



Parent Advisory Group Handbook

For incorporated Parent Advisory Groups

February 2020

Disclaimer

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Introduction

Valuing parents, families and Parent Advisory Groups

Shine Bright values the contributions parents, families and Parent Advisory Groups make to their local communities. Parent Advisory Groups, known as PAGs, they complement the work of Shine Bright, as an early years management organisation. PAGs plan activities to help welcome families to the kindergarten and to assist them to feel a part of it. PAGs also provide ideas and feedback to help services improve.

Incorporated PAGs also may be involved in fundraising to help buy equipment, pay for special events or contribute to building upgrades. Fundraising is a valued activity which can contribute to shaping the way the service operates and provides benefits to children, their families and the teachers and educators of the service.

Shine Bright values the contributions parents, families and PAGs make to their local communities. We welcome your feedback about how this resource can be improved to meet your needs.

Who is this for?

This handbook is for members of Parent Advisory Groups which are incorporated, to help guide them in their role. Each PAG is required to comply with its constitution (also called rules or model rules) and this handbook. The handbook contains tools including:

- the role of a PAG and officer bearers
- ways the PAG can help the Shine Bright kindergarten including fundraising and maintenance

What is early years management?

As an early years management organisation Shine Bright takes on the responsibilities for managing the day-to-day operations of the service, including employing and supporting staff, meeting legal and other responsibilities, improving the quality of the service under the National Quality Framework, and looking after the financial sustainability of the service. Early years management organisations relieve parent committees of this responsibility so they can concentrate on the needs of their children and the local community.

The role has evolved over time and was previously called kindergarten cluster management. Now more than half of all kindergartens are managed by an early years management organisations such as Shine Bright.

What is an incorporated association?

Incorporated associations have legal advantages, in return for accepting certain legal responsibilities. For example, incorporated associations can hold a bank account and enter into agreements. Incorporation may protect the PAG members from personal liability for the actions of the incorporated association.

Incorporated associations also have responsibilities. They must comply with both the Associations Incorporation Act and Associations Incorporation Regulations, such as an annual audit of finances and lodging financial statements lodged with Consumer Affairs Victoria.

PAGS which are incorporated must fulfil the responsibilities of an incorporated association.

Shine Bright also welcomes your feedback about how this resource can be improved to meet your needs and any other ways your PAG can be supported.

Incorporated PAGs have a set of rules, also known as the constitution, which sets out the purpose of the PAG and how it must operate.

The role of PAG

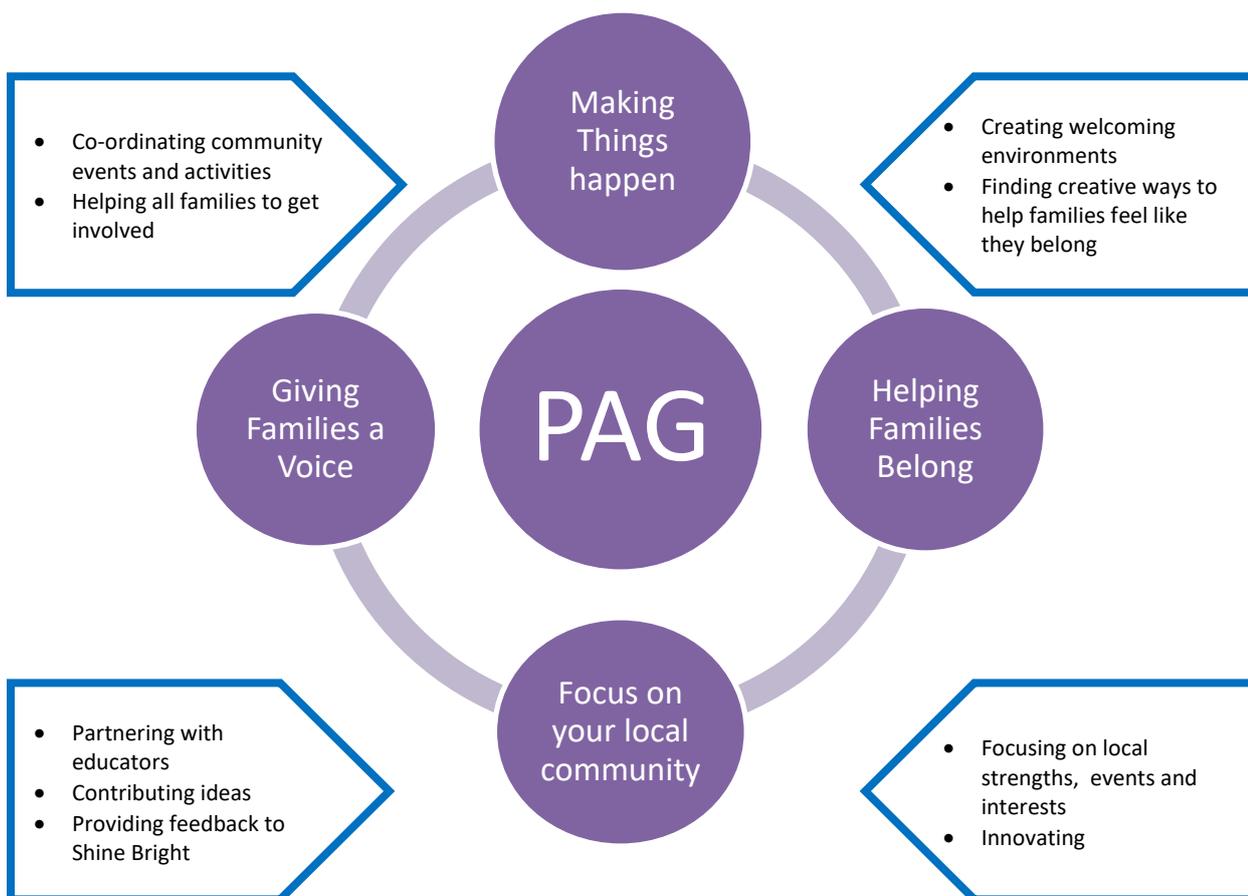
The role of the Parent Advisory Group (PAG) is to create opportunities for families to build meaningful connections and to contribute to the unique early childhood education and care service community.

