

Teloepa Park School / Lycée Franco-Australien de Canberra
Parents & Citizens Association
Open meeting

Wednesday 11 May 2022 6.30pm –

Location: Senior Staff Room / Zoom

<https://us02web.zoom.us/j/87684860131?pwd=R2d1YUlwWUUVUUU3b0Y2NWNjYU9Ydz09>

Item	Lead	Time
1. Acknowledgement of Country, apologies, Chair's welcome and confirmation of agenda.	Jenn F	15 mins
<ul style="list-style-type: none"> - Uniform shop move - Gap analysis and position vacant - Constitution review period 		
2. Principal's report	Jason Holmes	10 min
3. Proviseur's report	Pr Florence Llopis	10 min
4. Passing AGM minutes	Larissa	1 min
5. OOSCH	Tui Davidson	5 mins
6. Treasurer's report	Marty	5 mins
7. Fundraising – 21 and 22 May	Jeannot	5 mins
8. Community Q&A	Jenn and Jason	5 min
<ul style="list-style-type: none"> - Enrolment policy clarification <ul style="list-style-type: none"> - no enrolment policy for older years, or if there is it is not visible - no information provided through the year - Morning buses - There has been a huge amount of bullying in the school and whilst we know this is not just a problem at this school, can you please advise how the new framework is being implemented and what the P&C are doing to address the growing concerns/reports? - How have the complaints regarding the state of the toilets being addressed. Can we get an update on this? - With parents being allowed back on campus are there any limitations to this re numbers? For example, can on site events recommence, pick up in the gates permitted etc. - Update on the Canteen. - Safety at school <ul style="list-style-type: none"> - Survey results from parents and students downwards trending. - Fences erected 6 May. Are these a safety measure? Why? - Strategic plan evaluation and target related to safety at school. - How have complaints regarding the toilets been addressed? 		

- With parents being allowed back on campus are there any limitations to this re numbers? For example, can on site events recommence, pick up in the gates permitted etc.
- Food allowed at kindy / school "Our son in kindy said he was told he's not allowed to bring 1 Tim tam, or a mini easter egg or even a croissant at school for morning snack. I would like to know if true and why is that? And where is the official information about it?"
- I have heard worrying things regarding children riding bikes during school without helmets. Is this correct and is it acceptable?
- French and voluntary contributions. Could you please give more information about how these contributions are used? How much is actually needed per student? What proportion of families pay them? Does the school get more support from the French government for French students than for other students, and is this reflected in the contributions requested from parents?
- Is the ACT Government supporting alternative ways for the students to pursue their learning on those days? I approve of the idea of giving teachers adequate time for planning and reporting, but it does not seem right that it would be to the detriment of the students learning (and inconvenience of carers).

Actions tracker

Item	Responsible person	Update
Traffic control around school / buses	Noel Derwort / Nitin	
Google drive and webmaster	Kate Gauthier	Rob looking at website and g drive
Grants update	Jenn Foulcher	
Constitution	Bernice M / Jenn	

Attendees

Apologies

Kavin		
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2022 meeting dates

Term 1

Week 3: Wednesday 16 February, P&C and parents meeting – welcome drinks & AGM, Offsite

Week 8: Wed 23 March, P&C position holders, location Zoom

Term 2

Week 3: Wed 11 May, P&C and Parents and school, TPS Senior Staff Room & Zoom

Week 8: Wed 15 June, P&C position holders, location TBC

Term 3

Week 3: Wed 3 August, P&C and Parents and school, TPS Senior Staff Room

Week 8: Wed 7 September, P&C position holders, location TBC

Term 4

Week 3: Wed 26 October, P&C and Parents and school, TPS Senior Staff Room

Week 8: Wed 30 November, P&C position holders, location TBD



**Gap Analysis and Business Review
Conducted for
Telopea Park School P&C President**

Attention: Jenn Foulcher P&C President

Thank you for the opportunity to conduct a comprehensive Gap Analysis and Review for Telopea Park School P&C.

