

GOVERNANCE AND MANAGEMENT OF THE SERVICE POLICY

1. POLICY DETAILS

Classification: Mandatory

Quality Area: 7 – Leadership and Service Management

Policy Owner: President **Contact:** com.rsgcc@gmail.com

2. PURPOSE

This policy outlines the duties, roles and responsibilities of the Committee of Management of Raleigh Street (Thornbury) Child Care Centre Inc..

3. POLICY STATEMENT

3.1 VALUES

Raleigh Street (Thornbury) Child Care Centre Inc. 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.

3.2 SCOPE

This policy applies to the Committee of Management of Raleigh Street (Thornbury) Child Care Centre Inc. and all subcommittees of the Committee of Management.

4. DEFINITIONS

The terms defined in this section relate specifically to this policy. For commonly used terms e.g. Committee of Management, Director, 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 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 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 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 member's private interests could improperly influence the performance of their duties on the Committee of Management, now or in the future.

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

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

5. PROCEDURES

The Committee of Management is responsible for ensuring that the service has appropriate systems and policies in place for the effective governance and management of the service.

5.1 CORE ELEMENTS OF THE GOVERNANCE MODEL

The following are the core elements of the governance systems at Raleigh Street (Thornbury) Child Care Centre Inc. for which the Committee of Management 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*).

5.2 LEGAL LIABILITIES OF MEMBERS OF THE COMMITTEE OF MANAGEMENT

The Committee of Management at Raleigh Street (Thornbury) Child Care Centre Inc. 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 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 improperly
- they do not use their position on the Committee of Management for personal gain or put individual interests ahead of responsibilities.

5.3 RESPONSIBILITIES OF THE COMMITTEE OF MANAGEMENT

As soon as possible after accepting a position on the Committee of Management, each member must arrange for a Working with Children Check. If the person is being appointed to an Executive position, a Police Check is also required. If either of these Checks is not granted, then the member must resign immediately.

Once appointed, the Committee of Management of Raleigh Street (Thornbury) Child Care Centre Inc. 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 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, individually and as a collective, management and staff, and clearly articulate the relationship between the Committee of Management, 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 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
- 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.
- updating banking signatories each year after the AGM (e.g. treasurer, director and 2IC). This process involves the Treasurer taking the AGM minutes to the Commonwealth Bank at Northcote (or appropriate bank should the provider change) with the Director and 2IC to remove the old signatories and replace them with new ones. This must be done for the following (and/or other relevant accounts should there be change over time):
 - Fundraising Account
 - Transactional Account
 - Two Term Deposits
 - Debit Card account
 - Netbanking (permissions and removing all defunct signatories)

5.4 CONFIDENTIALITY

All members of the Committee of Management 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 and subcommittees shall respect the confidentiality of those documents and deliberations at Committee of Management or subcommittee meetings, and shall not:

- disclose to anyone the confidential information acquired by virtue of their position on the Committee of Management 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 or subcommittee, shall continue even after the individual has completed their term and is no longer on the Committee of Management or subcommittee.

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

5.5 ETHICAL PRACTICE

The following principles will provide the ethical framework to guide the delivery of services at Raleigh Street (Thornbury) Child Care Centre Inc.:

- 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.

5.6 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 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 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 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 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 Raleigh Street (Thornbury) Child Care Centre Inc..

6. EVALUATION

In order to assess whether the values and purposes of the policy have been achieved, the Committee of Management 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.

7. ATTACHMENTS

- Attachment 1: Conflict of interest disclosure statement
- Attachment 2: Governance Chart
- Attachment 3: Committee of Management Code of Conduct
- Attachment 4: RSCCC Committee of Management Roles and Responsibilities
- Attachment 5: Staffing – Subcommittee Terms of Reference
- Attachment 6: Policy - Subcommittee Terms of Reference
- Attachment 7: Fundraising - Subcommittee Terms of Reference
- Attachment 8: Quality - Subcommittee Terms of Reference
- Attachment 9: Communication - Subcommittee Terms of Reference
- Attachment 10: Parent Participation - Subcommittee Terms of Reference

8. AUTHORISATION

This policy was adopted by the Committee of Management of Raleigh Street (Thornbury) Child Care Centre Inc. on 21 September 2017

Review date: 30 April 2019

APPENDIX 1: BACKGROUND AND LEGISLATION

1. 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 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*).