Responsibilities

The PAG tasks may include:

- Coordinating a calendar or activities including fundraising, social and other events
- Finding ways to create a sense of belonging to the service for all families
- Representing ideas, issues and opinions of local families to Shine Bright.
- Developing partnerships and participating in the wider local community.

Your PAG constitution or rules will have the specific details which your PAG must comply with.



Membership and office-bearers

Who can be a member of a PAG?

A member is any person connected to the preschool who has completed the annual membership nomination form and is recorded on a membership register. An example of a membership nomination form is included at Attachment 1.1.

PAG Committee

Your constitution sets out provisions for:

- Electing PAG committee members at an Annual General Meeting (AGM)
- Terms of office of PAG members
- Grounds or reasons for which a PAG position may become vacant
- Filling casual vacancies occurring on the PAG.



The PAG must have at least three members. The PAG must include the offices of president, secretary and treasurer (one person cannot be both president and treasurer).

The president usually chairs the PAG meetings. For further information about the role of president can be found in Attachment 6. The treasurer is responsible for the financial management of the incorporated association (see Attachment 8 for a detailed description of the role).

The secretary is primarily responsible for taking and distributing minutes and managing the records of the incorporated association (see Attachment 7 for a detailed description of the role).

Other roles may be designated by the PAG members and descriptions for each of these roles, such as fundraising coordinator, maintenance officer etc, should be developed.

Members of the PAG are encouraged, where possible, to commit for 1-2 years membership but may serve a longer period to ensure continuity of knowledge and community connection. All members of the PAG must be 18 years of age or older.

One of the advantages of being incorporated is that personal liability is limited, however, PAG members may be held accountable if they:

- Deliberately fail to act in the best interests of the incorporated association
- Abuse their powers as members
- Fail to declare and avoid conflict of interests
- Fail to exercise due care, skill and diligence.

Annual General Meetings and handover

Incorporated PAGs are required to hold an Annual General Meeting (AGM). AGM resources are attached to this handbook and will assist the PAG through all stages of preparing for an AGM, holding an AGM and handing over to the new PAG.

Each member of the PAG officially holds office from the conclusion of the AGM or meeting in which they are elected until the commencement of the following years AGM. At the commencement of the next years AGM each office holder will officially end their roles however, they will be expected to complete their official functions as President, Treasurer and Secretary by running the meeting, recording the minutes and presenting their official reports. Their final role will be to attend a handover meeting after the AGM to provide the new PAG with all relevant reports and information.



Meetings

For a PAG meeting to take place, a quorum must be present. The rules of your incorporated association should specify the number of members that constitutes a quorum.

The PAG may permit a member to take part in a meeting by using any technology that reasonably allows the member to hear and take part in discussions as they happen.

Minutes must be kept of all PAG meetings.

General Meetings

General meetings for all PAG members can be held at any time and the frequency will depend on the rules of your incorporated association. General meetings can be called at any time in accordance with the association's rules.

Code of conduct

All PAG members will be required to read and sign a copy of the Shine Bright Code of Conduct to ensure that all matters are dealt with in an appropriate manner and that communication between PAG members, parents, educators and Shine Bright is conducted in a professional manner. The Code of Conduct also ensures that all parents conduct themselves in an appropriate manner at all times while at the preschool (See Attachment 10 for further information).

Liaison with Shine Bright

To facilitate a smooth transition of information and clear communication ideally correspondence should be in writing by email. All correspondence should be directed through one PAG member, such as the President or Secretary directly with the Nominated Supervisor.

The Shine Bright Early Years Advisor for the service is also available to assist with specific or general requests.

Dispute Resolution

Your constitution has a dispute resolution procedure, which must be followed. Shine Bright is able to provide guidance about the best practice approach to resolving any disputes.

Shine Bright Central Office staff are available to meet with PAG's experiencing more complex problems, to assist them in working through the issue.

Fundraising

Using fund raising money

Each Kindergarten will have a document referred to as their Strategic Plan, this is a Shine Bright document led by the Nominated Supervisor in consultation with Shine Bright Central Office, the kindergarten staff team and the kindergarten PAG. This plan is a list of improvements and upgrades that have been identified as being required by the kindergarten at some point in time in the future. Each specific project on the strategic plan should be listed in order of priority so that they can be planned for as funds become available.

The PAG may identify, in consultation with the Nominated Supervisor, one of these projects to accelerate, and may raise funds for that purpose or may commit existing funds towards one of these projects. Given the strict regulations around kindergarten play spaces and lease agreements with building owners it is essential that Shine Bright be consulted and involved in any project.