Please see the report with supplementary observations, strengths, action point, assessment and action plans with a conclusion and summary.

It was agreed that as well as a Gap Analysis assessment, a provisional review and subsequent audit of a Business Management System was conducted in conjunction to ascertain whether a structured governance framework is in place.

Observations:

This Analysis was initiated as a result of a requirement of the Education Directorate owned facilities panel to meet the requirements of the CBS Prequalification Assessment and Reporting Requirements.

As a result of this requirement the President of Telopea Park School P&C initiated a review and gap analysis for a system that would suffice and surpass prequalification and reporting requirements and ensure a commitment to quality in the future operations of Telopea Park School P&C operations.

Review Areas:

The project goal was to “*review of the P&C Governance framework, with the goal of ensuring we have the right structures to support P&C committee members to undertake their role, meet legal obligations, as well as better engage parents within the school community*” this broad statement that encompasses many business areas and my approach was to initially understand the context of the business and not only audit the functionality but provide guidance and examples.

The review/gap analysis topics such as (not restricted to)

<ul style="list-style-type: none">• Scope and context statements• Document control• Risk and opportunities• Training• Strategic planning• Contingency planning• Policy and procedure review• Quality objectives	<ul style="list-style-type: none">• Management meeting• Legislation and regulation• Internal and external auditing• Governance and organisational structure• Leadership commitment• Identification of interested parties• Roles and responsibilities• Customer communication
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The development of this report was conducted with the use of interviews of relevant key people and a comprehensive review of current documentation (*see reviewed documentation*)

Review Findings:

- **Scope and Context Statements**

There appears to be no stand-alone scope statement in place, but the context of the school is thorough and well-articulated via the school website under; the “About our School” tab, there are several “Welcomes,” history, vision and values that provide a true context of operations and oversight of all the available offerings. The “Community” tab lists the P&C and thus provides an insight to:



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- What we do
- Meetings
- Who we are
- Events
- Services
- Useful information
- Projects Teacher profiles

and provides ample context of the role of the P&C; the embedded hyperlinks provide more in-depth information for the user to follow and appears to be more than adequate in its capture of resources.

- **Document Control**

Google Drive appears to be the repository for documentation for both OSHC and the P&C; there is a distinct lack of formal structure, naming conventions and little clarity of access and visibility. There appears to be many google drives that are not consolidated, this is an inherent risk that needs to be addressed and ultimately resolved. It is fully understood that there is highly confidential information held and a “permissions” structure must be put in place but a simple file structure: (see example below)

- Operations
- OSHC
- PNC
- Meetings
- HR (permission/restricted)
- Safety
- School
- Parents (permission/restricted)
- Policies and Procedures

This implementation could also be part of a strategic goal structure.

- **Risk and Opportunities**

A Risk and Opportunities register is not in place; this needs to be developed and then a formal meeting to identify R and O's across the three areas (*see example attached*). There are clear risks that are known and discussed but not captured and pro-actively addressed; a recommendation is to split the risks into the three business areas:

- Teloepa Park School
- P&C
- OSHC

and then categorise with:

- Operations
- Assets
- Resources
- People
- Engagement
- Regulation legislation and compliance
- Finance
- Strategy mission and values
- Reputation

Opportunities should be captured in the same manner and should be an agenda item that is formalised and actions and then reviewed and measured.



- **Training**

P&C Council offer training and are proactive in the approach, there appears to be a lack of P&C members taking this opportunity, but this may be understandable as they are volunteers and time-poor. There are grants available but the absence of a training process and plan may be worth addressing.

An ideal opportunity to discuss training options may be to add to the agenda items at P&C meetings. A good place to start may be found in the (*P&C information sheets Pg 35*) under office bearers' roles and responsibilities; for example, training may be organised for all key members to attend a "running an effective meeting" training session.

- **Strategic Planning**

There is no strategic plan in place for the P&C; upon review, the school strategic plan was woefully out of date (2013) which could be determined as lack of appetite, importance and relevance towards strategic planning.

