



CATHOLIC EDUCATION
COMMISSION OF WESTERN AUSTRALIA



STANDING ORDERS



For Sub-Committees
of the Catholic
Education Commission
of Western Australia

December 2016

1 Catholic Education Commission of Western Australia

- 1.1** The Catholic Education Commission of Western Australia (CECWA) has been mandated by the Bishops of Western Australia to exercise responsibility for Catholic education across WA.
- 1.2** The *Mandate of the Catholic Education Commission of Western Australia* contains the Terms of Reference for the Catholic Education Commission of Western Australia.
 - 1.2.1** On behalf of the Bishops of Western Australia, CECWA will also fulfil specific Statewide and Diocesan responsibilities.
- 1.3** CECWA has a strategic purpose to ensure Catholic education is delivered and managed through the system of Catholic Education Western Australia (CEWA) in a responsible and effective manner, working within appropriate standards, regulations and Catholic mission.
- 1.4** Sub-Committees advise and assist CECWA in governance due diligence across the many diverse and important aspects of Catholic education.
- 1.5** The offices and schools of CEWA are responsible for the day-to-day management, administration and operations of providing a quality Catholic education that is Christ-centred and student-focused, across Western Australia.

2 CECWA Strategic Focus Areas

CECWA undertakes its strategic role through the following Strategic Focus Areas:

- 2.1** Catholic Identity – the Church’s purpose for education is to advance the mission that is based on the Gospel of Jesus Christ.
- 2.2** Access and Diversity – we strive to provide access for children and young adults whose parents seek a Catholic education for them, especially to the poor and marginalised.
- 2.3** Common Good and Stewardship – we make decisions responsibly and with discernment to serve and benefit the CEWA community as a whole, and to ensure the sustainability of our system of Catholic education.
- 2.4** Quality and Improvement – we strive to ensure Catholic education is committed to excellence, continual transformation and meeting all Church and Government requirements (in particular the State Government School System Agreement and associated registration standards).
- 2.5** Strategy – we strive to be Christ-centred, student-focused and evidence-based in our strategic direction setting.
- 2.6** Leadership – we give witness to the Gospel through our faith, actions, relationships and professional excellence in education.

Sub-Committees are convened to assist CECWA in fulfilling the governance aims of these Strategic Focus Areas.

3 CECWA Sub-Committees

- 3.1** Five Sub-Committees are convened to assist in the governance work of CECWA:
 - i. Aboriginal Community Sub-Committee
 - ii. Audit and Risk Sub-Committee
 - iii. Catholic Education Community Sub-Committee

- iv. Curriculum Sub-Committee, and
- v. Finance Sub-Committee.

4 Standing Orders for all Sub-Committees

The following Standing Orders apply to all Sub-Committees charged with the role of assisting the CECWA in fulfilling its governance duties.

4.1 Ethical Conduct

4.1.1 Members of CECWA Sub-Committees accept specific responsibilities. The information that is shared demands a professional ethic that must be understood and observed.

4.1.2 An ethical approach is based on living out the Gospel values that find expression in:

- i. Respect for the dignity of each person
- ii. Acknowledgement of the giftedness of each person
- iii. Commitment to building positive relationships
- iv. Confidentiality, and
- v. Accountability.

4.1.3 All members of the CECWA Sub-Committee are expected to foster and uphold Catholic teaching in all areas of committee responsibilities, including:

- i. Evangelisation
- ii. Preferential option for the economically and spiritually poor and marginalised who want a Catholic education, and
- iii. Acknowledging and supporting parents as the first educators of their child.

4.1.4 Members are expected to maintain confidentiality. This relates to discussions at meetings and papers presented.

4.1.5 Members are not to discuss any information that will identify individuals, schools or particular situations.

4.1.6 Members of CECWA Sub-Committees are not authorised to give information or to discuss the outcome of any recommendation. This communication is done through CECWA or CEWA as appropriate.

4.1.7 No CECWA Sub-Committee member should be lobbied nor are they expected to receive complaints. Likewise, Sub-Committee members are not to lobby others. Any person lobbying or wishing to make a complaint should always be directed to CEWA.

