TE KŌHANGA REO O
NGĀ KUAKA
He kuaka mārangaranga kotahi i tau ki te tāhuna
tau atu, tau atu, tau atu.

Hui-ā-Whānau
Wenerei 11 Hūrae 2018
5.15 – 6.15pm HUI

Ka hui tātou ki Tōku Whakaki Marihi

	Kaupapataka	Mā wai	Te roa
1	***Karakia /Mihi***		
2	**Whakawhanaungatanga**		
3	**Ngā Tono aroha**	Hekeritari	
4	**Ngā meneti o tērā hui 13/06/2018**	Te katoa	
5	**Ngā Take i puta mai:**	Te katoa	
6	**Ngā reta tukuna mai/atu –**	Tumuaki	
7	**Te Kārere o Te Kāhui Manutaki**	Kara, Joanee, Tania	15 meneti
8	**Ngā Pūrongo Whakahaere Report for Komiti Mahi, Komiti Putea and Komiti Arotake:**	Tiatangata/Tiatangata Tuarua	5 meneti
9	**Ngā take whānui:** 9.1 Komiti Kohi Putea	Te Ao Marama ma	5 meneti
	9.2 Roopu Papataakaro	Toti ma	5 meneti
	9.3 Komiti Whakawhanaungatanga	Trudy ma	5 meneti
10	**Nga pānui mo te marama kei te heke mai**		
11	***Karakia Whakamutunga***		

Some of the Recommendations to be considered:

1. That the minutes for the 13 June 2018 be received and approved.
2. That the Nga Pūrongo Whakahaere report be received.
3. That the OHS Policy, Child Protection Policy, Code of Conduct, Trips & Excursions & Training Policies be ratified and approved.
4. That whanau receives notification that the amended 2018 budget results in a financial deficit of $130,980.

Te Kōhanga Reo o Ngā Kuaka: Hui-ā-whānau
Minutes of meeting held Wednesday 13 June 2018

TE KŌHANGA REO O
NGĀ KUAKA
He kuaka mārangaranga kotahi i tau ki te tāhuna
tau atu, tau atu, tau atu.

Venue:	**Te Kōhanga Reo o Ngā Kuaka, Silverdale Road, Hamilton**
Duration:	**Start:** 5.25pm **Finish:** 6:25pm **Quorum:** 5
Nga Tangata i tae mai:	Virginia Smith, Hemi May Kelly, Haimona Waititi, Māhiti Kingi-Tūtaki
Te Kahui Manutaki i tae mai:	Kara Sikisini (Tumuaki), Joanee Mokomoko (Pou Academic)
Kaituhi meneti:	Hemi May Kelly

ITEM 1 KARAKIA TIMATANGA/MIHI

1.1 KAIKARAKIA: HAIMONA WAITITI **5.25PM**

1.2 MIHI WHAKATAU:

Korekau

ITEM 2 FORMAL BUSINESS

2.1 NGĀ TONO AROHA

Ngawai Smith, Whānau Dargaville, Whānau Maxwell, Whānau Waititi-Murray, Whānau Thompson, Whānau Morgan, Whānau Jenson-Aki

Resolution 2.1	*"Ka whakaaetia te whānau ki ngā tono aroha"*			
	Kaimoutini:	*Hemi May Kelly*	*Kaitautoko:*	*Haimona Waititi*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*

ITEM 3 NGĀ MENETI O TERA HUI: 9TH MAY 2018

Resolution 3.1	*"*Ka whakaae te whānau ki ngā meneti o tēra hui inā ka whakarerekē kia tika?*"*			
	Kaimoutini:	*Virginia Smith*	*Kaitautoko:*	*Hemi May Kelly*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*

ITEM 4 NGA TAKE I PUTA MAI I NGA MENETI?

- Item 3.2: Whakatikahia te rā kei "Ngā meneti o tērā hui" - 11 April 2018

ITEM 5 TE KARERE O TE KĀHUI MANUTAKI

Te Purongo o Te Kāhui Manutaki: Kara Sikisini, Joanee Mokomoko & Tania Milner

Tumuaki Presentation: Kara Sikisini

Kua tukuna ki a Joanee

Pou Academic Presentation: Joanee Mokomoko

- TOO- e 9 ngā tamariki. E kaha māuiui ana ngā tamariki i tēnei wā. I tīmata a Rangihokaia I tērā mārama, kua tau pai. Kaupapa: Ātua Māori.
- TK- 14 ngā tamariki. Ka whakawhiti atu a Niao rāua ko Hone Hikitia ki TWM. Ka mutu a Hana-Te-Akau hei te rāmere 22 o Pipiri. Kaupapa: Matariki
- TWM- 16 ngā tamariki I tēnei wā. Akuanei ka tīmata a Kowhai rāua ko Hopaea te whakawhiti ki te kura. Kaupapa: Māra kai, Matariki
- Kaiako hou: Te Rangimarie Ormsby-Teki

Operations Co-Ordinator: Tania Milner

- Kāore i tae-a-tinana

Korero kua puta mai o te whānau: Whānau Feedback

How is the Kaiako Wellbeing Plan going?