The implementation of an embryonic strategic plan would not be considered to be a huge task, and instead of the conventional 3,5,7-year approach, this could be split into quarterly-milestones with measurable and manageable strategic goals – the implementation of a management framework would support this plan in the future. The definition and articulation of a clear process of continual improvement form an integral part of a management structure to ensure the strategy is planned and measured.

- **Policy and Procedure Review**

There needs to be a robust structure in place (perhaps a procedure, to ensure that policies are relevant and accurate – this is not an onerous job and can be approached at every quarterly meeting, for example review two policies per meeting.

OSHC have a very robust Policies and Procedures manual in place that is extensive and fully comprehensive (*see Telopea Policies and Procedures Manual*) the review of this existing documentation could provide a baseline and guidance for the P&C around specific policies and procedures.

I would also recommend introducing an Equity and Diversity Policy and Social Inclusion Policy (*see attached example*) for part of the transparency, continual improvement and attraction to volunteer. There appears to be a several initiatives (*see P&C reflections*) that have been put in place to capture and formalise the P&C ideas and values to provide an insight as to why people should volunteer and "what's in it for them"? These initiatives are valuable and a formalised, a well-documented approach should be put in place for continuity and measurement; this demonstrates an aptitude to recognise the value of the volunteers and show the worth that the contribution is not only appreciated but essential.

- **Management review meetings**

Review meetings are conducted, but it appears that the agenda is fluid and does not deliver the fit for purpose outcomes; there are clear guidelines within the P&C information sheets (*see Pt3 Pg 39*) but provide no guidance on the agenda.

There appears to be verbal reports (*OSHC Chair*), but no evidence of follow up items for the next meeting.

A clear MRM is an ideal opportunity to table ideas and create actionable items and positive outcomes; this is a missed opportunity that could be improved easily and instantly.



- **Legislation and regulation**

As expected, P&C Council is very proactive about articulating any updates and changes to policy regulation and legislation; however, there is a gap (office bearers) to disseminate this information. To all relevant parties.

The introduction of a flow chart or simple procedure is a likely fix to this issue with an auditable function to ensure this process is working and still fit for purpose.

(see also OSHC Telopea Policies and Procedures Manual)

- **Internal and external auditing**

Apart from the rigorous auditing that the OSHC have to adhere to, there is evidence of separate auditing for the PnC, the constitution alludes to a separate audit function to be carried out on a yearly basis – which begs the questions – why are you paying for this to happen twice?

This is maybe down to the fact that overarching P&C rules are not being adhered to, or are not aware of this process, (see *annual P&C To-Do List*). Whatever the reason I believe that a solid but simple internal audit schedule would wholly benefit Telopea P&C. The implementation of internal auditing will assist with continual improvement, efficiency identification strategic planning for growth, transparency of functional roles, example auditable areas may be:

- Finance
- Strategic planning
- Business operations
- Fund raising
- Document control
- Website

(See example attached)

- **Governance and organisational structure**

A strong recommendation would be to map out a draft governance structure with a high-level organisational structure underneath – this can be very simple, but would at least provide a visible structure for understanding and transparency.

- **Leadership commitment**

There appears to be a disconnect to the three operational areas (School, OSHC and P&C); they are siloed and could easily work more collaboratively; the school principal seems to be more transparent in operations and the P&C could identify and adopt some of the current processes that exist within OSHC – with the view of a collaborative utilisation of resources that are already in place.

Observations found that there appeared to be a case of “Left hand not knowing what right hand was doing” this could lead to disagreement, frustration and disengagement across the three areas.

The absence of a clear governance structure and organisational hierarchy would give visual clarity to all interested parties and demystify the cloudy role definition, hierarchy and communication clarification.

- Who does what?
- Where does this sit?
- What does this look like?
- What are the reporting lines?