4.1.8 Each member of the CECWA Sub-Committee must be able to make impartial, discerning decisions, which are in the best interests of Catholic education in WA and to uphold the final decision of the Sub-Committee regardless of his/her particular opinion of the issue.

4.1.9 Members of the CECWA Sub-Committees have no CECWA status outside the meetings of the Sub-Committee or business of the Sub-Committee.

4.2 Accountability and Decision-Making

4.2.1 Sub-Committees are accountable to the CECWA and its priorities.

4.2.2 Sub-Committee members assist the CECWA by becoming involved in sound discussion, which will occur within the effective processes of consensus decision-making.

4.2.3 Decisions must be based on accurate information. Members are required to:

- i. Proactively identify emerging future trends, issues and thinking through a broad lens and ongoing learning which is based on robust research and consultation
- ii. Seek and analyse relevant data
- iii. Recognise and manage risk – including child safety
- iv. Communicate and consult broadly in a timely and sensitive manner which considers all relevant stakeholders
- v. Be flexible, agile and responsive in all work undertaken, and
- vi. Foster a culture of continuous improvement.

4.2.4 CECWA Sub-Committees are required to oversee, monitor, evaluate and provide strategic system and policy direction and advise CECWA according to the Sub-Committee Focus Areas and the strategic priorities of CECWA.

4.2.5 Members are required to ensure that the principles of participation, subsidiarity and co-responsibility underpin CECWA and CECWA Sub-Committee decision-making.

4.2.6 CECWA Sub-Committees are required to report regularly to CECWA against the Sub-Committee's Focus Areas.

4.2.7 Consensus decision-making is the preferred position. While consensus does not require all members to be of the same opinion, a consensus decision represents a reasonable decision that all members of the Sub-Committee can accept. All decisions of the CECWA must have the public support of all members.

4.2.7.1 Consensus decision-making involves:

- i. Discussion of the item
- ii. Formation of a recommendation
- iii. Call for consensus
- iv. Identification and addressing of concerns, where relevant
- v. Modification of the recommendation, where relevant, and
- vi. Acceptance of the recommendation.

4.2.8 Where necessary, voting will be used to make decisions. All CECWA Sub-Committee members have equal voting rights.

4.2.9 If a decision to be made by the CECWA Sub-Committee is directly related to the work or advantage of one of its members, the member/s shall declare that he/she has a potential conflict of interest. The member/s shall then withdraw from the meeting prior to any discussion and decision related to that item.

4.2.10 The responsibilities of CECWA Sub-Committee members include:

- i. Participating in induction and ongoing formation and capacity building opportunities
- ii. Attending and actively participating in meetings
- iii. Making time to prepare well for meetings
- iv. Becoming informed about the work for which the Sub-Committee has responsibility, and
- v. Becoming a member of any working parties, as required.

4.2.11 Working parties may be appointed to assist the function of a Sub-Committee. The Sub-Committee must provide clear terms of reference in order to achieve the specified objective. These working parties must regularly report to the Sub-Committee. A regular member of the Sub-Committee should also be a member of each working party.

4.2.12 Focus Areas of all Sub-Committees will be reviewed and updated for relevance every three years to ensure the system remains responsive, and recommend any relevant changes to CECWA for approval.

4.2.13 All Sub-Committees will review their own performance annually as part of a regular governance evaluation process and report such findings to the CECWA.

4.3 Consultation and Communication

4.3.1 Consultation is a key component of the role of CECWA Sub-Committees.

4.3.2 Each CECWA Sub-Committee must consult appropriately and where necessary with relevant people and/or undertake research to inform decisions from a broad perspective.

4.3.3 Communication between CECWA Sub-Committees must occur regularly and in a timely fashion to ensure a holistic perspective is sought in decision-making.

5 Membership

5.1 Membership of CECWA Sub-Committees will be mindful of the principle of subsidiarity which encourages broad participation, where possible, from all levels of the Catholic community in the decision-making process. Subsidiarity encourages the devolution of responsibility to the most local level with the capacity and competence to make sound decisions on behalf of Catholic education and within their delegation of responsibility.

