

Napier Kindergarten Association



Induction Information for New Board Members



Napier Kindergarten Association
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Induction Information

This document is designed to provide general information for new Board Members of the Napier Kindergarten Association

E nga iwi	All peoples
E nga reo	All voices
E nga karangatanga o nga hau a wha	All relations from the four winds
Tenei te mihi atu ki a koutou katoa	I greet you all

General

The Napier Kindergarten Association is committed to the provision of quality early childhood education for all children. Currently we provide services for children aged between two and five years, although some parents choose to leave their children at kindergarten until they have turned six – which is the legal age for starting school.

We believe children are this country's most important resource, and deserve top quality early childhood education in a caring and nurturing environment.

We are committed to upholding New Zealand's unique bi-cultural heritage. We understand that Te Tiriti O Waitangi is a document of peace not war, and was signed in a spirit of goodwill. We also adhere to the value of treating all cultures that make up the fabric of New Zealand Society with respect and dignity.

The Napier Kindergarten Association has an annual income in excess of \$6 million, is responsible for 16 kindergartens, teaching staff, kindergarten support workers, office staff, teacher aides, relievers, a cleaner and maintenance personnel. At any given time the Association employs approximately 93 staff.

The bulk of our income is expended on teaching salaries and the remaining income covers other salaries and wages, maintenance, insurance and administration.

The Napier Kindergarten Association is a member of New Zealand Kindergartens Incorporated, and is committed to upholding the philosophies of that Organisation:

- ◆ the provision of quality early childhood education.
- ◆ the commitment to employing fully qualified, registered teachers.
- ◆ to be free* from discrimination against race, creed, colour or ability to pay (while this Association does charge fees in some circumstances, children are never disadvantaged by their parents/caregivers inability to pay)
- ◆ to treat everybody with respect and dignity.

****The Word 'Free'***

You may often hear the term 'Free Kindergarten' or see the word 'Free' used in Kindergarten Associations' names. While still part of the 'Free' kindergarten movement, the Napier Association decided to remove the word 'Free' from everyday language because of the confusion it caused when asking parents to pay a fee. Parents assumed that the 'Free' in our name meant free of charge, when it actually means free from discrimination, or 'free' access – where no child will be denied access through a parent's inability or unwillingness to pay the fee.

The Curriculum

New Zealand is one of the first places in the world to have an early childhood curriculum. This curriculum, known as Te Whaariki (the mat) came into being in 1996, after intensive research and consultation throughout the early childhood sector. The final document has been sent to early childhood experts in Europe, who have described it as “visionary” and “groundbreaking”.

Te Whaariki embraces the holistic development of the child and has helped to formalise quality educational systems that were already in place in New Zealand Kindergartens.

Board

New Board Members are elected onto the Board at the annual Association AGM or they may be co-opted at any other time. They are responsible for the governance of the Association, by setting policies and guidelines. There are nine Board Member positions, including an Elected Staff Board Member with full voting rights. Positions on the Board are for a rolling two-year period to avoid everybody standing down at once.

The Board is the employing body of all the Association’s teaching and administrative staff, and it employs a General Manager, who has full delegated authority to manage its affairs on its behalf.

The Board meets a minimum of six times per annum, every odd month on the last Wednesday. The Board can meet more often if this is deemed necessary and at present the time demands mean we’re often meeting on the last Wednesday of every alternate month. These meetings are attended by Board members, the General Manager and any others the Board chooses to invite. The meetings are held at the Association office, 66 Kennedy Road, Napier or via zoom. Minutes, Agenda, current reports etc are sent to Board Members before the Board meeting.

A minimum of 50% of Board Members need to attend a Board meeting to achieve a quorum.

The General Manager, Finance Manager and Education Managers have no voting rights.

Issues to be raised at a Board Meeting: The Board works to a pre-set agenda, and full financial and operational reports are sent to all Board Members.

