



# Committee of Management Guide

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## General Information

The Committee of Management (CoM) is established with the responsibility and power to ensure healthy management of Perry Street Childcare Centre (PSCCC) and Elizabeth Gorman Memorial Kindergarten as a registered not-for-profit incorporated association. There are no fees, subscriptions or other payments required from members of the CoM.

This guide outlines general processes, role descriptions and frameworks governing PSCCC. Information is taken from the [Model Rules for an Incorporated Association](#) (Consumer Affairs Victoria, 2023), Perry Street policies, the [Early Learning Association Australia](#) (ELAA) management manual and everyday best practice.

## Details From the Model Rules

### *The Committee members:*

A minimum of five Members are elected under rule 51 of the Constitution. The Committee consists of:

- A President, and
- A Vice-President, and
- A Secretary, and
- A Treasurer, and
- General member/s, elected under rule 53

The quorum for a Committee meeting is the presence (in person or as allowed under rule 62) of a majority of the committee members holding office.



## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **Eligibility of members:**

Any person, 18 years or over, who supports the Association is eligible for membership.

### **Election of members:**

Consideration of an application for membership is decided by the standing Committee. If approved, new member details are recorded and the applicant will be informed in writing. If rejected, the Committee is not required to give a reason (obligations of the Equal Opportunity Act 2010 are noted).

### **General duties:**

- The Committee is collectively responsible for ensuring that the Association complies with the Act (Associations Incorporation Reform Act 2012) and that individual Members of the Committee comply with these Rules.
- Committee Members must exercise their powers and discharge their duties with reasonable care and diligence.
- Committee Members must exercise their powers and discharge their duties:
  - In good faith in the best interests of the Association; and
  - For a proper purpose
- Committee Members and former Committee Members must not make improper use of —
  - Their position; or
  - Information acquired by virtue of holding their position so as to gain an advantage for themselves or any other person or to cause detriment to the Association.
  - No Member of the Committee may directly or indirectly supply goods or services for profit to the Association where those goods or services can be obtained satisfactorily at a lower cost elsewhere locally.

## **Details From Policies & ELAA Management Manual**

The Committee is elected by the Members of the Association (at the AGM) to control and manage the business and affairs of the Association. The Committee is the decision-making body of the Association and has the power and responsibility to ensure the proper management of the Association.



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The Committee is bound by the declaration that they sign at the beginning of their term, confirming that they will abide by the values and principles of the Code of Conduct for Committee Members (which Committee Members receive upon taking office, and is available from the Director at any time). There is also a Governance and Management Policy that Committee Members must uphold.

### *Committee Members must 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;
- Developing a risk management plan and taking actions to mitigate identified risks;
- Disclosing all actual, potential and perceived conflict of interest immediately and abide by the processes to manage the conflict;
- Treating all information received as a Committee Member in utmost confidence unless otherwise specified by the Committee;
- Complying with the organisation's privacy policy;
- Accepting collective responsibility for the decisions of the Committee; and
- Approving an annual budget and monitoring financial performance against agreed budgets.

Each person on the Committee needs to be dedicated to the cause of the Association and, regardless of their role, contribute equally by carrying out tasks and participating in the Committee in a responsible manner.

Members of the Committee often convene/lead Sub-Committees and report back to the Committee of Management on the activities of the Sub-Committees.



## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **General Members**

#### **Position Description**

No prior experience required. The Committee of Management includes a minimum of five General Members. The CoM meets monthly on the third Tuesday of the month from February to November. A minimum of four Committee meetings per annum is required as per the Model Rules.

#### **General Hours Required**

- 90 minutes attendance at monthly meeting, 10 in total per annum

#### **Community Contribution Levy Offset**

- Meets annual contribution criteria

### **Responsibilities In Practice**

- Attend each meeting and participate as needed
- Read circulated reports prior to meetings
- Move motions, when necessary, with a seconder. Voting is usually by a show of hands; however, a secret ballot can be held on request.
- Discuss any matters arising in the local community or from Darebin Council that affect the Centre/community
- Set goals and aims for the year, including fundraising events and forecasts revenue received from these
- Approves the budget for the following year in November

At each meeting the following is discussed:

- Director report (including room vacancies, staffing matters & policy)
- Executive members' individual reports (President, Treasurer, etc.)
- Kindergarten reports
- Sub-Committee reports
- Any other general business that may be moved



## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **The Executive Members**

#### **Position Descriptions**

The Executive of the Committee is made up of four key roles. These are, President, Vice-President, Secretary and Treasurer. The Executive is a type of Sub-Committee.

