

SA Montessori Pre-schools Policies

Governance and Management Policy

Statement

SA Montessori Pre-schools are committed to effective, ethical and transparent leadership and governance that support high quality education and care for children, in accordance with the National Law and Regulations and the National Quality Standard.

Rationale

Strong governance and leadership are essential to achieving positive outcomes for children, families, educators and communities. Effective management systems support compliance, continuous improvement, ethical practice and a shared commitment to quality across the SA Montessori network. The SA Montessori model balances autonomy and accountability at the service level with collaboration, shared learning and professional support across the network.

Definitions

Approved Provider: The individual or entity approved under the National Law who holds ultimate legal and ethical responsibility for the operation of an education and care service.

Person with Management or Control (PMC): A person who has responsibility for the management or control of an education and care service in accordance with the National Law. This may include Approved Providers, company directors or other designated officers.

Director: The person responsible for the day-to-day leadership, management, compliance and educational direction of a service. A centre Director is not a 'company Director'.

Administrator: A staff member who supports the coordination of daily administrative operations and systems under the direction of the Director and/or Approved Provider.

Educational leader: An educator who is formally appointed in writing by the service to provide pedagogical leadership in relation to program development and staff mentoring.

Employees: Educators and staff members employed at the service who are responsible for carrying out their duties in accordance with policies, procedures, directions and professional standards. This includes volunteers and/or student-teachers on practical placements.

Montessori Management and Mentoring (MMM): A separate management and advisory organisation that provides professional services, guidance and support to SA Montessori centres under agreed arrangements.

SA Montessori: A collective of independently operated Montessori early childhood education and care services functioning as a professional network.

An individual may fall into more than one defined category, such as an approved provider also acting as an employee for MMM. They hold responsibility for the ethics, duties and obligations of each of their respective roles at all times, but may at any given moment be performing duties within the specific context of one defined position. In this case, respective duties and boundaries are defined by relevant guiding documents, statutory requirements and/or contract specifications.

Procedures

1. Governance Structure and Tiers of Responsibility

Governance and management within SA Montessori operate across five interconnected tiers of responsibility. These arrangements support:

- Clearly defined roles and responsibilities
- Effective decision-making and accountability
- A culture of ethical leadership and continuous improvement
- An overarching commitment to child safety

1.1 Employee responsibilities:

- Carry out their roles in accordance with service policies, procedures and lawful directions
- Comply with the National Law and Regulations, NQS, and relevant professional standards including the ECA Code of Ethics
- Uphold the SA Montessori Policies, including the Ethical Conduct Policy and Confidentiality Policy
- Contribute to a positive organisational culture and continuous improvement
- Contribute to critical reflection, including in relation to the development of the Quality Improvement Plan and Service Philosophy
- Contribute to the realization of goals identified in the QIP and to reflecting the values of the Service Philosophy
- Support the implementation of an educational program aligned with the EYLF V2, reflective of Montessori principles and responding to the individual needs, strengths and interests of each child
- Interact respectfully and collaboratively with colleagues, families and members of the community
- Engage in professional development and ongoing learning
- Be aware of their responsibilities in relation to child protection and complete nationally mandated child protection and child safety training

1.1A Educational Leader responsibilities (in addition to employee responsibilities):

- Guide educators in the development and implementation of a curriculum aligned with the Early Years Learning Framework V.2 and reflective of Montessori principles
- Lead a culture of reflective practice and continuous improvement
- Provide mentoring and coaching to other educators to enhance practice and contribute to positive outcomes for children
- Implement Policy and strategic improvements at the classroom level
- Engage with families and the community to strengthen reciprocal relationships and collaborative partnerships

1.2 Administrator responsibilities (in addition to employee responsibilities):

- Support Directors in coordinating daily operations and administrative systems
- Assist with record keeping, enrolments, staffing processes and communication
- Work within delegated authority and escalate matters as required
- Maintain confidentiality and ethical standards at all times

1.3 Director responsibilities (in addition to employee responsibilities):

- Provide educational and operational leadership at the service level
- Ensure day-to-day compliance with the National Law, Regulations and NQS
- Lead reflective practice, continuous improvement and Quality Improvement Planning
- Support and supervise staff in accordance with professional standards and ethical conduct
- Act as the primary liaison with the Approved Provider, PMC and MMM

