

## Terms of Reference

### Background

In a context of new and emerging requirements for compliance and governance in education, the Catholic Archdiocese of Melbourne (CAM) has a responsibility to ensure the mission of sharing the Gospel is carried forward whole-heartedly, and that structures and processes that support Catholic education enhance that mission for all concerned, including students and families, principals and teachers, parish and school communities.

### Establishment

In 2019 the Archbishop of Melbourne established the School Governance Steering Committee (the 'Steering Committee').

The Catholic Archdiocese of Melbourne, through the effective work of the Steering Committee, will have overall responsibility for stewarding of the mission, by developing, providing and implementing a model of incorporation for Catholic primary, regional and diocesan schools in the Archdiocese.

### 1. Purpose

The Steering Committee was established to:

- develop, provide and implement an incorporated school governance model for the Catholic primary, regional secondary and diocesan schools in the Catholic Archdiocese of Melbourne.

A model that:

- arises from Catholic education mission objectives
- maintains the high standards of Catholic education provision
- meets recommendation 16.6 of the Royal Commission and recommendation 26.1 of the Betrayal of Trust Victorian Government Parliamentary Inquiry by 1 January 2021
- works within the frameworks of canon and civil law.

### 2. Terms

This Terms of Reference is effective from 11 November 2019 and continues until 31 January 2021 or until all 292 Catholic primary, regional and diocesan schools in the Archdiocese enter into the new governance arrangements that includes incorporation.

### 3. Function

The Steering Committee was established as the Archbishop's approved authority to manage the School Governance reform process. It will:

- maintain the faithful alignment to our dual moral purpose, evangelisation and quality learning, and the strategic intent of our system and schools
- affirm and structurally ensure the role of priests and canonical administrators as pastoral leaders in school environment of their parish community.
- undertake a broad consultative phase and seek stakeholder engagement in which all stakeholders have an opportunity to express their view and make recommendations
- produce a constitution(s) in consultation with appropriate professional assistance to support the realisation civil regulatory requirements for approval by the Archbishop
- provide recommendations to the Archbishop for a framework for Board(s) nomination, selection and formation
- hear advice and make a considered recommendations on what is appropriate and enables best practice and achievable objectives for Catholic education in Melbourne.

### 4. Guiding Priorities

The Steering Committee will:

- hold focus on the mission
- consider the role of pastoral leadership
- listen to shareholders concerns
- formulate guiding principles for the new governance model
- safeguard that students remain at the centre of the learning process in the new model ensuring that at the very heart of each Catholic school there is a desire for the full flourishing of each student, across religious, physical, cognitive, emotional and social domains
- identify key risks and appropriate risk mitigation strategies
- issue and maintain guidance on using processes to assist making governance of Catholic schools more consultative, participatory and transparent
- ensure the new structures enhance Catholic identity and focus on mission
- promote recommendations that reflect the collaboration between CEM, CAM, parents and families, parish priests and principals
- retain values, systems and processes that successfully improve outcomes for all students and which can continue to operate successfully in the new model.
- provide a model meets all regulatory requirements
- articulate a rationale for operating as a 'system'.

### 5. Operating Arrangements

The Steering Committee will:

- report to the Archbishop on its progress
- provide advice, guidance and support for stakeholders on the governance transition
- be chaired by an independent Chair
- meet as determined by the Committee
- have secretariat services provided by Catholic Education Melbourne (CEM) with the implementation of the project being supported by the full range of expertise available within CEM, supplemented by outsourced Project Management and other services as required.
- adopt and promote a whole of diocese approach
- establish and develop a regular communication cycle – agile as needed.

### 6. Consultative Arrangements

Consultation will be conducted as follows:

- regional forums with clergy, school governors and principals will be held
- utilise large-scale gathering opportunities for updates including, but not limited to, clergy conference, principals' meetings and such
- working parties will develop frameworks
- communicate processes through a website with fact sheets, FAQ and regular updates
- operate in an open and transparent manner, regularly communicating proceedings, rationales and decisions of the Steering Committee, subject to the Communication Strategy and any sensitivities or security considerations
- use web technology and approaches to aid collaboration, deliberation and discussion and communicate and publish relevant material.

### 7. Membership

The Steering Committee will be comprised as follows:

- an independent chair will be appointed by the Archbishop.

#### *Voting Members*

- two (2) diocesan parish priests nominated by the body of priests

- Principal Advisor to the Archbishop, Catholic Archdiocese of Melbourne (CAM)
- Executive Director of Stewardship, Catholic Archdiocese of Melbourne (CAM)
- Acting Executive Director, Catholic Education Melbourne (CEM)
- Director Catholic Leadership and Governance, Catholic Education Melbourne (CEM)
- Acting Assistant Director Enterprise Services, Catholic Education Melbourne (CEM)
- a congregational representative nominated by Catholic Religious Institute and Ministerial Public Juridic Persons Victorian Schools (CRM)
- a representative nominated by Catholic Schools Parents Victoria (CSPV)
- a representative of secondary school principals nominated by the Principals Association of Victorian Catholic Secondary Schools (PAVCSS)
- a representative of primary school principals nominated by the Victorian Association of Catholic Primary School Principals (VACPSP).

### *Non-voting Members*

- Minute Secretary – Secretariat – Catholic Leadership Team, Catholic Education Melbourne.

### **8. Quorum**

A quorum of the Steering Committee shall be a majority of its voting members (half plus one).

### **9. Agendas and Minutes**

Agendas and Minutes are the responsibility of the Minute Secretary. Agendas shall be distributed to all members of the Steering Committee at least five (5) working days prior to meetings.

Minutes shall be distributed (after approval by the chair) to all members of the Steering Committee within ten (10) working days of a meeting being held.

### **10. Reporting**

The Steering Committee, through the chair, shall provide a summary of the minutes and summary of actions of each meeting to the Archbishop.

The Steering Committee will liaise on an ongoing basis with the Archbishop's office through the Principal Advisor to the Archbishop.