Joanee: Nā runga i te kaha māuiui kāore anō kia aro ki te kaupapa

	"That whanau receive the Te Kahui Manutaki Reports"			
Resolution 5.1	*Kaimoutini:*	*Haimona Waititi*	*Kaitautoko:*	*Virginia Smith*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*

ITEM 6 NGĀ PŪRONGO WHAKAHAERE:

6.1 TREASURERS REPORT (KOMITI PUTEA)

Kaikōrero:

Kara Sikisini spoke in absence of Treasurer

Audit

Audit report has been received from current auditor Don Jefferies. The cost of the audit was $2385, the initial quote was $500 lower. Because previous figures did not match up our auditor had to review back to 2009 which was unforseen. A big mihi to Don for the koha of his time to resolve this.

The auditor recommends that Kohanga get a separate accountant as it is bad practice for the auditor to also do the accounting.

Kai

Kai is over budget. The menu has been changed this year to reduce the amount of sugar in our tamariki's kai. The kai budget will be reviewed for next year.

Trust Waikato

Money ($11,304) has be received from Trust Waikato however no letter has been received stating what this money for, Te Aomārama will follow up on this.

Korero kua puta mai o te whānau: Whānau Feedback

- How much did the Audit cost?
- The auditor states in his letter that he would recommend a fee's rebate for whanau who pay fees early. This will be taken to KP hui.
- Virginia Smith: Would we benefit from having a board meeting between the Kōmiti Whakahaere every month? (Kōmiti Putea, Kōmiti Mahi, Kōmiti Arotake, H & S). This will be brought up during the governance review.

	"That the Treasurer Report be received and approved by whanau"			
Resolution 6.1A	*Kaimoutini:*	*Virginia Smith*	*Kaitautoko:*	*Joanee Mokomoko*
	Ka whakaae te whānau?	*Ae*	*He Kaiwhakahē?*	*Kao*
	"That whānau receives and approves the Pūrongo Pūtea to 31st May 2018"			
Resolution 6.1B	*Kaimoutini:*	*Joanee Mokomoko*	*Kaitautoko:*	*Māhiti Kingi-Tūtaki*
	Ka whakaae te whānau?	*Ae*	*He Kaiwhakahē?*	*Kao*
	"That the whanau receive the financial documents from 1st – 31st May 2018"			
Resolution 6.1C	*Kaimoutini:*	*Māhiti Kingi-Tūtaki*	*Kaitautoko:*	*Virginia Smith*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*
	"That the whanau receive and accept the final Audit Report and Management letter for period ending 31st December 2017			
Resolution 6.1D	*Kaimoutini:*	*Virginia Smith*	*Kaitautoko:*	*Māhiti Kingi Tūtaki*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*

6.2 KŌMITI MAHI REPORT

Kāore i hui i te mārama nei

6.3 KOMITI AROTAKE REPORT

Korekau he kōrero

6.4 HEALTH AND SAFETY

Korekau he kōrero

ITEM 7 NGĀ TAKE WHĀNUI

7.1 KŌMITI WHAKAWHĀNAUNGATANGA

Korekau he kōrero

7.2 KOMITI PAPATAAKARO

Korekau he kōrero

7.3 KŌMITI KOHI PUTEA

Kaikōrero: Hemi May Kelly

Still in the process of collating information for funding applications. KPP will hui this month and create an action plan to complete this.

Korero kua puta mai o te whanau: Whanau Feedback

Korekau

	"That whanau receive and approve the Kōmiti Kohi Pūtea Report"			
Resolution 7.3	*Kaimoutini:*	*Virginia Smith*	*Kaitautoko:*	*Joanee Mokomoko*
	Ka whakaae te whānau?	*Ae*	*He kaiwhakahē?*	*Kao*

ITEM 8 Ngā pānui mō te mārama kei te heke mai

8.1 PĀNUI

Kara Sikisini

- Pō Matariki this Friday 15th June 2018- Still looking for ringa āwhina
- Whakaaturanga Ako Friday 29th June 2018- Pot luck dinner

ITEM 9 KARAKIA WHAKAMUTUNGA

Hui-a-whanau concluded at 6:25pm by Kara Sikisini.

Approved as a correct record of proceedings of the Hui-a-whanau meeting held on 13 June 2018, at Te Kohanga Reo o Nga Kuaka, Hamilton.

Tiatangata:_____ Date: _____

11 July 2018. Komiti members present: Dorina Paenga (Chair), Virginia Smith (Dep Chair), Ngawai Smith, Te Ao Marama Anderson & Kara Sikisini (Tumuaki).