#### *Executive responsibilities, in addition to General Member responsibilities:*

- Dealing with urgent issues that arise between Committee meetings that require timely decisions
- Managing staffing issues/recruitment
- Discussion and information gathering regarding issues that are to be addressed at the next Committee meeting

#### **Responsibilities In Practice**

- Monthly meetings on the third Tuesday of the month from February to November. Regular meetings run online or in person from 7.30-9.00pm, occasionally longer as necessary
- In addition to monthly meetings, the Annual General Meeting is held once which typically runs for one hour
- The Executive are responsible between monthly meetings for preparation/organisation of other necessary communications as they arise
- A short planning meeting may be held in January to look at the events, fundraising and staffing for the year



## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **President**

#### **Position Description**

No prior experience necessary, however, good leadership and community spirit are highly sought.

#### **General Hours Required**

- 90 minutes attendance at monthly meeting
- 90 minutes per week on average

#### **Community Contribution Levy Offset**

- Exceeds annual contribution criteria

### **Responsibilities In Practice**

- Conducts staff appraisals twice yearly, with the Director, to discuss staff concerns, achievements and PD from the past and going forward. Other Committee Members, preferably from the Executive, may also assist with staff appraisals
- Follows up and actions any concerns or complaints from parents or staff with relevant people and government bodies if required
- Assists in the recruitment of staff – reading applications, sitting on panels and collective decision making
- Works with the Director with any concerns or achievements of the centre
- Liaises with Darebin Council on any matters concerning Perry Street
- Acts as the 'face' of Perry St when media is involved, or the governing body is required
- Is the chairperson for all Committee meetings, and reports on any activities at monthly meetings
- Works with the Treasurer and the Committee to ensure the appropriate policies and procedures are in place to manage financial risks, such as fraud.

#### **Details from the Model**

The President or, in the President's absence, the Vice-President, is the Chairperson for any general meetings and for any Committee meetings.



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### *Details from the ELAA Management Manual*

- Provides leadership and modelling of appropriate behaviour
- Protects the reputation of the organisation
- Has working knowledge of the current legal documents that govern the operation of the service (constitution, policies, service agreements, Associations Incorporation Reform Act etc.)
- Coordinates the work of the Committee, including:
  - Effective control of meetings & meeting procedures
  - Clear and agreed goals of the Committee
  - Sub- Committees set up and functioning according to Association policy
  - Decision making is democratic and properly recorded
  - Clear delineation of roles between Committee and staff
  - Policy is implemented and regularly reviewed
- Ensures effective and open communication with parents and staff on important decisions
- Presents an Annual Report at the AGM
- If unable to chair a meeting, ensuring an appropriate person is available and briefed to undertake the role
- Being prepared for every meeting and leading the discussion on critical issues
- Creates a constructive atmosphere for the meeting facilitating genuine participation and discussion from all Members
- Ensures work is shared as far as possible among those on the Committee and follow up activities to ensure they are being completed within timeframes
- Presents a report on any major or ongoing issues to the Committee
- Exercises an appropriate level of control over meetings and the business



## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **Vice-President**

#### **Position Description**

No prior experience necessary, however, knowledge in policy, HR or communication is a great help.

#### **General hours required**

- 90 minutes attendance at monthly meeting
- 60 minutes per week on average

#### **Community Contribution Levy Offset**

- Exceeds annual contribution criteria

### **Responsibilities In Practice**

- Chairs monthly meetings when the President is absent
- Drafts & edits communications for the community e.g. newsletter items, responses to Council
- Can take on one or a number of Sub-Committees to lead and report back on
- Can lead certain projects
- Assists with staff appraisals
- Assists with staff recruitment
- Instigates and maintains projects of interest

#### **Details from the Model**

The President or, in the President's absence, the Vice-President is the Chairperson for any general meetings and for any Committee meetings.