For an issue to be raised outside of those topics on the agenda, the General Manager should, where possible, be notified as soon as possible that there is an issue to be discussed. The General Manager should be given as much information as possible about the issue prior to the Board meeting in order that she can prepare any information that may be helpful for the Board to consider regarding the issue.

Visitors to a Board meeting must be granted speaking rights by the Chairperson of the meeting before being able to address the meeting. If an issue is raised by visitors and the Board Members have had no prior opportunity to research or investigate the issue, the Chairperson may decide to let the issue sit on the table, and discussion may be deferred to the next Board meeting; this is to enable full information on the issue, and consideration by the Board so that informed discussion can take place.

Start Times for Board Meetings: The Board meetings begin at 6:00pm and are usually completed by 8:00-8:30pm.

The Board operates a Staffing Committee, which consists of the Association President, one other Board Member, the General Manager, an Education Manager and an elected teacher representative. The Staffing Committee is responsible for dealing with extraordinary issues outside the day to day management of staff (e.g. disciplinary matters)

The Staffing Committee meets on an as required basis, depending on business needing to be done.

Incidental Information

Board Members are paid a meeting fee which is similar to that of a School Board of Trustees for each meeting attended. This fee is paid by way of direct credit to members bank accounts at the end of each year. The Board is also entitled to claim for reimbursements of reasonable costs which enable

them to carry out their role (eg babysitting costs, mileage costs). Reimbursement claim forms can be obtained from the Association office or downloaded from the staff log in area of the website. (see Appendix 2)

Fees are also paid for attendance at conferences, NZK meetings and staffing or appointments committee meetings.

Individual Board Members can elect not to receive all or some of the fees payable to them.

The Appointment Process

Teaching appointments (including the Education Manager) are largely made independently of the Board, through an Appointments Committee, however there is a Board representative on this committee.

The Appointments Committee is made up of a Chairperson, a Board representative, the General Manager and a Teacher Representative. The Chairperson may be an independent person. No Board member can be on the appointment panel of any person who is related to or a close associate of the Board member.

All permanent teaching vacancies are advertised in the Education Gazette, which is available online.

All applications for teaching positions must be made on the official Napier Kindergarten Association application forms (available from the office or online from our website).

Non teaching appointments (teacher aides, kindergarten support workers, administration staff etc) are made by the General Manager, in line with budget provisions.

The appointment of the General Manager is the responsibility of the Board.

Financial Management

The Association contracts Epplett & Co, an accountancy firm in Hastings, to provide advice and support, monthly reports and preparation of yearend financial statements for audit by Oldershaw and Co Ltd.

The Finance Manager keeps a close eye on the day to day financial situation, liaises with Epplett & Co, and reports to the General Manager, and the Board, as and when required, as well as producing comprehensive reports for the Board meeting.

Each year the Finance Manager, in consultation with the General Manager, develops a draft budget for the following year, which is presented to the Board for approval, and then sent to Epplett & Co.

The Association's financial year is 1 January to 31 December.

Health and Safety

The Association is fully aware of its obligations under the Health & Safety in Employment Act (1992), and the Health and Safety Amendment Act 2003, and endeavours to provide a safe working environment for all staff.

A comprehensive Health & Safety System is in place for all staff. Copies of this document are available from the Association Office.

Health & Safety audits of kindergartens (including staff discussions on stress issues) are undertaken by the Education Managers once a year. All kindergartens complete a weekly (some daily) Health & Safety checklist.

In line with legal requirements, the Association has a 'Smoking in the Workplace' policy which states that all kindergarten property is smoke free.

Association Personnel

1 General Manager

The General Manager (GM) is responsible for the day to day management of the Association, within the policies and guidelines set down by the Board.

The GM is the employer representative.

The GM is the licensee of the kindergartens and therefore responsible to the Ministry of Education for upholding the Education Act, Early Childhood Regulations and other legislation that relates to this Association.

The GM is member of the Staffing and Appointments Committees.

The GM works full time and is on call 24 hours a day for emergencies.