Ngā Pūrongo Whakahaere (Summary)

Health & Safety

Hui: 5 July 2018

Papataakaro: Toti and whanau have covered the Papataakaro flooring mats with a non-slip agent.
The were other Health & Safety issues but the Pou Manaaki is managing. No other details provided. The Health & Safety Policy remains in draft form. Quote received from Tompkins Wake to review this policy at a cost of $1,500.

Komiti Putea

Hui: 5 July 2018

- No financial statements received.
- Tiatangata submitted an amended 2018 budget based on the following parameters:
    - 30% certified teaching staff
    - 44 enrolled tamariki (average taken from 7 of the last 12 months)
    - Small amendments to line items overspent
- This resulted in a $130,980 operational deficit.
- Also, difficult to receive regular financial statements from operations.
- Hootaka Manaaki was also discussed and if Kōhanga due to its deficit can continue to support this programme.

Komiti Mahi

Hui: 5 July 2018

Staffing Levels

As reported by Komiti Putea, the departure of 2 qualified Kaiako in the last 2 months has resulted in a loss in revenue. Another 2 staff are planned to leave due to study and moving to a new city. As a result, the Tumuaki has been on the floor for a majority of the time over the last few weeks. The level of care across Kōhanga was also discussed and some concerns reported.

Review & Assessment

Accountability Report 2 has been received and also on track to receive the Final report on 16 July 2018. Whanau are asked to please keep the evening (5.15pm) of the 18th July or 25th July 2018 free for an overall presentation to all whanau.

Other

- Development, negotiation and signing of the new contracts for the Leadership Team will start after the Final Report has been received. Collective Agreement negotiations will also commence after the Final Report has been received.
- No PGs have been received in the last month.

Komiti Arotake

No hui in the last month. Tiatangata managing.

Nga Kuaka policies have been posted online for several months for whanau to review and provide feedback. As a result, there are several policies to be ratified today being:

1. OHS Policy
2. Child Protection
3. Code of Conduct
4. Trips & Excursions
5. Training Policy

Other Business

- Kōhanga still require a Treasurer, so any whānau interested please contact the Tari.
- Next Hui-a-whanau: 8th August 2018

Te Kōhanga Reo o Ngā Kuaka
ANNUAL BUDGET

TOTAL INCOME			TOTAL EXPENSE	
INCOME - TKR O NGĀ KUAKA		EXPENSE - TKR O NGĀ KUAKA		
Dividend Income		ACC Levies Expense	$6,000	0.6%
Donated Goods & Services		Accounting Fees - Xero	$360	0.0%
Fundraising Revenue	$2,000	Audit Fees	$3,000	0.3%
Gain on Sale of Fixed Assets		Bad Debts / write offs	$0	0.0%
Interest Income	$4,000	Bank Charges / Fees	$500	0.1%
Koha Income		Cleaning, sanitary & rubbish	$32,000	3.4%
Miscellaneous Income		Computer & electronic	$4,323	0.5%
MSD - Wage Subsidy Income		Depreciation Expense	$15,000	1.6%
Grants Income	$1,800	Loss on Sale of Fixed Assets		0.0%
Rental and Hire Income		Electricity power & gas		0.0%
Equity Funding	$40,000	Fundraising expenses		0.0%
Kaupapa Funding	$450,101	General expenses		0.0%
Purapura Wananga	$0	Insurance expense	$4,500	0.5%
Whanau / Matua Fees	$314,496	Interest expense		0.0%
WINZ Child Care Subsidy		IRD penalties and interest		0.0%
		Kai / kohanga groceries	$9,000	1.0%
		Whanau hui and governance		0.0%
		Kaimahi training & general	$16,290	1.7%
		Wages - Kaimahi	$674,570	71.5%
		Wages - Kairiiwhi	$70,000	7.4%
		Wages - HAD	$34,000	3.6%
		KiwiSaver contributions		0.0%
		Koha and taonga expense	$1,445	0.2%
		Legal & professional expenses	$15,000	1.6%
		Mokopuna Oranga Pumau (MOP) Insurance	$2,000	0.2%
		Mokopuna gifts; trips and other expenses	$8,600	0.9%
		Payroll or software expenses	$2,000	0.2%
		Petty Cash expense		0.0%
		Postage / Courier / Freight Expense		0.0%
		Printing, photocopying & toner		0.0%
		Purapura wananga expenses		0.0%
		Rates Expense		0.0%
		Rental & occupancy		0.0%
		Repairs & maintenance expense	$10,000	1.1%
		Tamariki Resources and materials	$24,290	2.6%
		Security & safety expense		0.0%
		Stationery and office supplies	$8,000	0.8%
		Telephone / internet fees		0.0%
		Travel & accommodation		0.0%
		Unidentified expenses		0.0%
		Waka & Fuel expenses	$500	0.1%
		Advertising and promotion	$2,000	0.2%
		WINZ Child Care Subsidy expense		0.0%
TOTAL	$812,397	TOTAL	$943,378	
TOTAL INCOME			$812,397	
TOTAL EXPENSES			$943,378	
SUPLUS/DEFICIT			-$130,980.77	