Procedure for spending funds

There are two forms of expenditure for PAGs and they are:

- Fundraising expenses to enable fundraising income e.g. purchase of chocolates etc.
- Equipment purchases/contributions to projects/excursions/social events that the PAG has decided to spend fundraising funds on. This should always be in consultation with the Nominated Supervisor.

In both cases, the PAG will need to develop a plan at the start of the year regarding the fundraising events they wish to arrange and what they wish to spend the funds on. Please note: The plan should be consulted on with all families in the community of the kindergarten to ensure everyone has the opportunity for involvement.

GST and process for purchasing items

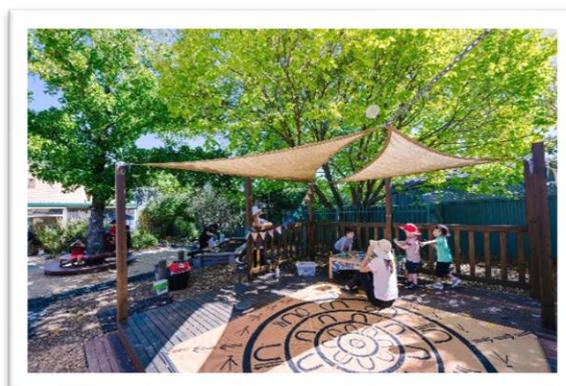
Equipment under \$1000 is to be paid for by the PAG direct to supplier.

Equipment over \$1000 can be purchased through Shine Bright using the purchase order system to save GST. This is to be arranged with the Nominated Supervisor of the kindergarten. The Nominated Supervisor will raise the order request for the purchase and the PAG needs to authorise the purchase at the bottom of the order request accepting responsibility for reimbursing Shine Bright from fundraising funds being the GST exclusive amount (Total less GST = reimbursement amount). A moved motion authorising the payment of this expense should be clearly documented in the PAG meeting minutes and a signed copy of these minutes must accompany the purchase order. The order will be placed by Shine Bright arranging for the goods/service to be sent to the kindergarten with the invoice to Shine Bright to be paid. Upon receipt of the invoice, Shine Bright will invoice the PAG for the GST exclusive amount to be reimbursed within 30 days.

Please note: PAG must keep records of the approvals they have given for purchases through Shine Bright as an outstanding amount in their books (liability). This ensures that there is a record of the agreed reimbursement when handover is completed from one year to the next.

Banking and record keeping

The nature of fundraising means that invariably PAGs will be dealing with cash. Controls around cash are put in place to ensure that people are protected. The following steps must be taken wherever possible:



- Two people should oversee the counting and distribution of cash. Amounts to be banked should be agreed, signed off and bagged.
- It is not the responsibility of any Shine Bright staff to handle PAG funds or to carry out banking duties.
- Signatories for the PAG bank account should be the PAG members only and not staff.
- Anything purchased by the PAG should be agreed by the PAG and minuted through PAG meetings



Maintenance works

Parents carrying out works at the kindergarten

The majority of buildings that Shine Bright operates kindergartens in are owned by councils and the remainder are presently owned by church groups or other community based groups. Any work that is performed on any of the buildings or any significant work on the grounds or equipment needs to be approved by Shine Bright and the property owners. In the case of council owned properties, work is often only permitted by their approved contractors.

Parents' are generally encouraged to take part in working bees and minor maintenance tasks at the kindergarten. There are also many parents who have skills as tradespeople who might be able complete more complex tasks. Unfortunately this is only permitted if strict guidelines are observed.

Work that may be completed by parents without prior approval includes:

- Cleaning (note that cleaning contracts are in place for internal cleaning services)
- Gardening maintenance (any new plantings must be approved by the Nominated Supervisor unless replacement of the same plant)
- Lawn mowing and whipper snipping (appropriate protective gear must be worn including footwear, eye and ear protection)
- Sweeping
- Repairs of toys and equipment. Please note that weight bearing toys ie climbing equipment, bicycles etc must be repaired by approved contractors if structurally damaged.

Use of power tools at the kindergarten

Power cutting tools are not permitted to be used by parents on the kindergarten grounds. This also applies to tradespeople unless specific conditions are met including:

- Any work must have been approved by Shine Bright which may also require approval by the property owner
- Work to be completed must meet with regulations and where permits or compliance are required, ie plumbing or electrical work then tradespeople must be appropriately qualified
- All tradespeople must have, as a minimum public liability insurance, work cover insurance and preferably a red/white card (OH&S).

Communications

This section deals with advertising, social media and communicating with media.

Advertising

Shine Bright must be consulted via the Nominated Supervisor, prior to the PAG advertising any event or any matter relating to the promotion of the kindergarten. Please provide details about what information the PAG would like to include in the advertisement and how and when it will be advertised. Shine Bright will consider how the advertising fits with Shine Bright's communications plans and ensure that any legal obligations and risks have been considered.

Social Media

Shine Bright has a Social Media Policy which is available on the Shine Bright website. These general rules should be followed:

- No other person or organisation should be discussed on social media in a disparaging way.
- Photos taken at the kindergarten, which includes images of people's children cannot be posted or shared on social media without the parents' written permission.
- Communication with educators via social media is not encouraged. While friendships will develop during the course of the year this type of communication is not encouraged as it can be deemed to be selective with some parents feeling excluded or there being preferential treatment.