The current GM is Helen McNaughten.

2 Education Managers

The Education Managers (EM's) are responsible for the professional development, appraisal and support of the teachers and teacher-aides within this Association.

The EM's are responsible for playground safety and development.

The EM's are members of the Staffing Committee.

These people working in this position in other Associations or under the Kindergarten Teachers Collective agreement may be referred to as Senior Teachers.

One EM is employed on a fulltime basis and the other is part time (70%).EM's are not usually available after hours.

The current EM's are Eileen Kennedy and Beth Huddleston.

3 Finance Manager

The Association employs a Finance Manager (FM) to manage:

- Payroll Administration
- Association Budget
- Accounts Payable and Coding of Accounts
- Bank Reconciliation
- Accounts Receivable
- InfoCare, including RS7 claims to MOE, Parent Fee invoices, Frequent Absences and Enrolments
- Investments
- Kindergarten Treasury, including budgets and reporting
- Assistance to the General Manager and the Board with financial matters/advice.

The Association Finance Manager works full time.

The current Finance Manager is Leonie Bond, who is now living in Wellington. While a fulltime employee, Leonie is operating from her home base in Wellington. Leonie travels regularly to Napier and is available for important meetings.

Leonie's address is
43 Raroa Terrace, Tawa, Wellington
ph (04) 232 3431
0800 0800 000063 pin 1227
fax (04) 232 3086

4 The Personal Assistant

The Association employs a part time Personal Assistant (PA) who provides office support services to the GM and EM's. The PA manages the reception area and meets and greets visitors. This is a part time position. The current PA is Lynda Clark.

Lynda is of great assistance to the GM and EM.

5 The Finance Support Person

The Association employs Julie Crook in the position of Finance Support Person. She provides support to the Finance Manager, prepares every 4th payroll and assists kindergartens with such tasks as banking, accounts payable and grant applications.

6 Maintenance

The Association employs a casual maintenance person who is available to undertake small maintenance jobs for kindergartens. For any major work, professional contractors are used after quotes have been sought and approval for work given.

The current maintenance man is Stuart Tasker.

Stuart has passed the required Conviction Disclosure Authority checks.

7 Teaching Teams / Types of Kindergartens

All teaching teams have one head teacher and two or more other teachers. We have a teacher: child ratio of 1 teacher to 10 children in all our kindergartens. Each kindergarten also employs a kindergarten support worker or a teacher aide for up to 20 hours per week.

Teacher-aides are employed in some kindergartens to assist teachers with their work, especially where safety is an issue or there are high special needs. Kindergartens are not funded by Ministry of Education for teacher-aides, and the salary expenditure on this is monitored regularly.

All kindergartens operate on an all day licence, which means they offer daily a session which is more than 4 hours duration. We have a variety of session lengths offered from 3 to 7.5 hours duration.

The number of children attending any one session at a kindergarten varies according to the size of the kindergarten and the licence it operates on. On average we would have approximately 700 children in our care on any given day.

Information on the individual kindergarten licences, hours of operation and session sizes can be provided upon request.

20 Hours ECE

All of our kindergartens offer the 20 Hours ECE initiative to all qualifying children aged 3, 4 or 5.

Qualifications

It is kindergarten philosophy that the teacher minimum qualification requirement is the Diploma of Teaching (Early Childhood Education). We do not recognise the licensing point system, nor any of the current certificates in Early Childhood Education. All teachers must have a provisional, full or subject to confirmation Practising Licence to teach in our kindergartens.

Funding

Our Association obtains the bulk of our funding from the Ministry of Education (MOE), as well as fees, donations, grants and fundraising activities. Our funding is based on a combination of hours, number of children and licence type. We operate at the highest funding level for 2 to 6 year old children.

Our kindergartens receive from the Association an annual funding allocation from which they pay the basic costs of operating their kindergartens, excluding staff wages and salaries which are covered by the Association. These amounts are reviewed annually. This is made up of a lump sum amount plus an amount per child place.