- **Interested Parties**

Interested parties form part of strategic planning by identifying and contextualising who they are and why they are essential to the ongoing continual improvement and sustainability of the two business areas being the P&C and OSHC with the school – an example of interested is listed below:

- Parents
- Local Businesses and Community
- Staff (educators)
- Education Department
- OSHC

- **Customer Communication**

There is evidence of this within the OSHC as this appears to be an auditable area. There has been an attempt by the current P&C president (*see return to school survey 2021,*) but this is adhoc and once again not structured. The identification and agreement of the identification of interested parties is the first step to creating a formalised approach to customer communication. Once established, a folder in Google drive can be set up with a structured approach around capturing the way you communicate with identified interested parties. Implementation of a clear pathway to customer communication and feedback is also a starting point for a comprehensive strategic plan that can be monitored and measured.

Consider a survey asking interested parties for feedback on the P&C service and services. Perhaps a P&C website or page on the school website is a good starting point.

Recommendations:

- A fit for purpose quality management system and framework that is manageable, consistent and transparent, that supports and captures both the school, P&C and OSHC existing processes.
- Assessing and seeking approval for a part-time quality/compliance manager whose primary role would be to manage:
 - Implementation
 - Awareness
 - Maintenance
 - Updates
 - Relevance
 - Reporting
 - Consolidation
 - Development of a Management Manual (*See below*)

of the adopted management system

A further recommendation is to build an Operational/Quality Management Manual or SoP that will benefit the P&C due to the members' transient (Volunteers) nature and will support yet standalone from the existing constitution. Example topics:

- Context and capability
- Roles and responsibilities
- Review meeting
- Risk and opportunities
- Training



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- Interested parties
 - Suppliers
 - Auditing
 - P&C policies and procedures
- Handover What does this look like? Whilst there is a visible guideline (*see P&C information sheets Pg 37*), this could be disseminated more clearly. The introduction and implementation of an “induction pack” to each new member may provide more visibility and clarity of roles and duties.
 - Implementation of documentation below, including
 - Risk and Opportunities
 - Internal Audits
 - Document Control
 - Processes
 - Training Matrix
 - Interested Parties
 - Quality Objectives (P&C Specific)

Adherence to the guidelines already available within the P&C Information sheets and then adapted to “best fit” the actual operations of the P&C

Reviewed documentation:

<ul style="list-style-type: none"> • P&C Information sheets • P&C reflections • Telopea policies and procedures manual • Telopea rating chart meeting • 2020 BASC chair report – March 2021 • OoSHC directors report • P&C to-do list (office bearers) • P&C annual report • TPOSHC parent handbook 2021 	<ul style="list-style-type: none"> • Canteen feedback • Return to school survey 2021 • Supporting parent engagement form • Draft (revised) Telopea constitution • Telopea Park P&C school-age care program • OSHC – Agenda and minutes • ASC Minutes • Tender documents OSHC (google drive) • Child protection policy
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Strengths evident from the assessment:

- A professional, knowledgeable and passionate senior management team across the respective business areas.
- Robust and rigorous supporting documentation within OSHC with a comprehensive commitment to compliance that can be adopted by the P&C.
- Clear guidelines are already in place that address meetings, P&C roles and responsibilities and handover etc.
- Clear management and reporting structure in OSHC area.
- Overall systems, processes, documents are a “work in progress” but can be guided by the mandatory elements of a quality management system.
- A grant may be available to fund this project.



Conclusion and summary:

Telopea Park School P&C president has a strong desire, knowledge and appetite to work towards implementation. Telopea Park School P&C displays a solid commitment to quality on most levels, however, there are inconsistencies in the way that P&C operates the business and that apparent silos that need to be aligned.

Whilst the recommendations and actions are comprehensive, a commitment from P&C members and OSHC employees will make a significant impact.

The introduction of a compliance officer is wholeheartedly recommended but may not be a real option for the current P&C.

Kind regards,

Chris Morris-Barrow
Principal Consultant
Canberra Business Management Specialists