Communication with media

All media enquiries must be referred to Shine Bright's CEO and Early Years Advisor. PAGs are not permitted to speak to the media without prior permission from Shine Bright.

Registrations and insurances

Registration as a Charity with ACNC

Each PAG should register as a charity with ACNC. There are benefits to registration although it is not essential. If you would like information about registration or want to register or check your current registration then visit the ACNC website: [Click Here](#)

Registration with Gaming Authority

PAGs are encouraged to register as a charitable organisation with the Victorian commission for Gambling and Liquor Regulation. Registration continues for 10 years once registered and ensures that any fundraising being conducted is done in accordance with the Gaming Regulations Act. Registration details and the form for registration can be found on the link: [Click Here](#)

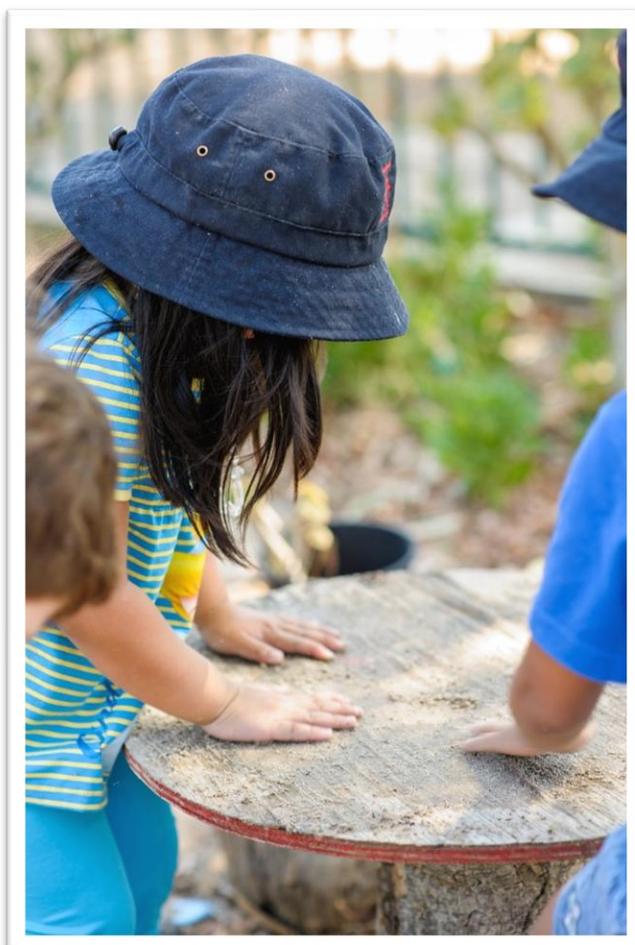
Public liability insurance

Generally any parent taking part in activities at the kindergarten or during fund raising activities and excursions will be covered for public liability under Shine Bright's Public Liability Insurance.

Attachments

Attachments include:

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ATTACHMENT 1: ANNUAL GENERAL MEETING PROCESS

Before the Annual General Meeting (AGM) (4-6 weeks)

- Read your constitution/(Model Rules) so you are aware of what it states in relation to the AGM procedure
- Find last year's minutes:
 - 1) pin them to the kindergarten notice board & inform families of the location so they can read them or
 - 2) copy and circulate to all families or
 - 3) read them at the AGM
- Get any accounts managed by Parent Advisory Group (PAG) (e.g. fundraising) audited (allow up to 4 weeks for this to occur- check your constitution to see if they must be audited formally or informally)
- Talk/ write to new families about PAG positions and their involvement (see PAG Handover Process document)
- Obtain copies of job descriptions of PAG positions see attached.
- Contact Shine Bright to let them know date.
- Ask President, Treasurer, fundraising coordinator and Educational Leader/ Nominated Supervisor to prepare an annual report for presentation at the meeting.
- Prepare an agenda (see attached Model Agenda)

At the Annual General Meeting

- Run meeting according to agenda
- Fill out contact details for all new positions (address, phone (home & work), mobile, email)

After Annual General Meeting (1-2 weeks)

- Send to Shine Bright
 - 1) Audited financial report (either formal or informal as per your constitution)
 - 2) Contact details of members who hold new positions including name, address, mobile & home phone number & email address.
- Send to Consumer Affairs Victoria
 - 1) Audited financial report (either formal or informal as per your constitution)
 - 2) Annual Reports

ATTACHMENT 2: MODEL AGENDA FOR AN AGM

Welcome to all present & acknowledgment of traditional land owners & custodians

- “I would like to begin the AGM by welcoming everyone present and by acknowledging the traditional owners and custodians of the land on which we are meeting today. I would also like to pay my respects to the Elders past, present and emerging.”

Declaration of opening of meeting

Take an attendance list.

Call for apologies

Motion to accept apologies and second required

Minutes of the last AGM to be presented and approved

Motion to accept minutes as a true and correct record of the previous meeting and second required

Presentation of reports:

- President
- Fundraising Coordinator
- Educational Leader /Nominated Supervisor

Motion to accept these reports and second required

- Treasurer

Motion to accept the Audited Financial Reports and second required

Appointment of chairperson to run elections

Declaration of vacancy of all positions

Nomination of positions:

- President *
- Vice President
- Secretary (Public Officer) *
- Assistant Secretary
- Treasurer *
- Assistant Treasurer
- Fundraising Coordinator
- General PAG members

Motion to accept all those who have nominated for accepted positions on the PAG and second required

Thanks to those who have taken on roles

Date of handover meeting:

Declaration of closure of meeting

Notes:

* Usually requirement of Consumer Affairs, and based on Model Rules- check Model Rules or contact Shine Bright if uncertain.

