and into the future? Are there any potential skills gaps or learning needs?

3. Purpose and Strategy

The committee plays an important role in setting the vision, purpose and strategies of the organisation; and adapting these as circumstances change.

- Does your committee have a clear vision and purpose for the organisation? Has this been shared with the organisation and stakeholders?
- Does the strategic plan support your vision and purpose for the organisation? Do all your organisation's activities align with the strategy?
- Does your committee regularly review your organisation's vision, purpose and strategic plan?

4. Risk Management

Risks are very much a part of any organisation's activity. A key function of a committee is making sure that risk management systems are in place and being used.

- Does your committee review and endorse policies and procedures related to risk management?
- Does management regularly report to the committee on its efforts to mitigate and manage risks?
- Does your committee devote time in meetings to consider risks and discuss its risk appetite?

5. Organisational Performance

Boards or committees should have a view of "what success looks like" and set performance categories and indicators to monitor the success of the organisation.

- Has your board or committee established objectives for the organisation?
Note: These can be both financial (such as revenue growth or ratio of expenses to revenue) and non-financial (such as member satisfaction, number of client services delivered)
- Have performance indicators been set for each objective? Are these realistic and measurable?
- Does your organisation have suitable record keeping systems in place that help to measure and track performance over time?

6. Board Effectiveness

The way in which a committee is structured and operates can have a direct impact on the ability of an organisation to achieve its objectives.

- Do your committee meetings run on time and cover all agenda items? Are discussions constructive and respectful?
- Does your committee regularly assess the performance of its members and the overall quality of governance?

- Does your committee set time aside to think about and plan for the future? Is succession planning being considered?
- Does your committee make use of sub-committees or advisory panels for larger pieces of work?

7. Integrity and Accountability

The committee is ultimately responsible for everything your Not For Profit organisation does and does not do. In order to make good decisions, the content and quality of the information it receives is a crucial consideration.

- For each meeting, does your committee receive reports from management that show the financial health and overall performance of the organisation?
- Do the reports contain relevant and timely updates? And are they provided in a format that is easily understood by all?
- Where appropriate, do the reports include an update on strategic projects and risk management activities?
- Does your board or committee have sufficient financial skills to understand the organisation's financial position?

8. Organisation Building

As part of their overall leadership responsibility, the committee plays a strategic role in ensuring that the organisation has the required capacity and capabilities to deliver on its purpose.

- Does your committee have a collaborative relationship with the organisation's executive and senior managers?
- Does your organisation's management provide regular reports on resource planning and capacity?
- Does the organisation have the financial resources to retain skilled workers and/or provide development opportunities for workers?

9. Culture and Ethics

- A committee and its individual members have a leading role to play in promoting a healthy culture within the organisation they serve.
- Does your committee have a code of conduct? Is this provided to new members?
- Is there a formal policy on declaring and handling conflicts of interest?
- Does your organisation have a formal code of conduct and agreed set of values and behaviours?

10. Engagement

Relationships matter and most of the work of Not For Profit organisations requires collaboration with its membership, government agencies, other organisations, businesses and the community.

- Has your organisation identified its key stakeholders and current relationships? Is there a plan for regular two-way communication?
- Are there policies and practices in place that actively encourage your organisation's membership to participate in, and vote at, member meetings?
- Does your board or committee regularly assess its own stakeholder communications? Are they transparent and effective?

This checklist is based on the *Good Governance Principles and Guidance for Not-for-Profit Organisations* guide.

GOVERNANCE ARRANGEMENTS

Ministerial Council for Education, Early Childhood Development and Youth Affairs (MCEECDYA)

- Oversees implementation of the National Quality Framework (NQF)
- Makes the Education and Care National Regulations
- Appoints members of the ACECQA Board

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

- Guides implementation of the NQF
- Publishes guides and resources for the sector, parents and the community
- Establishes, publishes and maintains national registers including approved providers, approved education and care services and their ratings and certified supervisors
- Promotes the consistent application of the National Law across all states and territories
- Provides national oversight of the NQF and ensures consistency

State/Territory Based Regulatory Authority

Approved providers, services and certified supervisors will primarily interact with the Regulatory in your state. In NSW it is the *NSW Early Childhood Education & Care Directorate - Department of Education (DoE)*.

The State Regulatory Authority will:

- Administer the NQF
- Issue approvals and supervisor certificates
- Assess services against the National Quality Standard
- Monitor and enforce the National Law
- Review and investigate complaints

Approved Provider

Katoomba Leura's Preschool's Management Committee is the **Approved Provider** under the Education & Care Services National Law and Regulations.

The Approved Provider is the organisation ultimately responsible for ensuring that the Preschool service is properly run and that it complies with the Act and Regulation that govern **who** can operate a children's service and **how** it must be operated.

Nominated Supervisor

The Nominated Supervisor (Alison Staniford) is the person authorised by Community Services to supervise the Preschool. This person is eligible to be a Nominated Supervisor if they meet the requirements stated in the Regulation. This person is also the Director at Katoomba Leura Preschool.

It is the role of the Nominated Supervisor/Director to manage the day-to-day operation of the Preschool by implementing its strategic plan and policy framework. The Nominated Supervisor/Director is accountable to the management committee.