If you are interested in learning more about the current funding criteria, please contact the General Manager.

Confidentiality

All Association personnel (including Board Members and local committee members) are expected to maintain confidentiality at all times, and to check with the General Manager if there is ever uncertainty regarding a subject.

All Board Members are required to sign Codes of Conduct agreements annually.

All comments to the Press must first be cleared through the General Manager.

Equity Funding

The Board has also developed a statement on equity, which describes the Association's commitment to equity across the Association. All kindergartens that are experiencing financial difficulties can apply to the Board for assistance.

Government has introduced equity funding payments to eligible kindergartens. Eligibility criteria includes low socio-economic communities, special needs, language and kaupapa issues and isolation issues. Kindergartens receiving equity funding have this entitlement reviewed every three years. Currently this Association has seven kindergartens receiving government equity funding.

Board – Terms Of Reference

The Board is the legal authority for the Napier Kindergarten Association (Inc). Board Members represent the interests of the children, parents and caregivers of this Association. As such, the Board is entrusted by the community for the 16 kindergartens which come under the umbrella of this Association.

It is recognised that the Board has the overall responsibility for kindergartens, but to enable kindergartens to function effectively, the Board, Management & Administrative Staff, Head Teachers, Teachers, Teacher Aides and Kindergarten Support Workers must work together in a climate of goodwill, respect, trust and co-operation.

The Role of the Board

The role of the Board is that of governance, which focuses on the wider issues of organisational purpose, direction and policy, as well as having a role in monitoring the effectiveness and efficiency of management, which is carried out by the General Manager.

Specific Board responsibilities are

1. To develop strategies, direction and policies and put in place monitoring procedures to ensure appropriate implementation and control by management (outlined in GM's Board reports)
Policies must be consistent with the Education Act and its amendments, Professional Standards, other Acts and regulations, industrial awards, the Association's Constitution.

Approval of policies is the responsibility of the Board after consultation with the community. The Board may delegate the development of policies.

2. To support the General Manager in her management role by providing the delegated authorities in administration, personnel and finance matters which allow the GM to manage effectively.
3. To fulfil its role as good employer
4. To ensure that the Board communicates effectively with its community.
5. To ensure that Board Members adhere to the **Code of Conduct** (see appendix 1).

Governance: Setting & monitoring Association's direction, strategic thinking & planning, describing the destination, large ideas/concepts, visions, risk management, monitoring of financial position & legal compliance, set & review Governance policies. Outcomes focussed. Board Members monitor, guide & enable good management without doing it themselves.

Management/operational: The actions, procedures, policies required or in place for the day to day running of the Association. The practical details of 'how', 'when' & 'where' in order to bring the Board's visions into reality or solve issues arising within the Association. Confirmation to the Board that legal compliance obligations are being met. Provision of advice and information to the Board

Requirement for Board Membership

A commitment to work for the greater good of the Association ie to act in the interests of all kindergartens in the Association.

Individual Board Members are expected to

- show a willingness to learn
- be enthusiastic
- see larger issues
- be non-judgmental
- ask questions and share ideas
- be professional at all times
- have a sense of humour

There is an expectation that Board Members will make every effort to attend all Board meetings and devote sufficient time to become familiar with the affairs of the Association and the wider environment within which it operates. Board Members may, from time to time, be expected to hold a portfolio position or serve on one or more sub-committees.

Local Kindergarten Responsibilities

Opportunities are provided for Board Members to visit the kindergartens, While maintaining a high standard across the Association, each of our 16 kindergartens has its own unique character, and it is important not to lose sight of the fact that we are here to create a quality environment for children.

Conflict of Interest

It is the responsibility of a Board Member to notify the President of the Board of any potential conflict of interest. This would include any pecuniary business dealings or services provided for the Association or its kindergartens, tendering or quoting for any work to be undertaken for the Association.