Other positions are as determined by Model Rules &/or Kindergarten tradition. They may be called different names. The number of general committee members determined by Model Rules.

ATTACHMENT 3: PARENT ADVISORY GROUP (PAG) HANDOVER PROCESS

Prior to the AGM

Recruiting the New Parent Advisory Group (PAG)

The first step in the handover to the new PAG is to ensure that you have a new PAG. The present PAG needs to be familiar with the constitutional requirements for elections and actively canvass likely new members well before the closing date for nominations, usually seven days before the Annual General Meeting (AGM) but nominations can be accepted at the AGM.

It is important that the right people are recruited for the specific roles, e.g.: the treasurer ideally needs to be someone with some finance or book-keeping experience. A clear nomination procedure needs to be in place. 'Scouting' for new PAG members should not be left to the Shine Bright staff. It is also important that potential office bearers have some information provided by the service about their role before taking on the job.

A strategy for **recruiting the new Parent Advisory Group** may include any or all of the following:

- Have a **social function** for all new parents for the next year. Helping parents get to know each other and feel comfortable at the kindergarten may be the first step to getting them involved.
- Circulate a **news sheet** to all new parents prior to the AGM encouraging their involvement. Distribute **nomination forms** in plenty of time. Provide a short description of the nomination process and advise that as all parents are automatically members of the association they are eligible to vote and stand for the PAG.
- Provide a short PAG presentation at any **orientation day** held for new parents.
- Provide a simple description of the **roles of each office bearer**, which can be given to all parents or those who have expressed interest in the PAG. (See attachments for details)

After the AGM

STEP ONE

Complete Police Records Checks (PRC) and Working with Children Checks (WWCC)

PRC's

Check your kindergarten constitution about who needs a PRC. Shine Bright suggests that the treasurer and anyone else who handles money should have a PRC to ensure their suitability.

PRC forms are available from: [Click Here](#)

WWCC's

PAG members who are working at the kindergarten outside the times of attendance of their **own** children, or for the purpose of working with other children on a volunteer basis, need a Working with Children Check. WWCC can be accessed on-line. Volunteer WWCC are free.

STEP TWO

Handover Meeting

Make sure that, as soon as practical after the AGM, you have a **handover meeting** where both outgoing and /incoming PAG members are present. At this meeting the outgoing PAG needs to inform the incoming PAG of general operational information. This may be a separate meeting to the normal PAG meeting. **Once elected, the new PAG is the legal entity under the constitution.**

Information concerning the following should be addressed at the **handover meeting**:

- **Meeting dates and venues:** When and where the PAG meets and general PAG information such as where the files are kept, handover of the keys, contact details for Shine Bright, information about security systems etc.
- **Duties of office bearers** including President, secretary, treasurer, and any other designated roles such as fundraising secretary which your PAG has created.
- **Sub-committees:** For example, on-going sub-committees may be for fundraising, whereas short term sub-committees may organize the AGM or other event on an ad hoc basis.
- **Current issues:** Information about any current issues within the service, who it concerns and who is dealing with it. e.g. Shine Bright Strategic Plan for the kindergarten, welcome events for families etc.
- **Licensing and Funding:** This is all handled by Shine Bright. It is important that the new PAG understand the relationship the kindergarten has with Shine Bright to ensure smooth operations during the year. If needed please speak with the Nominated Supervisor who is your Shine Bright key contact.
- **Public Officer:** Name of the public officer and their role. This will always be the secretary.

STEP THREE

Handover of PAG documents

All documentation needs to be up-to-date at the time of handover (see attachments 1 & 3)

STEP FOUR

Handover of Office Bearers

Handover of Treasurer's Information

Depending when the AGM has been held, the past treasurer will have different levels of information to hand over. It is important to provide detailed information about the role of the treasurer, and the fundraising target (if there is one).

If the financial role has been divided across several PAG members, e.g. treasurer, fundraising officer, each person needs to understand the elements and limitations of their position. The designated treasurer should maintain their oversight over all roles.

Treasurer's Documents

In all cases the following documents must be handed to the new treasurer:

- **All books of account** – this will include the fundraising cashbook and any outstanding invoices, cheque book, bank deposit book, investment and provision account details, as well as the details about the electronic cashbook and petty cash sheet.

Tasks

- **New signatories:** One of the first tasks of the new treasurer is to ensure that the signatures at the bank are changed over to the new PAG. Without this taking place the PAG fundraising accounts cannot be operated. The appropriate form must be obtained from the bank and signed by two/three nominated executive PAG members, including the treasurer. These signatories should not be related.

- **Financial statements:** The new treasurer will need to ensure that a copy of the financial statement for the previous financial year is given to the Secretary to attach to the Annual Statement for Consumer Affairs Victoria (CAV).

Handover of the Secretary's Information

The secretary must ensure that his/her replacement understands the process for:

- Recording and distributing minutes.
- Preparing and distributing agendas.
- Receiving and recording incoming mail.
- Preparing, recording and sending outgoing mail.
- Communicating information as instructed by the PAG, to parents.
- Any extra tasks for which the secretary may be responsible, e.g. the public officer role. Advise Consumer Affairs of the change of secretary for the completion of the Annual Statement.
- Information regarding the operation of the computer (if owned by the service).
- Updating files and archiving old documents (minutes of meetings need to be kept for seven years).