2. 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/>

3. SOURCES AND RELATED POLICIES

3.1 Sources

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

3.2 Service policies

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

ATTACHMENT 1: CONFLICT OF INTEREST DISCLOSURE STATEMENT

Name (in full):	
Postal address:	
Position on Committee of Management 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:

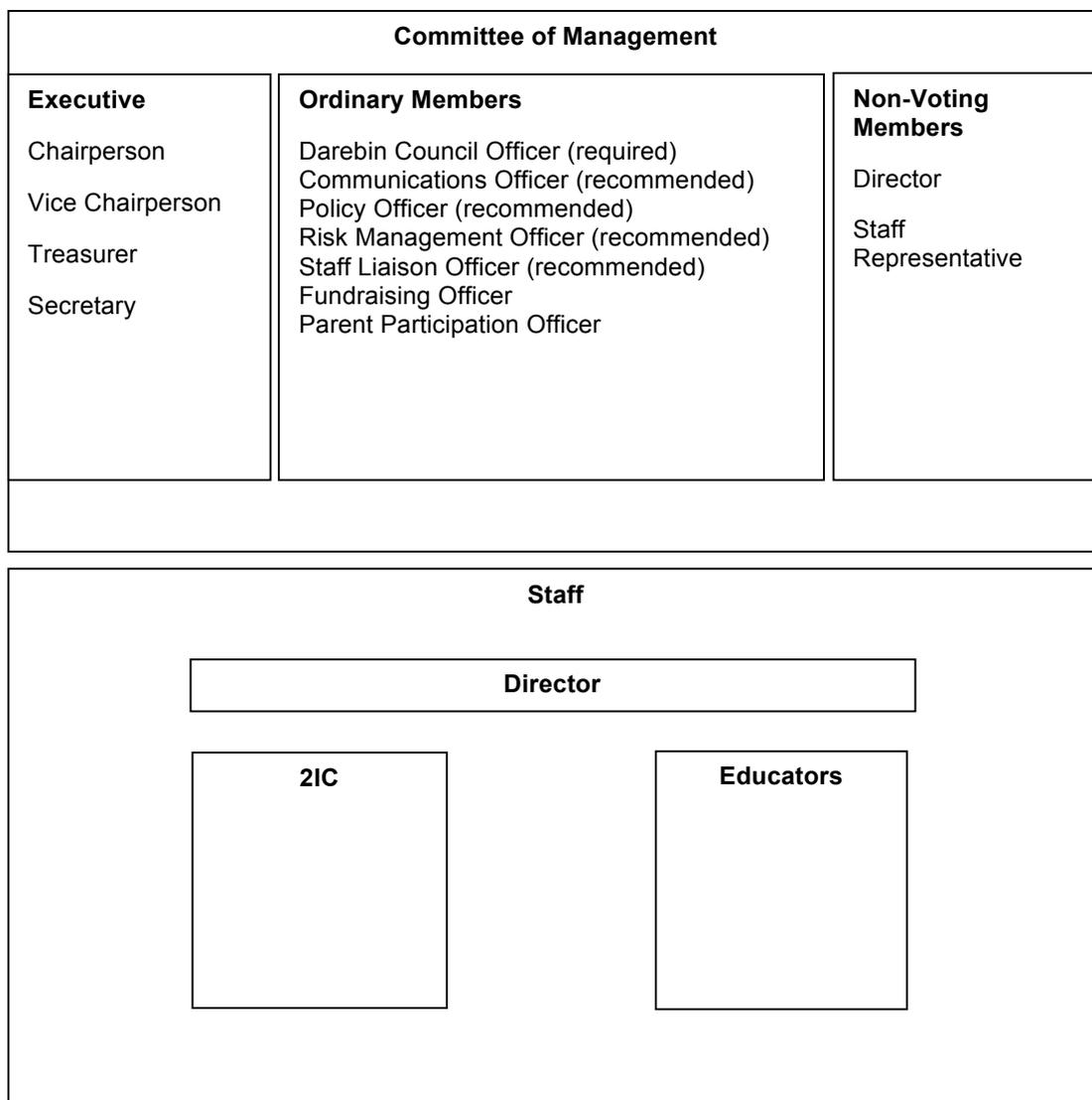
- update this disclosure throughout the period of my tenure on the Committee of Management or subcommittee of Raleigh Street (Thornbury) Child Care Centre Inc..
- co-operate in the formulation of a *Conflict of interest management plan*, as required.
- comply with any conditions or restrictions imposed by the Committee of Management or subcommittee to manage, mitigate or eliminate any actual, potential or perceived conflict of interest.