5.2 The Chair of each Sub-Committee will be an independent member of CECWA as appointed by the Bishops of Western Australia, i.e. a member who is neither an employee of the WA Catholic education system nor an Order run school.

5.3 The Deputy Chair of each Sub-Committee will be an independent (non-employee of the WA Catholic education system nor an Order run school) member as appointed by the Sub-Committee.

5.4 A guideline from which to invite membership of CECWA Sub-Committees follows. Final membership must be reflective of the specific governance and expert needs of the Sub-Committee.

5.4.1 *Catholic Education System Leaders*

Catholic Education System Leaders as nominated by the Secondary Catholic Principals Association and the Primary Catholic Principals Association, or self-nomination with the endorsement of two other Principals. The criteria for selection of Catholic Education System Leaders will be based on the nominees demonstrating a diversity of school experience, high-level expertise and system understanding which will enhance the decision-making of the specific sub-committee, a strong academic background and a commitment to ongoing learning.

5.4.2 *CEWA Staff*

Directors (or their nominee) and/or Team Leaders with operational responsibility for the Sub-Committee Focus Areas.

5.4.3 *Parents and Community*

The voice of parents and community members must be reflected in the membership. This can be represented through:

- i. Current Catholic school parents and parents nominated by the Parents and Friends Federation WA

- ii. Representatives of the Catholic community (e.g. Parish, Catechist, community sector etc)
- iii. As nominated by the CECWA.

5.4.4 Independent Members with Specialist Skills Relevant to Sub-Committee Focus Areas

Specialist skills are required to independently and competently address the Focus Areas for each Sub-Committee - e.g. law, audit/risk, accounting, capital development, clergy/religious, communications, people with Board experience (not-for-profit or for-profit organisations).

5.4.5 Flexible Member

The Sub-Committee may appoint a flexible member to provide specific skills and support for a defined period of time. Sub-Committees are encouraged to co-opt person/s with appropriate expertise on an as needed basis.

- 5.5** The members of Sub-Committees will witness to and proclaim commitment to Jesus Christ and to the truths and values of the Gospel as proclaimed by the Catholic Church.

Membership considerations:

5.5.1 Ideally the number of members to not exceed twelve.

5.5.2 Ideally the number of WA Catholic education system (and/or Order run schools) employees should not exceed five members.

5.5.3 At least two members must be from outside the Perth Archdiocese, where practicable.

5.5.4 Prospective members must apply to CECWA for consideration and must bring a relevant and expert skill base to the Sub-Committee.

5.5.5 Membership is voluntary and members must commit to attending the meetings. Relinquished memberships will be filled for the remainder of the unexpired term only.

5.5.6 Membership term is for an initial three years plus option to renew for a second term.

5.5.7 All Sub-Committee members are required to provide clearance standards similar to that of WA Catholic education system employees, with the associated costs being met by the CECWA.

5.5.8 A nominated member is not a representative of the nominating body. The member brings a particular perspective to the Sub-Committee and as such, is not to discuss items with, nor report back to, the nominating body.

5.5.9 Diversity and gender equity must be considered when appointing membership.

5.5.10 Members will be appointed by the CECWA.

6 Induction

- 6.1** Induction is a critical component of effective decision-making and contribution to the governance of CECWA. Induction for Catholic education is a work of faith formation, theological knowledge, skill-based competence and governance understanding.
- 6.2** The CEWA will be responsible for coordinating the induction of Sub-Committee members.
- 6.3** Induction should be held at the commencement of each term of appointment with a

refresher overview being undertaken by Sub-Committee members at the:

- beginning of each year of appointment, and
- renewal of membership.

6.4 Ongoing opportunities to invite and engage CECWA and Sub-Committee members in faith formation and governance professional learning activities, including strategic enquiry, should be available.

7 Meeting Procedures

CECWA Sub-Committees are convened as a forum for robust review and strategic direction setting to assist in system-wide decision-making.

