

Quality Area: 7.1.2: Management Systems: Systems are in place to manage risk and enable the effective management and operation of a quality service.

7.1 Governance: Governance supports the operation of a quality service.

**BERALA JACK & JILL
PRE-SCHOOL**



Governance & Service Management

Reviewed: May 2026

Next Review date: May 2027

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.

This policy reflects the statutory requirement that children's safety, rights and best interests are upheld above all other considerations in all decisions, actions and practices. It is guided by the paramount consideration principle under the Education and Care National Law.

Aims:

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

Ensuring every decision made reflects the paramount consideration of children's safety, health and wellbeing above the financial interests of approved providers and any other fiduciary duties owed by persons with management or control of services, and extends to duties or obligations which arise from the *Corporations Act 2001* (Cth). This has been the law since October 2025. Conducting our affairs legally, ethically and with integrity, ensuring compliance with all funding, regulatory and legislative requirements.

- Remaining solvent and complying with all our financial obligations.
- Identifying organisational risks and legal obligations and managing these.
- Ensuring mechanisms are in place for fair and transparent governance.

Management roles and responsibilities:

The Management Committee has overall responsibility for children, families, employees and the community for the viability and relevance of the service. The Management Committee will direct its activities towards achieving the organisation's goals, vision and strategic plan and implementing the

organisation's Self-Assessment-Tool 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 will maximise the value and contribution of the organisation to the community, and serve the interests of the organisation's members, employees, families and children. In serving these interests, there is an implicit understanding that the rights, interests, safety and well-being of children are paramount in all decision-making.

The committee abides by the Berala Jack & Jill Preschool Constitution and sound governance standards to make decisions in the best interest of the preschool, employees, children, families, staff, and community. In serving these interests there is an implicit understanding that the rights of the child are paramount in all decision making.

The Committee is able to receive support and professional development as required to help them understand expectations in regard to their roles and responsibilities. All professional development will be expended by the service.

eLearning modules can be accessed free of charge by visiting the ACECQA website here, <https://www.acecqa.gov.au/resources/opening-a-new-service/elearning-modules-approved-providers>

CELA So Now You Are On The Committee webinar can be accessed here, <https://www.cela.org.au/training/leadership/so-now-you-are-on-the-committee>

The following link is for Person with Management Control (PMC) to undertake an information webinar and survey to support understanding of their obligations as a PMC for the provider from The Department of Education.

[https://education.nsw.gov.au/early-childhood-education/operating-an-early-childhood-education-service/setting-up-a-new-service/roles-and-responsibilities#:~:text=details%20\(section%2056A\).- ,Information%20for%20people%20becoming%20a%20person%20with%20management%20or%20control ,-These%20resources%20are](https://education.nsw.gov.au/early-childhood-education/operating-an-early-childhood-education-service/setting-up-a-new-service/roles-and-responsibilities#:~:text=details%20(section%2056A).-,Information%20for%20people%20becoming%20a%20person%20with%20management%20or%20control,-These%20resources%20are)

Information for people becoming a Person with Management Control (PMC)

Policies

The Management Committee will work in partnership with the Director to:

- Ensure that a comprehensive set of policies and procedures are in place as required under Education and Care Service Regulations and other Regulations and laws that the service must comply with.

- Ensure policies and procedures enhance children’s safety.
- Ensure policies are reviewed regularly for legislative compliance.
- Work with the service community to review, revise and update policies regularly to ensure they inform compliance and accurately reflect service practice.

Compliance Measures

The Management Committee will:

- Ensure that mechanisms are in place, such as compliance tools and a compliance system, to assist them in assessing whether the organisation’s policies are implemented.

Constitution

- The Management Committee of the Association will:
- Ensure that the organisation’s constitution/articles of association are always followed.
- Ensure that the constitution/articles of association are reviewed regularly.
- Ensure that each new member of the Board/Management and Committee is provided with a copy of the organisation’s constitution and Self-Assessment-Tool on their appointment to the Management Committee.

Management Committee powers

The Management Committee sets the strategic direction and monitors the performance of the organisation.

The Management Committee will provide effective governance to ensure excellent overall management of the preschools 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 subcommittee, a director, an employee or an authorised delegate.

The Management Committee delegates the responsibility of implementing the strategic plan and day-to-day management of the preschool 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.
- Approving and monitoring the progress of major capital expenditure.
- Overseeing compliance.

Risk Management

The Management Committee will work in partnership with the Director to:

- Ensure all management practices of the Management Committee and staff align with the Constitution/Articles of Association.
- Demonstrate achievement of this through accessible meeting minutes.
- Ensure complaints and grievances are addressed in a timely manner with fair investigation and will be documented. The information, including who to contact and relevant phone numbers, displayed on the noticeboard.
- All staff will be fit and proper to ensure their roles and responsibilities are followed. A comprehensive induction process is put in place for all new staff.
- Adopt quality governance and management processes, procedures and practices, in line with the National Quality Standard, especially Quality Area 7 – Governance and leadership.
- Ensure that obligations under the National Law and National Regulations are met, as well as all other laws relevant to governance and management of the preschool.
- Ensure that all reporting and reporting requirements are met, including reporting for the National Quality Framework, family assistance, taxation, child protection, and other relevant laws.
- Notify the regulatory authority about the approved provider and operational changes, and changes in relation to the nominated supervisor.