No Board Member, other than the Elected Staff Board Member, may be an employee of the Association nor of any other ECE provider.

It would also include involvement in or association with any activity or organisation that may bring the Association into disrepute or which contradicts the values, principles and policies of the Association.

Planning Day / Effectiveness Evaluation

The Board will undertake an assessment of its collective effectiveness on an annual basis, based on the achievements of its strategic plan established for the year and on the fulfilment of its overall responsibilities as defined in the terms of reference and in its policies. The evaluation takes place during an annual strategic planning day, which is organised after each AGM. Board Members will agree the start and finish times (usually 9am to 2.30pm)

The strategic plan/focus for the coming year(s) is also developed at this planning day. It is an important tool for setting the overall direction of the Association.

It is also an opportunity for new Board Members to get to know the rest of the team, and may include an element of professional development.

Board Professional Development

An annual allocation of funding is set aside in the Association budget for professional development costs of Board Members. This covers such items as:

- Costs of Board Members attendance at NZK meetings, Conferences or Governance Hui's (registration, travel, accommodation and food)
- Guest speakers at Board Meetings or Annual Planning Day
- Consultancy services re governance
- Any other relevant PD opportunities that enable Board Members to carry out their role

Induction Process

After election or co option to the Board an induction meeting will be arranged with the President to welcome new members to their role, provide additional information helpful to bringing them up to speed and providing an opportunity to ask questions.

Further induction information or discussion may be held in the May Board meeting.

Position Descriptions

1 President – Napier Kindergarten Association

<i>Key Tasks</i>	<i>Key Outcomes</i>
To be well-informed on all Association matters	<ul style="list-style-type: none"> Interested parties are informed about goals and objectives for the Association and the processes for achieving these. Leads informed debate in respect of issues relating to the Early Childhood Sector.
To lead the development of future directions and goals of the Association	<ul style="list-style-type: none"> Establish vision / mission and goals agreed to by the board. Strategic plan prepared for a three year period, with immediate year being specified in an action plan
To manage Board Meetings	<ul style="list-style-type: none"> Involvement of all Board Members in meeting discussion and voting. Board debate and discussion is focused on the issues at hand Agenda is adhered to with clear resolutions or action agreed for all substantive agenda items.
To manage AGM's and any special meetings	<ul style="list-style-type: none"> Meeting procedures adhered to. Those attending meetings given appropriate opportunity to express views / ask questions during the business of the meeting.
To act as team leader for the Board	<ul style="list-style-type: none"> Board Members look to the President for direction on key issues Represents Board policy and views to authorities, media etc
To represent the Association at local, regional and national levels	<ul style="list-style-type: none"> Schedule of key local and national events prepared Attendance at scheduled and non scheduled events
To be a supportive leader to Association Members	<ul style="list-style-type: none"> Visit kindergartens regularly. Appear at or delegate others to attend all Association functions
To ensure that planning and budgeting for the future is carried out.	<ul style="list-style-type: none"> Business plan and accompanying budget prepared and worked to during the year
Commitment to being a good employer for both teaching and administration staff	<ul style="list-style-type: none"> Fair and equitable employment policies Stable staffing with skills appropriate to the duties required of them Where possible, ensure that remuneration levels reflect the skills and responsibilities associated with particular staffing positions