7.1 Agenda Formulation

7.1.1 The Agenda is set by the Sub-Committee Chair in consultation with relevant Director/s to enable efficient workflow of reporting and monitoring.

7.1.2 Collaboration meetings for agenda setting are to be held between the CECWA Chair, the Executive Director and the Sub-Committee Chairs.

7.1.3 Operational tasks should not be included on the agenda.

7.1.4 CECWA sets the strategic intentions and the Sub-Committee is required to implement and undertake the work. Agenda items must be aligned with the Sub-Committee's Focus Areas and the CECWA Strategic Focus Areas.

7.1.5 Standing Agenda items to include (but not be limited to):

- i. Acknowledgement of Country
- ii. Prayer
- iii. Minutes and actions from previous meeting
- iv. Conflict of Interest declaration
- v. Summaries from CECWA and other Sub-Committees
- vi. Review of work against the Sub-Committee Focus Areas to ensure CECWA strategic intent is being addressed
- vii. Risks and issues
- viii. General business
- ix. Confirmation of actions required for next meeting and responsibility
- x. Recommendations for consideration by CECWA, and
- xi. Nomination of future agenda items according to agreed workflow and priorities.

7.1.6 Communication between Sub-Committees is expected in order to ensure rigorous and well-rounded decision-making on issues. Papers are to be discussed across Sub-Committees, where necessary, prior to being presented to the CECWA.

7.2 Work Processes

7.2.1 The frequency of meetings is to be decided by the Sub-Committee upon reviewing its Focus Areas and the time anticipated in order to attend to these.

7.2.2 Where possible, consideration should be given to replacing a face-to-face meeting with email decision-making and video conferencing. In order to include representation from across the state, participation in meetings should also be accommodated via technology.

7.2.3 Executive/Secretarial support will be provided by CEWA as determined by the Executive Director.

7.2.4 A quorum for meetings of Sub-Committees shall be half the existing membership plus one.

7.2.5 Meeting times and location are to be decided by the Sub-Committee and should be mindful of being flexible to accommodate members with parenting and other work responsibilities.

7.2.6 Sub-Committees must meet more than ten days before the next CECWA meeting so as to ensure any papers are timed for inclusion in the CECWA agenda.

7.2.7 Extraordinary meetings may be called. Where this is necessary, sufficient notice of such a meeting is required to enable all members to attend. Electronic communications for decision-making may also be considered.

7.2.8 It is important to maintain clear 'work flow' practices between CECWA, CECWA Sub-Committees and the CEWA, so that the appropriate separation of governance and management takes place. In order to assist this, agreed regular reports and information, generated by CEWA, are to be tabled at CECWA Sub-Committee meetings. However, from time to time, Sub-Committees may require additional research to inform their processes. If such a request for work could be reasonably expected to require resource allocation by CEWA, the request is to be made by the Sub-Committee through the Executive Director of CEWA, and not directly from a Sub-Committee to CEWA.

7.2.9 All policy will be strategically directed by CECWA. Policy development will be facilitated by the CEWA Policy Group.

7.3 Terms of Enquiry

To maintain a focus on governance and continued improvement, strategic questioning is an important element of CECWA Sub-Committee process. The following questions are suggested and encouraged for use to guide robust review and enquiry of each issue and paper being considered at the Sub-Committee meetings:

Strategic Focus

- i. Is this relevant to the Strategic Focus Areas for the CECWA and for this Sub-Committee? (Is this governance related or operational? Is this a strategic direction which has been identified or one that is emerging?)
- ii. Does our decision/recommendation benefit the children and young people in our care?
- iii. Does our decision/recommendation benefit the system of Catholic education?
- iv. Why are we doing this/making this decision/having this discussion?
- v. Why is this important? (If it is not a currently identified strategic priority, then why is it important?)

Understanding

- i. What is happening now? (What is this issue telling us about the Catholic Education System in WA? What is the context of this issue? What is the current environment in which this issue is present? What other activities etc are also operating? What factors do we need to be aware of? What is not happening that should/could be happening? What is going well?)
- ii. Where is this heading? (What is the long-term value of this issue?)