1.4 Approved Providers

- Hold ultimate legal, financial and ethical responsibility for the service
- Develop and oversee governance systems that support compliance, quality improvement and risk management
- Oversee strategic direction, financial sustainability and organisational culture
- Appoint and support the Director
- Collaborate with MMM, with the understanding that the Approved Provider maintains all relevant regulatory, legal and ethical
- Demonstrate that they are a fit and proper person, including providing evidence to relevant portals and parties
- Uphold the highest standards of ethical and professional conduct
- Ensure that each appointed Persons with Management and Control (PMCs) have the appropriate checks, clearances, qualifications and evidence to demonstrate that they are a fit and proper person with the capacity to perform their duties to the highest standards of ethical and professional conduct

1.5 Montessori Management and Mentoring (MMM) responsibilities

- Provide professional advice, mentoring and management support
- Build leadership capacity and support continuous improvement
- Share expertise, resources and reflective practice across the network
- Design and implement professional development and mentoring
- Operate as a separate legal entity from each Approved Provider
- Be delegated as PMCs for the purpose of executive decision-making
- Demonstrate that they are a fit and proper person, including providing evidence to relevant portals and parties, and uphold the highest standards of ethical and professional conduct

2. Role of Montessori Management and Mentoring (MMM)

MMM contributes to a shared vision for quality and professional practice for the SA Montessori network while respecting the autonomy, context and decision-making authority of each Approved Provider and service.

MMM supports the SA Montessori professional network through advisory and management services that strengthen governance, leadership and quality outcomes. These services may include but are not strictly limited to:

- Pedagogical guidance aligned with Montessori philosophy, the EYLF V2 and NQS
- Mentoring and coaching for Directors, educational leaders and educators
- Professional development planning and delivery
- Support with Quality Improvement Planning and assessment and rating preparation
- Governance and leadership advice
- Financial management, budgeting, accounting and reporting support
- Business, risk and sustainability advice
- Human resources functions such as recruitment and onboarding
- Promoting a culture of positive wellbeing for children, families and team members
- Facilitation of collaboration, shared learning and professional dialogue across the SA Montessori network

In the course of MMM's work, it will be required and authorized for MMM personnel to access sensitive information relating to the operations of the service, including employee records, enrolment records and financial records. MMM employees may access or store these records on devices issued by MMM. Access to, and use of, data or records will align with the SA Montessori policies on confidentiality, privacy and ethical conduct.

3. Separation of Entities and Limitation of Liability

- Each SA Montessori centre is operated by a separate Approved Provider
- Engagement with MMM does not create an employment agency or partnership
- Advice or services provided by MMM do not transfer legal, regulatory or ethical responsibility away from Approved Providers, Directors or staff
- All parties remain accountable for their own actions, decisions and compliance obligations
- MMM operates within the parameters of SA Montessori policies, professional standards and applicable legislation

4. Collaboration, Confidentiality, Child Protection and Ethical Conduct

- Information sharing across the SA Montessori network occurs in accordance with the Confidentiality Policy and Regulation 181.
- Professional collaboration is undertaken respectfully and for the purpose of quality improvement and supporting positive outcomes for children and families
- All parties adhere to the Ethical Conduct Policy and relevant professional codes, including the ECA Code of Ethics
- Conflicts of interest are identified, declared and managed appropriately
- All employees, educational leaders, administrators, Directors, Approved Providers and MMM personnel must hold a current and valid WWCC. This must be certified for all personnel by registering an interest via the DCSI portal. Specified personnel, including PMCs and persons responsible for day-to-day operation of a service, may also be required to provide additional clearances to Proda, PEP or NQA ITS
- All employees, educational leaders, administrators, Directors, Approved Providers and MMM personnel must be aware of their responsibilities in relation to child protection and complete mandated child protection and child safety training.

5. Continuous Improvement

- Governance systems support clear accountability, transparency and compliance
- Leadership practices promote ethical conduct, reflective practice and a positive organisational culture
- Onboarding, in-house training and external professional development are facilitated to ensure all team members have the opportunity to build an understanding of ethical conduct and effective participation in a culture of critical reflection and continuous improvement
- Roles, responsibilities and delegations are documented and communicated
- Feedback from staff, families and the community informs decision-making
- Collaboration across the SA Montessori network supports shared learning and improvement

6. Delegations of Authority

The following table outlines typical delegations of authority within services in the SA Montessori network. Delegations may be refined at the service level but must remain consistent with the National Law and this Policy.