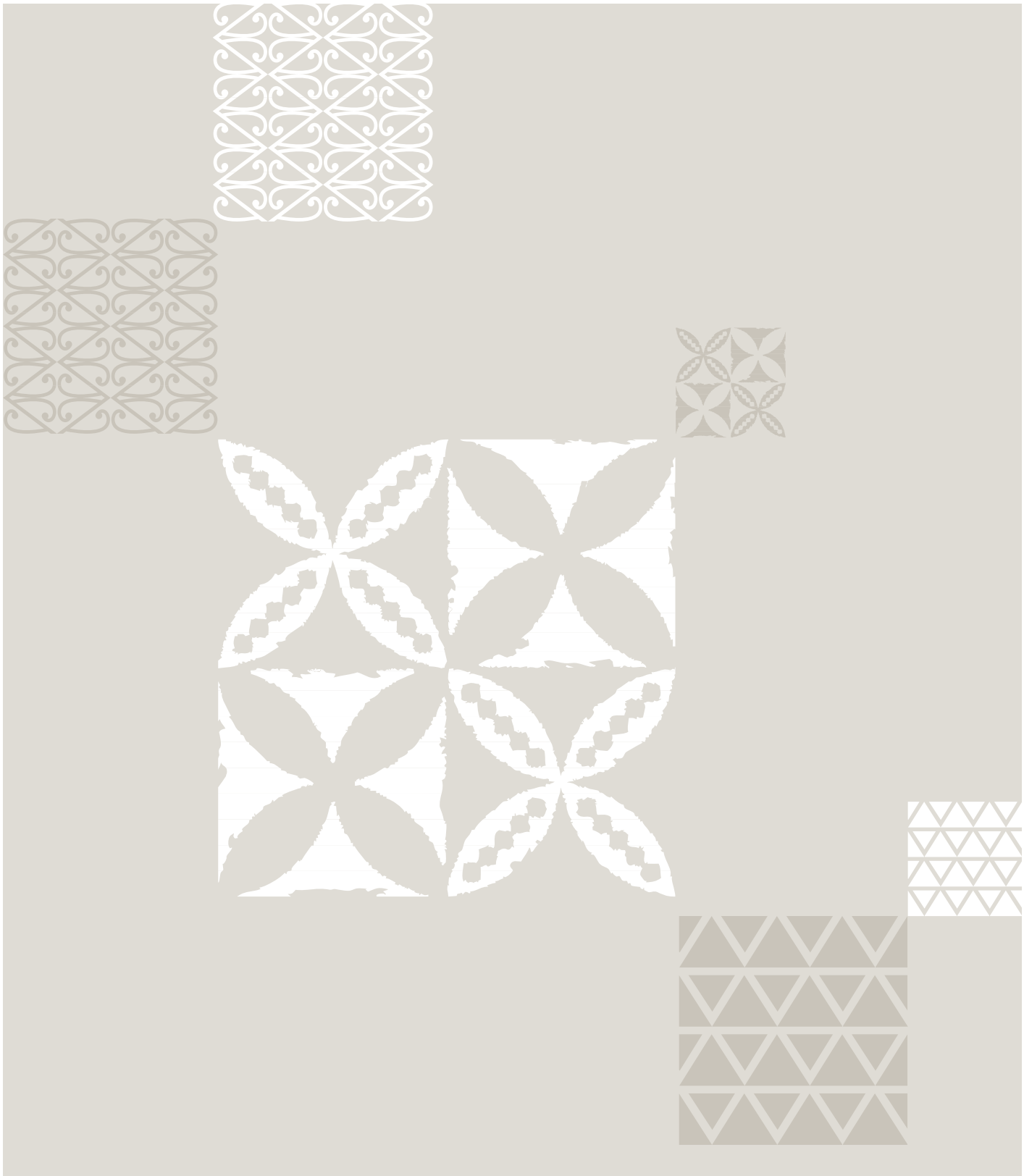
NOTES: Based on 44 enrolled tamariki and 30% certified teaching staff.

Community based Early Childhood Education

Governing and Managing

MINISTRY OF EDUCATION
Te Tāhuhu o te Mātauranga

New Zealand Government



Introduction

This booklet is a revision of the Governing and Managing your community based early childhood education service resource, first published in June 2004.

Getting involved in running your early childhood service provides an opportunity to ensure that your children get the best possible learning environment for their early years. You will learn new skills and play a part in making sure your service runs smoothly and efficiently.