Signed

Date

ATTACHMENT 2: GOVERNANCE CHART

The Executive positions and the Darebin Council Officer are required as per Raleigh Street (Thornbury) Child Care Centre Inc's Constitution. Other positions can be determined by the sitting Committee of Management on an as needs basis. Roles may be shared or combined.



ATTACHMENT 3: COMMITTEE OF MANAGEMENT CODE OF CONDUCT

This code of conduct has been drawn up with regard to the responsibility entrusted to the elected members of the committee of *Raleigh Street Child Care Centre*. The fundamental principles outlined in this code of conduct are intended to guide the committee to act in a fair and ethical manner for the benefit of *Raleigh Street Child Care Centre* and its members. Every member of the committee is expected to comply with this code.

Raleigh Street Child Care Centre is committed to the following values underpinning the interactions committee members have with one another and with staff, parents and the general community, when they are representing the service.

The standards expected of all committee members include:

- Trustworthiness (honesty, integrity, loyalty, confidentiality)
- Respect (autonomy, privacy, dignity courtesy, tolerance, acceptance, transparency)
- Responsibility (accountability, the pursuit of excellence)
- Caring (compassion, consideration, giving, sharing, kindness)
- Justice and fairness (impartiality, consistency, equity, equality, due process)
- Citizenship (lawfulness, community service, the protection of the environment)

Every committee member will:

- strive to achieve *Raleigh Street Child Care Centre* vision and mission and uphold its core values
- ensure all *Raleigh Street Child Care Centre* and committee activities are in compliance with relevant legislation, and in line with the constitution, by-laws and policies of the organisation
- promote the work of *Raleigh Street Child Care Centre* and keep informed about its programs and activities
- ensure that the activities of *Raleigh Street Child Care Centre* are responsive to the needs and interests of members
- acknowledge that the committee administers a body funded by public money and ensure that its proceedings are properly conducted and open to public scrutiny (while recognising the need to be confidential and comply with the service's privacy policy when individual users and staff are under discussion)
- ensure that the committee is accountable to the members by documenting and communicating actions and decisions, as appropriate
- apply the principles of equality and diversity, and ensure that the organisation is fair and open to all sections of the Association in all of its activities
- actively seek input and communicate with members
- act with honesty, fairness and openness in all dealings as representatives of *Raleigh Street Child Care Centre*
- uphold and assist other committee members to uphold the highest standard of professional conduct
- conduct themselves in a manner which does not undermine the reputation of *Raleigh Street Child Care Centre* or its staff
- exercise the powers vested in them as committee members for the good of all members of *Raleigh Street Child Care Centre* and not secure any benefit or advantage for themselves
- disclose any real, potential or perceived conflicts of interest promptly and comply with agreed processes for the management of such conflicts
- respect the confidentiality of committee papers, discussions, and decisions of the committee and use information gained in their role as committee members appropriately
- act prudently and with probity to protect all financial assets and resources of *Raleigh Street Child Care Centre* and ensure that they are used to deliver the service's objectives
- develop a risk management plan and take actions to mitigate identified risks
- ensure that the committee performs effectively by:

- ensuring cooperation of all committee members to manage the committee's operations
- striving to attend all committee meetings and contribute productively to meetings
- acknowledging and respecting diverse views on the committee and amongst members
- participating in annual committee performance appraisal, renewal and succession planning
- accept collective responsibility for the decisions of the committee
- utilise their individual skills, personal qualities and knowledge for the benefit of the organisation.

Endorsed at the committee meeting held on

COMMITTEE MEMBER DECLARATION

<NAME OF COMMITTEE>

I, , undertake to:

- abide by the values and principles of the code of conduct for committee members
- carry out the role of committee member to the best of my ability
- disclose all actual, potential and perceived conflict of interest immediately and abide by the processes to manage the conflict
- treat all information I receive as a committee member in utmost confidence unless otherwise specified by the committee
- comply with the organisation’s privacy policy.

Signed:

Date:

ATTACHMENT 4: RSCCC COMMITTEE OF MANAGEMENT ROLES AND RESPONSIBILITIES

NB: The Executive positions and the Darebin Council officer role are required as per Raleigh Street (Thornbury) Child Care Centre Inc's constitution. Other positions can be determined by the sitting Committee of Management on an as needs basis. It is recommended that the following positions are included. Roles may be shared or combined.

- Staff Liaison officer
- Policy officer
- Communications officer
- Risk management officer

It is also recommended that:

- New members of the Executive and other committee members undertake introductory Committee of Management training offered by ELAA or City of Darebin
- At least one member of a sitting committee of management undertakes appropriate child safety training (as per *Child Safe Policy*).