- Notify the regulatory authority about changes to the 'fit and proper' status of the approved provider.
- Notify any serious incidents, and complaints relating to a serious incident or that the Law has been contravened.
- Maintain the National Early Childhood Worker register

Management Committee's authority:

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

The Management Committee has a close working relationship with the Management team (the Director, Education Leader, Administrator). The Management Committee and Management team set the strategic direction, quality improvement and monitor performance of the organisation.

The Management Committee delegates the responsibility of implementing the day-to-day management of the organisation to the service's Director and/or Responsible Person.

Financial accountability

- The Director will ensure appropriate resources are available to carry out the organisation's functions.
- The Committee will ensure our preschool meets all financial and legal obligations by working in partnership with the bookkeeper and auditor. They will approve and monitor monthly financial expenditure and annual audits.
- The Director will seek approval from the Committee for any financial purchases over \$1000. All approvals will be agreed to in writing, either by email or in the Service Report and meeting minutes.
- Staff purchasing groceries or resources for the service will be reimbursed upon issuance of a valid receipt. Where purchases are for teaching resources, an approval from the Director is required. All reimbursements will be made via electronic funds transfer.
- Two authorised signatories are permitted to transfer money between the Service's every day and savings accounts.
- A **single** signatory may operate an approved corporate debit or credit card facility of a limit up to \$5000. **Two** signatories for electronic funds transfer are required. Signatories are generally the Director, Public Officer and/or a member of the Committee.

- The debit / credit card is only to be used for business purposes. The individual with authority to operate the credit/debit card is under no circumstance permitted to withdraw money from the credit card or use it for personal reasons.
- All funds to the service are spent in accordance with the grants and funded programs spending rules, for example Start Strong, Disability and Inclusion Program and Start Strong Free Fee Preschool Guidelines. The Director will be responsible for submitting all required financial accountability reports by the submission due dates.

Code of conduct

The Management Committee members will:

- Commit themselves to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as Management Committee members.
- Demonstrate unconflicted loyalty to the best interests of the organisation when acting as a Management Committee member.
- Avoid any 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 themselves 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 obtained as part of through their role.
- Respect the confidentiality appropriate to issues of a sensitive nature.

Management Committee Roles

In addition to understanding the role of the Management Committee as a whole, each member needs to be aware of their individual role on the committee, particularly if they are an office bearer.

President/Chairperson

The president's role encompasses three broad areas:

- Leadership of the committee
- Liaison with the Director

- Public relations

To be effective in these areas, it is important that the president 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 organisation's governing rules
- Contributing to the committee meeting agenda, in consultation with the Director and other committee members

The president must also:

- sign the minutes after they have been confirmed at the following meeting.
- assisting the Director to prepare and deliver a report at the organisation'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 that have been allocated to other committee members or sub-committees.
- speak on behalf of the service 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).

The Vice President's responsibilities include:

- ensuring the service keeps a current list of members of the organisation, including address and contact numbers.
- presenting applications for new membership to the committee for approval in accordance with the constitution.

Secretary

The secretary is responsible for the records of the service (other than the financial records).

Secretarial responsibilities include:

- consulting with the President/chairperson/Director on preparation of the agenda
- documenting and preparing minutes following all meetings
- distributing copies of minutes at or before the next meeting, in accordance with governing rules
- collecting, reporting, and responding to relevant correspondence as directed

Treasurer

The role of the treasurer is to ensure:

- the service prepares an annual budget
- income and expenditure (profit/loss) are checked against the budget
- Treasurers report is prepared and distributed to all committee members prior to each Committee Meeting
- the service uses correct accounting procedures and keeps associated documentation (invoices, receipts, bank statements, etc.)
- the correct information compiles for the annual audit.

Although the Treasurer's role is vital, the whole committee is responsible for ensuring the financial viability and accountability of the service.

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. Ordinary committee members have a role in ratifying decisions and contributing to organisation improvement through ideas, physical assistance, and fundraising activities.

Extra Confidentiality Requirements

As a member of the Management Committee, there will be times when items to be discussed are of a highly sensitive and confidential matter. Management Committee members will:

- understand the importance of keeping all information obtained confidential
- not use information for personal gain
- maintain the confidentiality of children, families, and the committee at all time

Sources

- Education and Care Services National Law and Regulations 2021
- The NSW Department of Education
- Australian Children's Education and Care Quality Authority (ACECQA)
- NSW Fair Trading
- Fair Work Commission Australia
- Community Connections Solutions Australia (CCSA)

This policy is linked to

- Philosophy
- Responsible Person Policy