The booklet explains the difference between governing and management of your service. It uses some content from the previous resource but has several new sections including requirements from new Regulations which came into force in 2008. It is intended as a resource to dip into when needed and to provide guidance when difficulties arise.

Services licensed prior to 1 December 2008 can operate under the 1998 Regulations for 6 years to 30 November 2014. These services must apply to be re-licensed after 1 December 2008 and operate under the 2008 Regulations. This booklet refers to both sets of Regulations. The terms used in the 2008 Regulations are stated first and the terms used in the 1998 Regulations are stated second.

We recommend you read this booklet alongside *Education (Early Childhood Services) Regulations 2008* and *Licensing Criteria for Early Childhood Education and Care Centres 2008.*

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Chapter 1: Roles and responsibilities

It takes a number of people to operate an early childhood service. There are different roles and responsibilities for people who:

- work with the children, families and whānau
- manage the service on a day to day basis
- focus on ensuring the service meets the needs of the community and is sustainable over time.

It is important that those involved in providing early childhood care and education understand their roles and responsibilities. Knowing what is required and expected helps to ensure that people taking on the different roles have the knowledge and skills required.

The Education Act 1989 defines the person, body, or agency who or that operates an early childhood education and care service either in a centre or as a home-based network as the service provider.

Each service provider is required to nominate someone who resides locally and is able to respond to issues relating to the licensing of the service and who has the authority to act on their behalf. The 2008 Regulations define this person as the Contact Person. In the 1998 Regulations this person is defined as the Licensee.

The Contact Person/Licensee is responsible for the service's reporting to the Ministry and ensuring that all Ministry requirements are met.

A statutory declaration is required from every service provider stating that each person who is part of a group operating an early childhood service is a fit and proper person and does not have a debt to the Crown.

Parents, community, church

Parents/whānau and members of the community can be involved by being a member of the management group, governing board or a sub-committee.

It is important to keep families and the community informed about what is happening at the service.

People who work with the children, families and whānau

Educators

The Educators work with the children on a day to day basis.

They are responsible for:

- the delivery of quality teaching and learning programmes for children
- positive communication with parents/caregivers and whānau
- safe and healthy practices for adults and children in the service's environment
- providing information to the Person Responsible and the management group
- undertaking self review and ongoing professional development.

The qualifications for being an educator are:

›› an ECE teaching qualification recognised by the NZ Teachers Council for teacher registration.

All licensed ECE services have to meet the requirements for:

›› the number of educators needed for the number of children attending the service

›› the number of qualified educators and the number of registered teachers.

Not all educators working in a service are required to have a formal teaching qualification. You will most likely have a mix of educators with qualifications and without. Please talk to the Ministry of Education about how many qualified teachers you must have on staff. For more information go to:

www.lead.ece.govt.nz/ManagementInformation/EstablishingAnECEService/Step3.aspx

Supervisor

A service may also have a Supervisor who is responsible for overseeing educators and the daily running of the centre. The Supervisor is responsible for the curriculum requirements as set out in the Licensing Criteria for Early Childhood Education and Care Centres 2008, Curriculum Criteria C1 – C13, and may have discretionary responsibility for the budget.

Person Responsible

The Person Responsible is the person directly responsible for the day-to-day running of the service. This includes the care, comfort, education, health and safety of the children.

The qualifications for being a Person Responsible are:

›› an ECE teaching qualification recognised by the NZ Teachers Council

›› current teacher registration.

The Person Responsible (sometimes called the Supervisor or Head Teacher) is an experienced member of the staff team and is responsible for supervising other staff as they work with children.

People who manage the service on a day to day basis:

Manager

The Manager is responsible for the day-to-day operation of the service. The Manager is sometimes the Person Responsible, Supervisor or Head Teacher. The role of the Manager includes managing the administrative tasks, making sure there is accurate financial accountability and monitoring the funding received.

Administrator

The Administrator is responsible for all the day-to-day administrative tasks. These include: maintaining financial records, banking, preparing invoices, buying supplies like stationery or cleaning products, filing, preparing reports and helping to organise events or outings.

Contact person/licensee

The contact person/licensee does not need to have a qualification in early childhood education but must understand how the service runs. The contact person/licensee needs to have time to have regular contact with the service and the Person Responsible, and should be a member of the management group or governing group.

Management group

If a management group has been elected, the members need to be people with an interest in the service, who will be able to attend meetings regularly, assist with decision making and help manage the service.

The management group is formed at the Annual General Meeting and includes:

- a representative from the teaching team who has the most responsibility for the day-to-day running of the service - usually the Person Responsible (electing a teacher to the management group is not advisable because of the conflict of interest – see Appendix 1)
- the contact person/licensee
- parents/whānau and community representatives who are elected at the AGM.