The Executive

Chairperson

The Chairperson of the Committee of Management of Raleigh Street Child Care Centre is an honorary position which carries a number of duties. These duties fall to the Chairperson as an individual and as a member of the committee.

Specifically the role of the Chairperson includes:

- Chairing the Committee of Management meetings
- Chairing the Annual General Meeting
- Liaise with the centre Director on at least a weekly basis
- Discuss policy issues with those using the centre and staff, seeking their ideas and developing proposals
- Making decisions in a constructive way, deciding on action to be taken and sharing the work
- Communicating information and decisions clearly, both within the management committee and to parents and staff
- Supporting staff
- Encouraging the involvement of parents not on the management committee
- Negotiating with outside bodies
- Being aware of the information the centre needs to keep on record and monitoring to make sure it is maintained
- Being aware of the requirements the centre needs to fulfil and monitoring this process to ensure the requirements are fulfilled.
- Signing of cheques
- Completing annual reporting requirements for The Victorian Government, Consumer Affairs Victoria and the City of Darebin in conjunction with the Secretary.
- Be familiar with the Centre Constitution and its requirements

- Be prepared to participate in subcommittees and to progress work between committee meetings
- Oversee the complaints and Grievances at RSCCC as a member of the Grievance and Complaints Subcommittee.
- Ensure the Quality Improvement Plan is being regularly monitored and updated by staff and actions arising implemented
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.
- Sign off Director's timesheets and annual leave requests (or delegate to Vice President or Treasurer).
- Subscribing to ACEUA Newsletter and ELAA's e-News to keep up to date with any relevant news and for notification of changes to ELAA policy templates.

Vice Chairperson

Specifically the role of the Vice Chairperson includes:

- Being responsible for fulfilling the duties of the Chairperson when the chair is not available
- Be familiar with the Centre Constitution and its requirements
- Attend and participate in Committee meetings each month
- Oversee the complaints and Grievances at RSCCC as a member of the Grievance and Complaints Subcommittee (in the absence of the President)
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.
- Sign off Director's timesheets and annual leave requests (if delegated by President)
- Subscribing to ACEUA Newsletter and ELAA's e-News to keep up to date with any relevant news and for notification of changes to ELAA policy templates.

Treasurer

The overall role of the Treasurer is to make sure that the financial affairs of the centre and the management body generally are in proper order and that the members are properly informed about the state of the finances and to maintain contact with the director and the accountant.

Specifically the role of the Treasurer involves:

- Ensuring the budget is prepared (which provides a forecast of expected income and expenditure) for the centre on an annual basis
- Ensuring that the budget is clearly presented to the management committee for approval
- Work with and assist the Centre's external accountant and auditor.
- Reviewing annually (post financial audit) whether existing fraud prevention measures are adequate or whether additional measures need to be recommended to the committee of management for implementation.
- Ensuring that a system is in place through which income and expenditure can be monitored by the committee against the predictions in the budget
- Making sure that clear statement of income and expenditure are prepared and presented to the management committee on a regular monthly basis
- Sign off Director's timesheets and annual leave requests (if delegated by President)

- Assisting the management committee to understand the progressive state of the finances on a monthly basis
- Ensuring that the centre's financial accountability requirements are met e.g. reports to the funding body and authority through which the management body is incorporated
- Signing of cheques
- Authorise payments of invoices, including super and PAYG tax
- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.

Secretary

Specifically the role of the secretary involves:

- Organise all committee elections and nominations
- Attend all Committee of Management meetings
- To keep and publish minutes of meetings, ensuring all minutes are accurate and exercise discretion when deemed necessary by the Committee in relation to minute publication
- Completing annual reporting requirements for The Victorian Government, Consumer Affairs Victoria and the City of Darebin in conjunction with the Secretary.
- Draft and send letters on behalf of and in consultation with the committee
- Be available to parents and be available to staff
- Liaise with Centre Director and check weekly correspondence
- Be a spokesperson for the Centre
- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Organise required quorum for meetings, and distribute agenda
- Be prepared to chair in the absence of the Chairperson or deputy chairperson
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.

Ordinary Members

Communication Officer

Specifically the role of the communication officer is to oversee and coordinate all public relations/community communication for the centre including outgoing correspondence to families, e.g. the RSCCC monthly newsletter. Attend and participate in Committee meetings each month.

- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Work collaboratively with staff and committee members to:
 - co-ordinate the timely input of necessary information for the newsletter including upcoming events and important dates.
 - compile newsletter monthly and review prior to publishing/distributing to families.

- Draft and finalise outgoing public relations/community correspondence promptly to families.in consultation with the Director, Secretary and other relevant committee members.
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.

Darebin Council Officer

The City of Darebin coordinates a network of all community based children's services within the municipality assisting the council in the planning of future directions and policy for children's services in the City of Darebin.

Specifically the role involves:

- Attending network meetings quarterly and reporting back to the COM. The meetings provide an opportunity to discuss and gain information on current issues and management of children's services.
- Identifying potential grants that may be suitable for Raleigh Street Child Care Centre and presenting these to the committee of management
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Attend and participate in RSCCC committee meetings each month
- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings

Fundraising Officer

The role of the Fundraising Officer is primarily to work collaboratively with the COM and fundraising subcommittee to plan and execute successful fundraising activities at RSCCC

Specifically the role of the fundraising officer involves:

- Attend and participate in committee meetings each month
- Be familiar with the Centre Constitution and its requirements
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.
- Coordinate fundraising activities as directed by the Committee and the *Fundraising Policy* (if a current fund raising policy is in place).
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Work collaboratively with the fundraising subcommittee to plan fundraising activities and to establish an annual events calendar at the commencement of each year
- Discuss and seek ideas and resources from the Committee regarding the planned fundraising events
- Deal with incoming/outgoing correspondence related to fundraising
- Monitor and report on the amounts of money raised
- Provide detailed fundraising financial information to the Treasurer
- To be responsible for venues at fundraising events with Fundraising Sub-Committee members

- Liaise with Director on fundraising events
- Liaise with and coordinate volunteers to assist with fundraising events
- Liaise with City of Darebin or local community where required

Parent Participation Program Officer

The role of the Parent Participation Program Officer is to support and oversee the running of the program and work collaboratively with staff and the subcommittee to review the program on an ongoing basis. Refer to the Parent Participation Program Policy for details on the roles of other people involved in the program.

Specifically the role of the parent participation program officer involves:

- Conducting an annual inventory of parents' specialist skills by inviting parents/guardians to nominate skills or activities on the Parent Participation Program form. This will allow specialist type tasks to be matched to suitable parents and to ensure that any parent who may be able to assist at the centre in various tasks throughout the year are given the opportunity to do so.
- Resolving any issues arising from the application of the parent participation policy.
- Providing feedback to the Committee of Management on participation levels so that every effort can be made to ascertain the reason for non-participation and offer remedies.
- Overseeing all correspondence in relation to Parent Participation Program
- Meeting with the staff member responsible for supporting the administration of the program on a monthly basis, to establish the current state of the program and offering support to the staff member.
- Being responsible for the promotion of the parent participation program within the centre.
- Communicating the financial position of the parent participation program to the treasurer at the end of the year.
- Reviewing the program regularly at a minimum annually.
- Co-ordinating the Parent Participation Program Subcommittee to achieve the above tasks.
- Attending and participating in RSCCC committee meetings each month.
- Being familiar with the Centres Constitution and its requirements.
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be prepared to participate in subcommittees and to progress work between committee meetings.

Policy Officer

Specifically the role of the policy officer involves:

- Attend and participate in Committee meetings each month
- Be familiar with the Centre Constitution and its requirements
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Maintain the policy manual for the centre

- Coordinate the policy review process as directed by the Committee and the Policy Formulation Policy ((if a current policy is in place) to ensure that policies and procedures are regularly updated and reflect current best practice and any legislative or regulatory requirements
- Develop new policies as identified by the committee
- Work collaboratively with staff and the policy subcommittee in the development and review of centre policies
- Attend In Services on Policy Planning and preparation run by resource groups such as ELAA, Darebin Council, and/or Community Child Care
- Subscribing to ELAA's e-News for notification of changes to ELAA policy templates.

Risk Management Officer

- See Risk Management Plan and Framework

Staff Liaison Officer

The role of the Staff Liaison Officer (SLO) is primarily to represent, support and advise staff, Committee members and parents, as and when required.