#### **Details from the ELAA Management Manual**

The Vice President is a part of the Executive of the Committee, providing support to the President and stands in for the President when required. The role can also be used as a time of training and mentoring the future president of the service.





## **Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten**

### **Secretary**

#### **Position Description**

No prior experience necessary, however, a confident digital aptitude and organisation skills are extremely helpful.

#### **General hours required**

- 90 minutes attendance at monthly meeting
- 60 minutes per week on average

#### **Community Contribution Levy Offset**

- Exceeds annual contribution criteria

### **Responsibilities In Practice**

- Distribute the agenda and previous minutes prior to each meeting
- Inform members of the meeting schedule
- Document accurate minutes at each meeting, including recording attendance and apologies
- Collate monthly reports from the Director, Staff Rep, Kindergarten teachers, President and Treasurer
- Keep electronic records in an organised manner

#### **Detailed Information from the Model & ELAA**

The Secretary must perform any duty or function required under the Act to be performed by the secretary of an incorporated Association. The Secretary is the Public Officer of the Association unless the Committee declares otherwise (as detailed in Clause 78).

The Secretary is one of the central communicators of the Committee. They should provide timely correspondence, where directed, to all Committee Members to ensure the efficient and effective running of the Committee and Members.

#### **Roles and responsibilities of the Secretary are to:**

- Maintain the Register of Members, prepare relevant documentation prior to the Committee meetings, develop the agenda, circulate minutes of the last Committee



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meeting promptly to enable Committee Members to follow up any actions  
accurately record the minutes of all meetings and related actions.

- Ensure quorum for meetings
- Maintain and store these documents appropriately in electronic format in the Centre's office
- Ensure the names of persons present at Committee meetings are recorded
- Ensure motions are dealt with as directed
- Ensure Members are notified of meetings and ensure Members of the Association are kept informed about the business and activities of the Association
- Manage all outgoing and incoming correspondence and ensure correspondence is filed
- File all correspondence and minutes once the appropriate procedures have been completed
- Provide Members with access to the register of Members, the minutes of general meetings and other books and documents
- Perform any other duty or function imposed on the Secretary by the Association Rules.
- Notify the Registrar notice of his or her appointment within 14 days after the appointment.

### *Common Seal:*

The common seal must be kept in the custody of the Secretary or, where the Secretary is satisfied it is secure to do so, at the registered office of the Association.



## *Perry Street Childcare Centre & Elizabeth Gorman Memorial Kindergarten*

### **Treasurer**

#### **Position Description**

Prior experience in accounting or finance is typically necessary, however, a keen fast learner interested in this area could be up for consideration.

#### **General Hours Required**

- 90 minutes attendance at monthly meeting
- 60 minutes per week on average

#### **Community Contribution Levy Offset**

- Exceeds annual contribution criteria

### **Responsibilities In Practice**

- Liaising with the bookkeeper to acquire financial reports and summarise these for Committee, ensuring the Committee understand any profit/loss and all expense lines in the budget
- Overseeing the annual auditing of finances conducted by external auditors
- Ensuring sufficient financial reserves in the event of a crisis or extended closure of the Centre
- Understanding the income and expenses of the budget each month and predicting future profit/loss as part of setting the annual budget together with the Director and Committee.

#### **Details from the Model**

The Treasurer has the responsibility to prepare the annual budget in consultation with the Director and Committee and assist the Committee to monitor and update/change the budget on a monthly basis. The Treasurer presents the annual budget to the Committee and as part of this process, answers any questions.

The Treasurer is supported by a paid bookkeeper and paid employees of the Association who must:

- Receive all moneys paid to or received by the Association and issue receipts for those moneys in the name of the Association; and



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- Ensure that all moneys received are paid into the account of the Association within 5 working days after receipt; and
- Make any payments authorised by the Committee or by a general meeting of the Association from the Association's funds; and
- Ensure cheques are signed by at least 1 Committee Member and 1 employee of the Association.
- Ensure online payments are approved by 1 Committee Member and 1 employee of the Association

The Treasurer must:

- Ensure that the financial records of the Association are kept in accordance with the Act; and
- Coordinate the preparation of the financial statements of the Association and their certification by the Committee prior to their submission to the annual general meeting of the Association.
- Ensure that at least one other Committee Member and the Centre Director has access to the accounts and financial records of the Association.