Depending on the size of your service, your management group will have between 5 and 8 members.

People who focus on ensuring the service meets the needs of the community and is sustainable over time.

Governing group or board (referred to as the governing board)

A governing board may be elected from:

- parents and whānau
- the community
- stakeholders
- secretary
- treasurer.

and includes the contact person/licensee.

The size of your governing board is set out in your Constitution or Trust Deed. The size that works best is between 5 and 8 people.

Secretary

The secretary takes minutes at meetings, deals with correspondence, keeps files and ensures the roll is kept up to date. The secretary is also responsible for completing the annual statistical form (end of June).

Treasurer

The treasurer needs to be familiar with the Ministry of Education funding details. For more information go to: http://www.lead.ece.govt.nz/ManagementInformation/Funding.aspx

The treasurer ensures that the financial records are kept up to date and accurate and manages income, banking, makes payments, keeps the cash book up to date, reconciles bank statements, issues receipts.

The treasurer will be responsible for balancing the cash book and bank reconciliations. The treasurer organises the financial records to be audited.

Chapter 2: Statement of Philosophy

The Statement of Philosophy tells everyone who works or comes into your premises what is special about your service and what you want to achieve.

The 2008 Regulations require you to develop and display a Statement of Philosophy.

It needs to be easy to understand by everyone involved in your service and clearly displayed.

What would you put in a Statement of Philosophy?

Every Statement of Philosophy will be different but you might want to include:

» why you set up the service

» what you want to achieve day by day

» what values are really important for your service and community.

Here are some examples:

» "Our staff will be well trained and have regular professional development"

» "At our service the values of our culture are taught"

» "Parents will be encouraged and given opportunities to share in the life of the service".

Who is responsible for the Statement of Philosophy?

Everyone involved at the service should have the opportunity to contribute to preparing and reviewing the Statement, including:

» parents/whānau

» educators

» person responsible

» licensee/service provider.

Preparing or reviewing the Statement of Philosophy

The management group or governing board is responsible for writing a draft Statement of Philosophy. This should be circulated to as many stakeholders as possible to get their opinion. This can be done through a meeting or by doing a survey, whatever method is best for your stakeholders.

Their ideas and comments should be included in the final Statement before it is circulated again. It may be necessary to go back to each of the groups to make sure that everyone is happy with the final Statement of Philosophy. Statements of Philosophy do not have to be long but they do need to be clear about why the service exists and what it stands for.

The Statement of Philosophy should be reviewed each year and the Annual General Meeting is a good time to do this. It's a good idea to give a copy to those involved a week or two before the meeting so they can think about whether changes are needed.

Giving a 'close-off' date for suggested changes keeps the review on track and means the refreshed Statement can be presented at the AGM.

CHAPTER 02

An example

Aoga Amata

Statement of Philosophy

- Our service exists to offer high quality bi-lingual education and care to the children of Island Bay.
- The children are the main reason the service exists and each child should have their individual needs and abilities acknowledged and enhanced.
- Our service believes it is essential to create an environment for the children that is physically and emotionally safe.
- The curriculum offered to the children will be based on Te Whāriki to offer variety, challenge and fun.
- Our service will provide the children with opportunities to develop, to learn, to extend them, to play and to gain social and learning skills.
- Our service believes in open communication and building positive partnerships with families, the church and the community.
- Our service believes that staff need on-going training to continue to develop the professional skills required in progressive early childhood education.
- Our teachers will maintain a high level of professionalism within the service and model appropriate behaviours.

Chapter 3: Responsibilities of governing

Whether your service elects a management group or a governing board, there are governing responsibilities that both groups need to fulfill. In this Chapter we use the term 'governing group' to include both those elected to the management group and those elected to the governing board.

What is governing?

Governing is the responsibility for the long-term health and prosperity of the service. It includes:

- designing and putting into words a vision of what your service will be like in the future
- making sure your service will provide high quality early childhood education for children in two years, five years, 10 years and beyond
- long-term projects or issues rather than day to day matters.

For example, if you are planning to build a room for under two year olds in two year's time, or having all your staff trained by 2012, or saving to renovate the bathroom next year you are governing.

A job description for governing

When you govern, you need to be always asking yourself: *"Is what I am doing going to make the service better in the future?"*

The job of governing includes:

- setting the direction for the service
- setting performance targets
- developing and following through on policies
- making sure the service has the capacity by way of staff, premises/equipment and money to do all the things you would like it to do
- exercising control by measuring performance against the targets you have set
- understanding what risks the service might incur and having a plan to minimise them
- regular reporting.