Specifically the role of the SLO involves:

- Attend and participate in Committee meetings each month, including a monthly report encompassing feedback from regular staff meetings
- Attend monthly staff meetings and report relevant information from COM to staff
- Be familiar with the Centre Constitution and its requirements
- Be familiar with the *National Education and Care Services National Law Act 2010*, the *Education and Care Services National Regulations 2011* and the *National Quality Standard*.
- Be familiar with the relevant work place agreements and awards for roles at the Centre
- The SLO may act as "go-between" in instances where staff have a concern with a parent or another staff member
- The SLO must be approachable and able to liaise between all parties
- In cases where staff would like to communicate an issue to the Committee, the SLO would be requested to speak on their behalf
- The SLO is part of an interview panel for recruiting new permanent staff. The Committee may determine if the SLO is required to be part of the interview panel for casual staff.
- The SLO is part of the staff appraisal process
- Be part of the complaints and Grievances at RSCCC as a member of the Grievance and Complaints Subcommittee if nominated by the Committee
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Be prepared to participate in any performance management processes alongside director when staff members are found to be not meeting the requirements of their role (as outlined in position descriptions, performance appraisal plans, code of conduct and other relevant policies)
- Be prepared to participate in part of the Staff Development Day (on an as needs basis)

General Member

- Attend and participate in committee meetings each month
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be familiar with the Centre Constitution and its requirements
- Nominate and actively participate in a subcommittee
- Progress work between committee meetings
- Undertake additional duties as required by CoM

Non-Voting Members

Director

- Attend and participate in Committee meetings each month
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Progress work between committee meetings
- Undertake additional duties as required by CoM
- Prepare a Director's report each month

Staff Representative

- Attend and participate in Committee meetings each month
- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be familiar with the Centre Constitution and its requirements
- Be prepared to participate in subcommittees and to progress work between committee meetings
- Progress work between committee meetings
- Undertake additional duties as required by CoM
- Bring staff feedback and information from staff meetings to committee meetings

ATTACHMENT 5: STAFFING - SUBCOMMITTEE TERMS OF REFERENCE

Purpose

A staffing subcommittee may be established by the Raleigh St Child Care Centre Committee of Management on an as needs basis to perform tasks and functions related to managing the staff including recruitment and staff appraisal processes.

When convened the subcommittee will use these Terms of Reference.

Membership

A minimum of three committee members and the Director are nominated by the committee of management and documented in the meeting minutes. The membership must include a minimum of one executive member.

Convener

The convener will be the Staff Liaison Officer, or other person as nominated by the subcommittee.

Time period nominated

The staffing subcommittee shall operate for the term of the committee unless otherwise instructed by the committee of management.

Meeting requirements

The subcommittee convener is responsible for organising meetings as required and minuting these meetings accurately

Decision-making authority

The staffing subcommittee is required to fulfil only those tasks and functions as outlined in these terms of reference.

The committee of management may decide at a committee meeting to alter the decision-making authority of the policy subcommittee.

Budget allocation

Expenditure from the 'staff recruitment' budgeted expenses item in the Centre's approved budget. Amounts greater than allocated in the budget must be approved by the committee at the monthly committee of management meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The staffing subcommittee is required to keep minutes of any meetings held. These are to be kept in a secure file.
- The convener is required to present a written report to the monthly committee of management meetings, ensuring that privacy and confidentiality are maintained.

Tasks and functions of the staffing subcommittee:

- Be familiar with the National Education and Care Services National Law Act 2010, the Education and Care Services National Regulations 2011 and the National Quality Standard.
- Be familiar with the relevant work place agreements and awards for roles at the Centre
- Ascertain recruitment needs, whilst respecting the staffing expenditure allocated in the Centre's approved budget

- Actively involved in the advertising, short listing, interviewing, undertaking reference checks and making recruitment decisions.
- Communicate to the successful and non-successful candidates and prepare employment letter of offer.
- Prepare communication for the staff and families of the Centre the recruitment decisions
- Acting fairly and maintaining confidentiality at all times
- Keeping the Committee of Management informed about the recruitment progress.

This information should be reviewed by the staffing subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.

ATTACHMENT 6: POLICY - SUBCOMMITTEE TERMS OF REFERENCE

Purpose

A policy subcommittee may be established by the Raleigh St Child Care Centre committee of management on an as needs basis to perform tasks and functions related to creating, reviewing and updating the centre's policies.

When convened, the subcommittee will use these Terms of Reference.

Membership

Three to five committee members or non-committee parents and one or more staff representatives are nominated by the committee of management and documented in the meeting minutes. The membership must include a minimum of one executive member.

Convener

The convener will be the Policy Officer, or other person as nominated by the subcommittee.

Time period nominated

The policy subcommittee shall operate for the term of the committee unless otherwise instructed by the committee of management.

Meeting requirements

The subcommittee convener is responsible for organising meetings as required.