Secretary's Documents

The secretary handover must include the following:

- Minutes book.
- Correspondence book and any outstanding correspondence.
- Copies of any pro-forma letters or emails, (i.e. standard letters or emails which are sent each year to parents, etc.).
- Any stamps, seals, letterhead etc. which make up the official operation of the kindergarten.
- Information concerning the collection of mail, i.e.: post office box keys etc.

Handover of the President's Information

The retiring president needs to inform the incoming president of the statutory operating requirements, any issues with which the service is currently dealing, and generally give the "big picture" of the kindergarten's operation. This would usually include:

- Information of the **kindergarten's relationship** to Shine Bright, council, landlord (if applicable), Department of Education and Training (DET) and any relevant community information.
- **Constitution** and other incorporation information, i.e. requirements of Consumer Affairs, Incorporation Certificate and Incorporation number to be used on all official documents.
- **Policy** related to communicating with the media, issues of confidentiality (Confidentiality Statement to be completed at the handover meeting and filed at the kindergarten, complaints (see policy), i.e. protecting PAG information etc. Shine Bright Policy folder to be found at the entrance to the kindergarten.
- **Meeting procedure.** This would need to include any information about when sub-committees meet and how the meeting agenda is structured. Any **future plans** that the service may have or be working towards as a result of the user satisfaction survey and/or kindergarten Quality Improvement Plan (QIP)

Other Office Bearers

- It is important that all others on the PAG who hold some form of office, i.e. fundraising, also meet with their replacement and have a comprehensive handover discussion. It is critical that all records, files, manuals of instruction are also handed over at this time.
- Permanent sub-committees, i.e. fundraising, are established and have a handover of all information and issues.
- The outgoing PAG offer ongoing support to the incoming PAG (ie. by swapping phone numbers/email).

ATTACHMENT 4: DOCUMENT HANDOVER CHECKLIST

The following documents should either be provided (physically given) or their location shown to the new PAG. It is not vital or practical that each document be provided to each PAG member, but they all should know where to access them if necessary.

DOCUMENTS

- Minute Book
- Treasurer's fundraising account books
- Electronic cashbook
- Electronic petty cash sheet
- Public Officer details
- Certificate of Incorporation
- Constitution/Model Rules
- Important telephone numbers (e.g. Shine Bright, DET, Council etc)
- Information for families this may be on display or in a folder at the main entrance

ATTACHMENT 5: SUMMARY FOR NEW PARENT ADVISORY GROUP HANDOVER

PAG members may be provided with a lever arch file or other filing system that includes a copy of the:

- Shine Bright contact details & the name & contact details of the Shine Bright key contact for them kindergarten
- Action Sheets.
- How to access Shine Bright Policies
- List of meeting dates.
- List of PAG members with telephone numbers and email addresses.

PAG members should:

- Read all material to be well-informed.
- Bring their file to each meeting if they are provided with one
- Insert minutes, agendas, and action sheets.
- Keep all relevant PAG information in the file.

At the end of year the files are returned and handed to the new PAG as part of the handover process.

ATTACHMENT 6: PRESIDENT/ SHINE BRIGHT REPRESENTATIVE

The president is normally the 'key person' on the PAG. The key to a well-functioning PAG is leadership from an efficient, enthusiastic and confident president who has good organizational and interpersonal skills. An effective president has the ability to delegate but is still ready to participate as a team member.

The Constitution for the Association will generally state that the president is to chair meetings. This includes PAG meetings, the AGM and any Special General Meeting. However, it is common for other PAG members to take on the role of chairperson in subcommittee meetings.

As the president's role is one of leadership, it is valuable for them to take a positive approach to their role within the PAG and as Chairperson of meetings. The chairperson's role is to facilitate the work of the PAG by demonstrating an awareness of the PAG's responsibilities, how to implement them and to support the PAG through a process of decision making.

The president's role and responsibilities include:

- Chairing PAG meetings.
- Coordinating the work of the PAG by ensuring:
 - 1) Effective chairing of PAG meetings
 - 2) Subcommittees are set-up and function with a clear understanding of the extent of their authority
 - 3) The PAG has clear and agreed goals
 - 4) Correct meeting procedures are followed
 - 5) Decision making occurs in a democratic manner and is properly recorded
 - 6) There is a clear delineation of roles between PAG and the staff
- Knowing the skills of each PAG member to ensure their talents can be utilized effectively.
- Ensuring effective and open communication with parents, staff and Shine Bright on important decisions.
- Presenting the annual report at the AGM.
- Understanding the objectives of the PAG and all subcommittees and the extent of the PAG's authority.
- Adding business items to the agenda and organizing items under the relevant agenda category in conjunction with the secretary.
- If unable to chair the meeting, making sure that an appropriate person is organised and briefed to undertake this role. This is usually the Vice President.
- Being prepared for every meeting. This is achieved by being informed about each issue and being prepared to discuss new information; being aware of relevant documentation as a source of information and direction; being capable of deciding whether an issue requires further discussion or whether a decision is ready to be made. The chairperson should try to understand the purpose of each item and consider the direction the meeting might take.
- Creating a constructive atmosphere for the meeting. It is important to try to find the balance at meetings. On the one hand, some meetings can seem too formal and therefore limit discussion unnecessarily. For example, an extremely formal meeting may intimidate many people particularly those who are new. On the other hand it can be frustrating if there is too much needless joking, time wasting or lack of direction at a PAG meeting. An effective chairperson will determine the tone of PAG meetings from the outset, by clearly stating expectations of all PAG members in relation to fairness, open communication, shared decision making and team work. This