In your governing meetings, you must ensure that you:

- exercise a 'duty of care' (this is defined as 'The standard of care which an ordinary man might expect to take on his own behalf')
- act honestly
- do not use your position for advantage (your responsibility is to the service and you must not try and gain a personal benefit)
- comply with legislation (for information about key legislation relevant to your ECE service visit: http://www.lead.ece.govt.nz/ManagementInformation/EstablishingAnECEService/Legislation)
- comply with the Ministry of Education's requirements
- act in the best interests of the service at all times.

What are you responsible for when you govern?

Governing includes such things as:

- making sure the service provides quality education for the children so that families will choose your service
- making sure your service meets the needs of families, both now and in the future, the community, staff, the Ministry, the Education Review Office and other interested parties
- meeting all your responsibilities on time and at all times
- defining the purpose, values/beliefs and aims of the centre
- developing written policies and procedures
- preparing and reviewing the Statement of Philosophy
- reviewing progress and responsibilities as described in the long-term plan
- ensuring your service keeps families and the community informed and involved.

The Constitution or Trust Deed

A community based service is usually established as an Incorporated Society or a Trust. Sometimes a service can be established as a Limited Liability Company or it may be established as a committee of a church or some other 'umbrella group'. Most community based services will qualify as charities and will be registered with the Charities Commission. Being qualified as a charity exempts the service from Income Tax.

The Constitution (if your service is an incorporated society or limited liability company) or the Trust Deed (if your service is a Trust) is the legal authority for the service as an organisation. The Constitution or Trust Deed set out the legal rules for the organisation. The typical contents of a Constitution or Trust Deed include:

DEFINITIONS

NAME

OBJECTS

POWERS

MEMBERS

OFFICERS OF THE ORGANISATION

GENERAL MEETINGS

- Purpose of AGM
- Special General Meetings
- Quorum
- Control of General Meetings and Voting

BOARD (or governing group)

- Role of the Board
- Membership of the Board
- Election / Appointment of the Board
- Term of Office of Board Members
- Vacancies on the Board
- Removal of Board Member
- Board Meetings and Duties of the Board

FINANCES

ALTERATION OF RULES

PROHIBITION ON PERSONAL BENEFITS

WINDING UP

INDEMNITY

Because the Constitution or Trust Deed includes these important legal authorities for your organisation, it must be kept up to date. Your governing group should review the Constitution or Trust Deed every 12 months to ensure that it reflects the way the service is operating and that the service is operating in accordance with the clauses of the Constitution or Trust Deed.

The clauses of the Constitution or Trust Deed can only be altered, added to or deleted at an Annual General Meeting or a Special General Meeting. Once approved by the meeting, the changes must be notified to the Companies Office.

Term of office

Usually the members of the governance group will be elected at the Annual General Meeting but in some services established by an umbrella organisation they may be appointed.

Good practice is to elect each member of the governing group for a term of two years with a right to be elected for another term of two years. It is usual to elect half the number of the group one year and another half the following year. This provides continuity from one year to the next in the long-term planning done by the governing group. The Constitution or Trust Deed should include a clause explaining the term of office.

Preparing for your role

The people who are elected to govern need to know their role and responsibilities. To do this they need to have the right information.

CHAPTER 03

Before your first governing group meeting after the Annual General Meeting, each member of the governing group must know:

- the rules of the service – that is, what is in the Constitution or Trust Deed
- what legislation applies to the service and what the Ministry of Education requirements for the service are (refer to http://www.lead.ece.govt.nz/ManagementInformation/EstablishingAnECEService/Legislation.aspx)
- who the service is responsible to and what the governing group is responsible for
- the service's policy on remunerating governing group members and reimbursing their expenses
- the expected time requirements for being a member on the governing group.

The governance group is responsible for developing and reviewing the policies of the service.

The Legislation

The governing group needs to know what responsibilities they have as contained in various pieces of Legislation and Regulations. For more information visit the website: http://www.lead.ece.govt.nz/ManagementInformation/EstablishingAnECEService/Legislation.aspx

You can also view legislation at www.legislation.govt.nz

The governing group does not need to know the detailed content of each piece of Legislation or Regulation, but they do need to know that the service is complying with them.

It is the responsibility of the service provider to ensure the service complies with all relevant Legislation and Regulations.

Who should attend governing meetings?

Governing meetings are for those elected or appointed to provide governance. Parents/whānau or other interested people who may attend do not automatically have speaking rights and are not entitled to vote.

Example

An annual work plan for our governing group

It is helpful to have a work plan or timetable to keep track of the governing group's responsibilities.