<i>Function / Decision Area</i>	Employees	Educational Leader	Administrator	Director	Approved Provider / PMC	MMM
<i>Program design</i>	—	✓	—	✓	✓	Advisory
<i>Program delivery</i>	✓	✓	—	✓	—	Advisory
<i>Daily education & care practice</i>	✓	✓	✓	✓	—	Advisory
<i>Educational leadership</i>	✓	✓	—	✓	—	Advisory
<i>Staffing supervision</i>	—	✓	—	✓	✓	Advisory
<i>Compliance monitoring & records</i> <i>Reg 167</i>	—	—	✓	✓	✓	Advisory
<i>Financial decisions</i>	—	—	—	✓ (as delegated)	✓	Advisory
<i>Policy development</i> <i>Reg 168, 170, 171 & 172</i>	Input via critical reflection	Input via critical reflection	Input via critical reflection	✓	✓	✓
<i>Strategic planning</i>	—	—	✓ (as delegated)	✓	✓	Advisory
<i>Quality Improvement Plan</i> <i>Reg 31, 55 & 56</i>	Input via critical reflection	Input via critical reflection	Input via critical reflection	✓	Oversight & implementation support	Advisory
<i>Maintain staff records</i> <i>Reg 183</i>	—	—	✓ (as delegated)	✓	✓	Advisory

<i>Function / Decision Area</i>	Employees	Educational Leader	Administrator	Director	Approved Provider / PMC	MMM
<i>Develop Service Philosophy</i>	Input via critical reflection	✓	Input via critical reflection	✓	✓	Advisory
<i>Lodging of Notifications</i> Reg 176	—	—	✓ (as delegated)	✓ (as delegated)	✓	✓
<i>Maintenance of National EC Workforce Register</i>	—	—	✓ (as delegated)	✓ (as delegated)	✓	✓ (as delegated)
<i>Ensure premises are fit for purpose</i> Reg 104 - 110	✓ (as delegated)			✓ (as delegated)	✓	Advisory
<i>Maintain child records</i> Reg 158, 160, 161, 162, 178, 181 & 183	✓ (as delegated)	✓ (as delegated)	✓	✓	✓	Advisory
<i>Maintain prescribed information</i> Reg 173, 180	—	—	✓ (as delegated)	✓	✓	Advisory

Training and awareness

This Policy will be accessible through the SA Montessori staff Onboarding and Ongoing Development course to ensure staff are knowledgeable about its principles, contents and requirements.

Linkage to other policies

Respect at Work Policy
Confidentiality Policy
Duty of Care Policy
Ethical Conduct Policy
Flexible Working Arrangements Policy
Grievance Policy
Inclusion and Anti-bias Policy
IT Policy
Policy Development Policy
Respect at Work Policy
Staff Communication Policy
Working with Children Check Policy

Sourcing

National Quality Standards (Area 7)
ECA Code of Conduct
Department of Education – Persons with Management or Control
ACECQA – Early childhood workforce register fact sheet

Development date

The Policy under this title was developed 1/12/25

'SA Montessori' Definition

For the purposes of these Policy documents the term 'SA Montessori' refers to a collective of centres functioning as a professional network with shared management through 'MMM'. These documents have been developed by MMM to reflect consultation, critical reflection and community input from each of the SA Montessori centres, with intellectual property rights retained. By accepting these Policy documents, the company directors, approved providers and/or persons with management or control (PMCs) of each entity acknowledge that these policies do not release them from their responsibilities, obligations, or liabilities.

SA Montessori Pre-school centres include:

- Cedars Montessori Pre-school
- Chancery Lane Montessori Pre-school
- Echoes Montessori
- Jescott Montessori Pre-school
- Lilliput Village Montessori
- Little Oxford Montessori
- Rosemont House Montessori

Review date

All SA Montessori Policies will be reviewed at least annually by MMM. In addition to the annual review, individual policies may be adjusted at any time in the event of community feedback, changes to guiding documents or legislative updates.

Review history:

Date	Policy satisfactory	Policy amended	Comments	Next review due:
10/2/26		√	Addition of references to National Workforce Register and child protection / child safety training	3/27