begins by making everyone feel welcome and an equal partner in the PAG. The dynamics of poorly managed meetings can sometimes result in a few people, 'holding the floor'. The meeting chairperson must manage the meeting and ensure all PAG members have the opportunity to participate. This is not to suggest that there are failsafe techniques. There will of course be times when no matter what is tried, it is extremely difficult to counteract someone who dominates. It may also take considerable time to overcome an established pattern of domination by one or two people within a PAG. However this can be achieved with persistence.

- Ensuring that the work is shared as far as possible amongst those on the PAG, and follow up activities to ensure they are being completed within time frames.
- Presenting a report on any major or ongoing issue to the PAG.
- There are times when it will be necessary for the chairperson to call a member to order. The chairperson needs to find the balance between allowing sufficient time for discussion and not permitting excessive inappropriate or irrelevant discussion.

ATTACHMENT 7: SECRETARY

A secretary needs to be well organized. It would be helpful for the secretary to have access to a computer, photocopier, filing cabinet and folders for filing and storage.

The secretary's roles and responsibilities are to:

- Prepare relevant documentation prior to PAG meetings. Develop the agenda with the President. Circulate the minutes of the last PAG meeting promptly to enable PAG members to follow up any actions.
- Ensure association members are informed of the business of the association. This information can be included in a regular newsletter. Minutes of PAG meetings should be accessible to members of the association, and a copy of all minutes should be sent regularly to your Shine Bright key contact and Early Years Advisor.
- Be aware of any ongoing issues that are documented, and may be referred to during meetings.
- Accurately record the minutes of all meetings and related actions, and maintain these appropriately. A minute secretary can be appointed in order to share this responsibility.
- Draft any necessary letters. The signatories on letters should be decided by the PAG. All letters should have copies filed. Any subcommittee member who writes letters on behalf of the PAG must be approved to undertake this and must also give a copy to the secretary to be kept in the files.
- Record all outgoing and incoming correspondence. It is important to open and act on key correspondence such as mail from Shine Bright, correspondence can then be distributed to the appropriate PAG member.
- Collection of mail should be determined by the PAG in consultation with the Nominated Supervisor. Mail must be collected regularly. Mail addressed to staff should be given to them and all other mail opened and recorded by the secretary. Correspondence marked CONFIDENTIAL should be opened only by the person to whom it is addressed and recorded as confidential. The secretary needs to be in regular contact with the chairperson regarding all incoming correspondence.
- File all correspondence and minutes once the appropriate procedures have been completed. This filing system should be reviewed annually. The secretary needs to be familiar with the contents and have a system that works for him/her.
- Complete the Annual Statement and send to Consumer Affairs in consultation with the Treasurer.

The secretary is one of the central communicators of the PAG. She/he should maintain regular contact with all PAG members to promote the efficient and effective running of the PAG and distribute all correspondence quickly, after first recording all letters received for the next meeting's minutes.

An assistant secretary can be appointed to ease the workload of the secretary. The assistant could also be a backup if the secretary is unable to attend any PAG meetings.

ATTACHMENT 8: TREASURER

Each constitution will state the responsibilities of the treasurer. Dealing with the association's money is an important task and the treasurer may require assistance to carry out the required tasks.

The role can be divided into different tasks including assistant treasurer or fundraising treasurer which can be delegated to general members of the PAG. The treasurer's role and responsibilities include:

- **Monthly reports.** A monthly bank statement for the Fundraising account should be obtained and reconciled with the cashbook. The treasurer's report should show the categorized income and expenditure for the month for the fundraising account and any other accounts held by the PAG.
- **Management of cash.** Receipts must be issued for all money paid to the PAG.
- **Management of bank accounts.** All cheque, saving and investment accounts need to be operated correctly. Cheques should have all details completed and crossed 'not negotiable' before they are signed by two authorized signatories. Money should be banked and recorded as soon as possible after it is received. Shine Bright kindergartens are provided with an Electronic Cashbook to make recording of Parent Advisory Group finances and monthly reporting quick and easy.
- **Payment of accounts.** Operational accounts and invoices are paid by Shine Bright on behalf on the service through the Purchase Order System. Special training and details are provided by Shine Bright each year for Nominated Supervisors. The fundraising accounts are paid by the Treasurer.
- **Recording Keeping.** It is important that accurate and up-to-date financial records are maintained. These meet all the requirements of relevant legislation, for example, the Associations Incorporation Act 1981 and the Fundraising Appeals Act 1998. All financial records need to be kept for seven full financial years.
- **Petty cash.** This process is available for buying small items and receipts should be obtained and recorded for all purchases with petty cash. The treasurer should reconcile this monthly. Shine Bright provides kindergartens with an electronic Petty Cash Recording excel spreadsheet. This makes petty cash recording and reporting, including claiming of GST requirements, easy to achieve and submit to Shine Bright on a monthly basis.
- **Fees.** Shine Bright collects all fees on behalf of each kindergarten. The Fees Policy is set by Shine Bright and operates across all Shine Bright kindergartens.
- **Annual Financial Reports.** An annual financial report must be prepared and presented at the AGM according to the Kindergarten constitution. Please see the requirements for auditing by CAV on their website. Most of the PAG Associations will be Tier one associations therefore there is no need to have their financial statements externally reviewed or audited unless:
 - Their rules state otherwise (audit or review)
 - A majority of members vote to do so at a general meeting (review only), or
 - The Registrar of Incorporated Associations directs them to do so.