Here is an example:

ANNUAL WORK PLANNER FOR GOVERNING		
January Monthly review » **policies**	**February** Monthly review » **policies** Annual review » **Constitution or Trust Deed** Annual review » **annual accounts & reports** Annual review » **management group** or **governing board succession planning**	**March** Annual » **AGM** Annual review of person responsible Annual » **management group or governing board self-review** Quarterly review » **stakeholders meeting**
April Monthly review » **policies** Annual review » **conflicts of interest register** Annual review » **governance training**	**May** Monthly review » **policies** Annual review » **regulatory compliance**	**June** Monthly review » **policies** Quarterly review » **stakeholders meeting**
July Monthly review » **policies**	**August** Monthly review » **policies** Annual review » **start the long-term plan review**	**September** Monthly review » **policies** Annual review » **long and short-term plans** Quarterly review » **stakeholders meeting**
October Monthly review » **policies** Annual review » **long and short-term plans**	**November** Monthly review » **policies** Annual review » **risk management plan** Annual review » **adopt the short-term plan**	**December** Monthly review » **policies** Quarterly review » **stakeholders meeting**

Likewise, a plan or timetable for management will help make sure everything happens on time.

Example

Reviewing your performance

It is good practice to review the performance of the governing group. The best time to do this is the meeting before the AGM so that you can explain at the AGM how the governing group performed. The purpose is to find out how the governing group could be more effective.

A simple questionnaire like the one below is one way to conduct a review. Each member can complete it and return it to the chair to be collated and summarised.

Our mission/vision/purpose statement clearly communicates what we want to achieve.				
Our values and beliefs are clearly stated and reflected in all our programmes and activities.				
We have a strategic plan, developed consultatively, that guides our group, staff and volunteers.				
Our governance group meetings are well attended.				
Conflicts among directors do not interfere with the governance group's work.				
Our group's relationship with staff is one of mutual trust and respect.				
The roles of governance group members and staff complement each other, and do not conflict.				
We have systems in place to ensure staff turnover does not negatively impact on service.				
We have systems in place to ensure services are monitored and evaluated.				
We make time to consider new programmes and initiatives.				
Our financial expenditures are in line with our objectives and priorities.				
The quality and quantity of our programmes and activities is consistent with our contracts/resources and staff.				

Our members and funders are kept well aware of our major decisions and financial condition.				
Our financial monitoring and control systems enable us to quickly identify budget overruns and errors and protect us from most criminal activities.				
Our governance group members and officers are carefully recruited and selected.				
The organisation provides adequate orientation, training and evaluation for staff.				
The organisation provides adequate orientation, training, evaluation for all group members.				
The governance group has adequate measures to prevent conflict of interest.				
Our personnel practices and procedures provide excellent protection from, and resources for, acts of abuse or harassment.				
Our organisation has good levels of internal communication.				
Our service is generally well regarded in the wider community.				
We communicate well the results of our work to the wider community.				
We have reason to be optimistic about our ability to deal with whatever the future brings in the next 3 years.				
I am proud to be involved in this organisation.				

Chapter 4:

Stakeholders

CHAPTER 04

Those elected to govern are responsible back to the parents/whānau and also to others who have an interest in the success of the service – the stakeholders.

For most services, the following is a sample list of stakeholders:

- parents/whānau
- the community which the service operates within
- Ministry of Education
- Education Review Office
- staff
- children
- suppliers to the service
- neighbours
- owners of the building from which the service operates
- Child, Youth and Family Services
- Inland Revenue Department
- other government agencies
- Local/District/Regional Authority
- funders and sponsors
- the Church or other 'umbrella' group.

It is important for the governing group to review its list of stakeholders each year to make sure it is up to date. The governing group should agree which stakeholders are the most important.

Meeting with stakeholders

The governing group should meet with stakeholders each year. The meeting might only take 20 to 30 minutes but can provide valuable information for the governing group about the future of the service.

The governing group might plan to meet with one of the important stakeholder groups every second or third governing meeting. The stakeholder should be provided with the long-term plan prior to the meeting.

Communication with stakeholders

Good quality and frequent communication with stakeholders helps to keep everyone involved and up to date.

Some stakeholders need frequent communication, some not so often.

A regular 'Update' by the management group should be part of your communications plan. At least once a year but preferably twice a year the management group should write to parents/whānau with the following information:

- how to access information concerning their child
- the service's operational documents (philosophy, values/beliefs, policies, procedures etc)
- the most recent Education Review Office report
- how they can be involved in the service
- any fees charged by the service
- the amount and details of the expenditure of any Ministry of Education funding received by the service
- any planned reviews and consultation.

For visitors to the service, you should have a noticeboard inside the front door of the service which has pinned to it:

- the Education (Early Childhood Service) Regulations 2008 and the Licensing criteria for Early Childhood Education and Care Centres 2008
- photos, names, and telephone numbers of the management group or governing board
- photos, full names and qualifications of the staff
- the service's current licence certificate
- a procedure people should follow if they wish to complain about non-compliance with the Regulations or criteria
- minutes of the last management group or governing group meeting
- a list of recent purchases
- a copy of the latest financial statements.

Once every three months updates on activities at the service can be included in newsletters, community newspapers or other relevant publications.