2 Board Members

<i>Key Tasks</i>	<i>Key Outcomes</i>
To be well-informed on all Association matters	<ul style="list-style-type: none"> • Able to contribute to discussions at Board meetings. • Able to support President and GM in discussions with community.
To contribute to the development of future directions and goals of the Association	<ul style="list-style-type: none"> • Goals and strategies for achieving these are regularly assessed as tools for management decision making.
To ensure that they are familiar with all material in relation to matters they may discuss as Board Members	<ul style="list-style-type: none"> • Properly prepared for and able to take part in informed debate at Board and other meetings, and any meetings where they may be required to represent the Association.
To ensure that matters of a confidential nature are not discussed outside Board Meetings	<ul style="list-style-type: none"> • Association confidential information is not known to other persons and / or organisations.
To ensure that when a decision is made they do not act in a manner likely to undermine that decision	<ul style="list-style-type: none"> • Demonstration of collective responsibility in respect of all matters decided upon by the majority of the Board, regardless of the views of the individual.
Commitment to being a good employer for both teaching and administration staff	<ul style="list-style-type: none"> • Fair and equitable employment policies • Stable staffing with skills appropriate to the duties required of them • Where possible, ensure that remuneration levels reflect the skills and responsibilities associated with particular staffing positions
Commitment to honouring the Treaty of Waitangi and acknowledging the diversity that all cultures bring to Kindergarten life	<ul style="list-style-type: none"> • Treaty will be honoured and all cultures will be respected and valued.

3 Vice President

The Vice President should be able to undertake the role of President in that person's absence and, therefore should work under the same job description when in this role. At all other times the job description for Board members will apply.

It is an expectation of this Association that the person holding the Vice President's role, is in training for the eventual role of President, democratic processes allowing.

4 Elected Staff Board Member – Board

Staff are able to elect a Board Member from among the Association's employees. This elected Board Member has the same rights and authority as any other Board Member. They are not expected to vote on behalf of staff or represent the views of employees, however they bring their experiences of being an employee to the matters considered and decided on by the Board.

5 The Role of The General, Finance and Education Managers at Board Meetings

The General Manager, Finance Manager and Education Managers are charged with providing the Board Members with relevant, timely, factual information on all issues/topics of discussion. The General Manager ensures that the Board Members receive all reports, agenda and minutes at least three days prior to the Board meeting.

Resources available to Board Members

Each Board Member will have

- a Board Member folder
- a Board Induction booklet
- a copy of the 'Understanding NKA Finances' booklet
- a copy of the Board's Governance Manual
- a copy of the Board's Annual Working Calendar
- access to the Staff Log In section of our website
- access to members area of NZK website

Board Members are also able, by arrangement, to spend time with the General Manager if there are any aspects of the operation of the Association they wish to have an understanding of or background information on.

Board Newsletter

The Board produces a Newsletter for distribution to our kindergarten communities. Ideas for items to be included from the Board are welcomed. The General Manager will assist with producing the Newsletter and arranging for its printing and distribution.

In addition the Board has introduced a regular Board newsletter for employees.

APPENDIX 1

Napier Kindergarten Association Code of Conduct

The Board commits itself and its Members to ethical, businesslike and lawful conduct, including proper use of authority and professional decorum when acting as Board Members.

Each Board Member shall

- Maintain and understand the values and goals of the Association
- Be loyal to the Association and its mission
- Publicly represent the Association in a positive manner
- Respect the integrity of the General Manager and staff
- Observe the confidentiality of non-public information acquired in his/her role as a Board Member and not disclose to any other persons such information that might be harmful to the Association
- Be diligent and attend Board meetings prepared for full and appropriate participation in discussion and, where appropriate, decision making
- Make all reasonable effort to attend every regularly scheduled Board meeting. A Member with more than three (3) consecutive absences from regularly scheduled Board meetings without leave is automatically dismissed from the Board. The Board may consider reinstatement.
- Ensure that he/she does not act independently of the Board's decisions
- Speak with one voice through the Board's adopted policies and ensure that any disagreements with the Board's stance are resolved within the Board
- Avoid and/or disclose any conflicts of interest with respect to his/her fiduciary responsibility between his/her position as a Board Member and his/her personal and professional life.
- Recognise the lack of authority in any individual Board Member or subgroup of the Board in any interaction with the General Manager or staff
- Recognise that only the President or delegated Board Member can speak publicly for the Board
- Continually self-monitor his/her individual performance as a Board Member against the Board's adopted policies and against any other current Board evaluation tools
- Make all reasonable effort to be available to undertake appropriate professional development

Name _____ **Signature** _____ **Date** _____