Decision-making authority

The policy subcommittee is required to fulfil only those tasks and functions as outlined in these terms of reference.

The committee of management may decide at a committee meeting to alter the decision-making authority of the policy subcommittee.

Budget allocation

Expenditure must be approved by the committee at the monthly committee of management meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The policy subcommittee is required to keep minutes of any meetings held. These are to be kept in a secure file.
- The convener is required to present a written report to the monthly committee of management meetings, ensuring that privacy and confidentiality are maintained.

Tasks and functions of the policy subcommittee

- Maintaining the policy manual of Raleigh Street Child Care Centre
- Ensuring policies are reviewed and updated regularly as per the *Policy Formulation Policy* and comply with current best practise and legislation and regulations.
- Develop new policies as identified by the Committee of Management
- Acting fairly and maintaining confidentiality at all times

- Keeping the Committee of Management informed about policies being updated/reviewed.
- his information should be reviewed by the policy subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.

ATTACHMENT 7: FUNDRAISING - SUBCOMMITTEE TERMS OF REFERENCE

Purpose

A fundraising subcommittee may be established by the Raleigh St Child Care Centre committee of management on an as needs basis to perform tasks and functions related to fundraising and social connectedness activities.

When convened, the subcommittee will use these Terms of Reference.

Membership

Three to five committee members or non-committee parents and one or more staff representatives ((optional invite to staff) are nominated by the committee of management and documented in the meeting minutes.

Convener

The convener is the Fundraising officer or other person as nominated by the subcommittee.

Time period nominated

The fundraising subcommittee shall operate for the term of the committee unless otherwise instructed by the committee of management.

Meeting requirements

The subcommittee convener is responsible for organising meetings as required.

Decision-making authority

The subcommittee is required to fulfil only those tasks and functions as outlined in these terms of reference.

The committee may decide at a committee meeting to alter the decision-making authority of the subcommittee.

Budget allocation

Expenditure must be approved by the committee at the monthly committee of management meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The subcommittee is required to keep minutes of any meetings held. These are to be kept in a secure file.
- The convener is required to present a written report to the monthly committee of management meetings, outlining the status of fundraising activities, monies raised, balance of the fundraising account, items/equipment purchased and make recommendations to the committee for the utilisation of funds raised.

Tasks and functions of the fundraising subcommittee

- Coordinate the fundraising focus as per the Fundraising Policy and fundraising strategic plan to ensure that policies and procedures are regularly updated and reflect current best practice and any legislative or regulatory requirements and the strategic direction for fundraising should be reviewed annually in line with the fundraising policy.
- Work collaboratively with staff to ensure that the 'wish list' of items sought is detailed, appropriate and requests prioritised.

- Acting fairly and maintaining confidentiality at all times
- Keeping the Committee of Management informed about the progress of the subcommittee.

This information should be reviewed by the fundraising subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.

ATTACHMENT 8: QUALITY - SUBCOMMITTEE TERMS OF REFERENCE

Established 28th March 2012

Purpose

A Quality improvement subcommittee may be established by the Raleigh Street Child Care Centre committee of management on an as needs basis to perform tasks and functions related to any Quality improvement processes regarding the Raleigh Street Child Care Centre.

When convened, the subcommittee will use these Terms of Reference.

Membership

One to three voting committee members, one to three staff members and up to three non-committee parents (optional invite to staff) are nominated by the committee of management and documented in the meeting minutes. The membership must include a minimum of one executive member and the Director.

Convenor

The convenor can be the Chairperson, or other person as nominated by the subcommittee.

Time period nominated

The Quality improvement subcommittee shall operate for the term of the committee unless otherwise instructed by the committee.

Meeting requirements

The subcommittee convenor is responsible for organising meetings monthly. These may occur more frequently as required on occasion.

Decision-making authority

The subcommittee is required to fulfil only those tasks and functions as outlined in these terms of reference. The committee may decide at a committee meeting to alter the decision-making authority of the subcommittee.

Budget allocation

Expenditure must be approved by the committee at the monthly committee meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The subcommittee is required to keep minutes of any meetings held.
- The convenor is required to present a report to the monthly committee meetings

Tasks and functions of the Quality Improvement subcommittee

- Meeting regularly to review the National Quality Framework including the Quality Improvement plan on an ongoing basis for the duration of the committee term.
- Representatives attend meetings with general staff to discuss the Quality Improvement plan progress
- Implementing the requirements of the **Raleigh Street Child Care Centre** constitution in relation to quality improvement processes.
- Keeping the committee of management informed about quality improvement process at RSCCC in line with the National Quality Framework including the Quality Improvement plan.
- Ensuring decisions are based on the evidence that has been gathered.