Parent Advisory Groups are not responsible for the following as Shine Bright takes full responsibility for:

- Budget oversight and management of the kindergarten
- Payroll
- Payment of operational accounts
- Fee collection.

ATTACHMENT 9: PAG CONTACT DETAILS

_____ Shine Bright _____ Kindergarten
 Parent Advisory Group Contact Details 20 _____

<i>President</i>						
Telephone	H:		W:		M:	
Email						

<i>Vice President</i>						
Telephone	H:		W:		M:	
Email						

<i>Secretary</i>						
Telephone	H:		W:		M:	
Email						

<i>Assistant Secretary</i>						
Telephone	H:		W:		M:	
Email						

<i>Treasurer</i>						
Telephone	H:		W:		M:	
Email						

<i>Assistant Treasurer</i>						
Telephone	H:		W:		M:	
Email						

<i>Committee</i>						
Telephone	H:		W:		M:	
Email						

ATTACHMENT 10: Shine Bright Code of Conduct/Code of Ethics

Refer the Shine Bright website for the Code of Conduct policy (Quality Area 4) via the following link: [Click Here](#)

and to the following link for ECA Code of Ethics: [Click Here](#)

ATTACHMENT 11: SAMPLE NOMINATION FORM- ANNUAL GENERAL MEETING

[Insert Kindergarten name]

Nomination form for election to the Parent Advisory Group

Completed nomination forms must reach the:

Secretary _____ by date _____

I, (print name in full) _____

Accept nomination to the position of:

- President _____
- Vice President _____
- Secretary _____
- Assistant Secretary _____
- Treasurer _____
- Assistant Treasurer _____
- General committee _____
- Other (please specify) _____

Signed _____ date _____

(Nominee) _____

Proposer (name) _____

Signed _____ date _____

Secunder (name) _____

Signed _____ date _____



Join our Parent Advisory Group

It's a great way to be part of your kindergarten community.



Joining our PAG is a fantastic way for you to meet other families and to contribute to your child's kindergarten experience.

A Parent Advisory Group (PAG) is a great way for parents to be involved in their child's early learning service. PAGs at Shine Bright plan activities to help welcome families to the service and to assist them to feel a part of it. PAGs also provide ideas and feedback to help the service improve.

As an early years management service, Shine Bright is responsible for managing the service leaving parents free of that responsibility. PAGs complement Shine Bright's work by helping families to get to know each other and contribute to children's experience of kindergarten.

The activities of the PAG vary depending on people's interests and preferences, the needs of the community and people's available time.

How much time is involved?

Most PAGs meet at least once a term. How much you want to be involved is up to you. If you're time limited, please don't let this stop you. We encourage you to attend the first meeting or two to find out more. It's OK if you can't come to every meeting. Any contribution you make is valued.

How is a PAG run?

At the meetings, parents and educator representatives discuss what is happening at the service, share feedback and ideas, and plan upcoming activities and events.

Each PAG has a President or Convener who calls the meetings and organises the group. Other roles depend on the incorporated status of the group. Incorporated groups will have a President, Secretary, Treasurer and General members. Unincorporated Groups can determine their roles based on members interests and strengths. They may all be general members, or the group may decide they need roles such as 'Minute/Note taker', 'Social Coordinator' and 'Fundraising Planner', or 'Community Liaison'.

How can I join?

An Annual General Meeting or information evening about PAGs is held each year. At any other time, please speak to your child's Early Childhood Teacher to find out when the next meeting is taking place and come along to find out more.



'Just One Thing'

As your child's first and most enduring educator, we value your contribution to your child's early learning experience. To reflect this, we are asking each family to pledge **'just one thing'** that they can do to contribute to the service this year. All ideas are welcome! Grandparents and extended family members are also welcome to complete **'just one thing'** for our service. *Please note, you can select more than one thing if you wish!*

Register your interest	Date:
Parent or carer's name:	
Name of child/ren attending this service and group/room name:	
Phone number during business hours:	
Preferred contact time:	
Preferred email address:	

Please indicate below how you would like to contribute this year. We ask for 'just one thing' but you can select as many as you like:

✓	I Will...	✓	I Will...
	join the Parent Advisory Group and attend the meetings		organise a new fundraising event or drive
	attend/start a playgroup at the service		co-ordinate a social event for parents
	come into the service and share my skills/special talent/ culture of with the children and staff		do an 'odd job' i.e. fixing something or helping with gardening or small maintenance jobs.
	participate in a working bee to improve the yard.		help with the organisation for the Open Days and/or other promotions for the service
	provide advice to educators and/or other parents in my area of expertise or interest.....		donate books, toys, or recyclable materials for use in creative or imaginative play activities
	introduce the service to an event or an organisation in the local community		contribute money or time to fundraising activities
	go on a roster to 'stay and play' with my child's group occasionally		help with administrative duties
	come to the service and cook with the children, my speciality is		Other, please specify

Would you like to add any further comments or suggestions

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