This information should be reviewed by the quality subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.

ATTACHMENT 9: RISK- SUBCOMMITTEE TERMS OF REFERENCE

- See Risk Management Plan and Framework

ATTACHMENT 10: COMMUNICATION - SUBCOMMITTEE TERMS OF REFERENCE

Purpose

A Communication subcommittee may be established by the Raleigh Street Child Care Centre committee of management on an as needs basis to perform tasks and functions related to public relations/community communication regarding the Raleigh Street Child Care Centre.

When convened, the subcommittee will use these Terms of Reference.

Membership

Up to three committee members or parents and one or more staff members (optional invite to staff) are nominated by the committee of management and documented in the meeting minutes.

Convenor

The convenor will be the Communication Officer, or other person as nominated by the subcommittee.

Time period nominated

The communication subcommittee shall operate for the term of the committee unless otherwise instructed by the committee of management.

Meeting requirements

The subcommittee convenor is responsible for organising meetings as required.

Decision-making authority

The communication subcommittee is required to fulfil only those tasks and functions as outlined in these terms of reference.

The committee of management may decide at a committee meeting to alter the decision-making authority of the policy subcommittee.

Budget allocation

Expenditure must be approved by the committee at the monthly committee of management meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The communication subcommittee is required to keep minutes of any meetings held. These are to be kept in a secure file.
- The convenor is required to present a written report to the monthly committee of management meetings, ensuring that privacy and confidentiality are maintained.

Tasks and functions of the communication subcommittee

- Drafting and finalising all public relations/community correspondence from Raleigh Street Child Care Centre promptly in consultation with the Director, Secretary and other relevant committee members
- Co-ordinating the timely input of all relevant/necessary information for the Raleigh Street Child Care Centre monthly newsletter including upcoming events and important dates.

- Compiling newsletter monthly and review prior to publishing/distributing to families.
- Acting fairly and maintaining confidentiality at all times
- Keeping the Committee of Management informed about the progress of the subcommittee.

This information should be reviewed by the communication subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.

ATTACHMENT 11: PARENT PARTICIPATION - SUBCOMMITTEE TERMS OF REFERENCE

Purpose

The Parent Participation Committee may be established by Raleigh Street Childcare Centre Committee of Management on an as needs basis to establish the framework and administration of the Parent Participation Program. This includes ongoing monitoring and support.

When convened, the subcommittee will use these Terms of Reference.

Membership

The Parent Participation Program Officer, one to two voting members, one to two non-committee parents and one or more staff members (optional invite to staff)

Convener

The convener will be the Parent Participation Program Officer, or another person as nominated by the subcommittee.

Time period nominated

The policy subcommittee shall operate for the term of the committee unless otherwise instructed by the committee of management.

Meeting requirements

The subcommittee convener is responsible for organising meetings as required.

Budget allocation

Expenditure must be approved by the committee at the monthly committee of management meetings. A request in writing must be submitted by the subcommittee.

Reporting requirements to the committee

- The parent participation subcommittee is required to keep minutes of any meetings held. These are to be kept in a secure file.
- The convener is required to present a written report to the monthly committee of management meetings, ensuring that privacy and confidentiality are maintained.

Tasks and functions of the parent participation subcommittee:

- Conducting an annual inventory of parents' specialist skills by inviting parents/guardians to nominate skills or activities on the Parent Participation Program form.
- Utilising this list to allow specialist type tasks to be matched to suitable parents and to ensure that any parent who may be able to assist at the centre in various tasks throughout the year are given the opportunity to do so.
- In conjunction with staff identifying new opportunities for parent involvement and advertise appropriately.
- Ensuring appropriate values are assigned to tasks.
- Providing input and support into the resolution of any issues arising from the application of the parent participation policy

- Providing feedback to the Committee of Management on participation levels so that every effort can be made to ascertain the reason for non-participation and offer remedies.
- Overseeing all correspondence in relation to Parent Participation Program
- Being responsible for promoting the program within the centre
- Reviewing the overall program regularly at a minimum annually
- Keeping the Committee of Management informed about the progress of the subcommittee.
- Acting fairly and maintaining confidentiality at all times
- Keeping the Committee of Management informed about the progress of the subcommittee.

This information should be reviewed by the parent participation subcommittee at the commencement and on completion of their term. Any alterations to this document will need to be presented and approved by the committee of management.