Risk Management

- i. What are the risks? (What do we need to be aware of if we make this decision? What happens if we do nothing? How can we best mitigate risk? Who may we need to consult?)

Consultation

- i. What consultation has occurred and what perspectives have been offered? (What other perspectives and consultation may we need?)

Evaluation

- i. How will we know that this issue is being addressed? (What report do we need, what data, review, conversation? How often do we need this information? What have we done well?)
- ii. What is the research and data telling us? (Consider external and international information and internal data and research.)
- iii. Can we be challenged on our decision-making process? (What could we do better?)

Future Challenges

- i. What else could we do? (Could we be innovative in this issue/space? How else could we approach this issue? How are others addressing this issue? What if we do nothing?)
- ii. What are the future trends and possible opportunities for this issue? (What can we learn from others? What is emerging in this field and how is it applicable to Catholic education in WA?)

Communication

- i. How will we share our discussion? (Which other Sub-Committee needs to be informed and consulted in the process? What can we share at this stage? Which medium should we use for communication?)

8 Budgets and Delegated Authority

8.1 Sub-Committees are provided an annual financial delegation of authority by CECWA.

8.2 CECWA Sub-Committees will be allocated a budget by CECWA to allow the Sub-Committee to commission research and cover the cost of insurance, travel, accommodation and other approved expenses incurred in the work of the Sub-Committees. Any expenses incurred by non-employees of Catholic education will also be reimbursed through this budget.

9 Official Spokesperson

9.1 The Executive Director of Catholic Education in Western Australia will be the official spokesperson for Catholic Education in Western Australia.

10 Breaches

10.1 All breaches of the Standing Orders for CECWA Sub-Committees shall be referred to the Chair of the CECWA for appropriate action.

11 Catholic Education Commission of Western Australia Sub-Committee

Focus Areas

11.1 CECWA Aboriginal Community Sub-Committee

11.1.1 Purpose

The Aboriginal Community Sub-Committee is convened to:

- Bring an Aboriginal perspective to the work of Catholic Education in Western Australia
- Ensure the Church's mission is lived in providing access to quality education for Aboriginal children in Western Australia, and
- Promote Aboriginal participation, inclusivity and mutual understanding in the wider community.

The Aboriginal Community Sub-Committee will consult widely through its network of regional Catholic Education Aboriginal Committees (CEACs). It will oversee, monitor, evaluate and provide strategic system and policy direction and advise CECWA on all the focus areas as identified for this sub-committee, and according to the priorities of CECWA.

The term Aboriginal refers to the original inhabitants of Australia and respectfully includes Torres Strait Islander people.

11.1.2 Focus Areas

The Focus Areas for the Aboriginal Community Sub-Committee are:

Aboriginal student educational progress in Catholic schools in Western Australia

- Catholicity
- Enrolment, improvement and achievement (including graduation)
- Retention, school attendance and engagement
- Transition (remote – town; primary – secondary; boarding)
- Affordability and accessibility
- Teacher/school awareness of Aboriginal peoples, cultures and histories

Aboriginal parental/community/parish engagement

- Promote connection between parish and the Aboriginal community
- Education, early years and care services
- Promote engagement in order to have an understanding of Aboriginal peoples, cultures and histories

Strategic planning

- System enrolments and graduation
- Achievement rates (literacy and numeracy)
- Families, early years and care
- Aboriginal employment
- Other strategic projects relevant to Aboriginal education and the priorities of CECWA

Risk

- Child safety, health and well-being
- Other risks as identified

Future focus

- Emerging opportunities and challenges of the future

11.1.3 Membership

Membership of the CECWA Aboriginal Community Sub-Committee will include independence, expert advice and Catholic education system experience:

- Chair (an Independent member Commissioner of the CEWA as appointed by the Bishops of Western Australia)
- Independent expert: Aboriginal Health
- Independent expert: Aboriginal Social Services
- Independent expert: Aboriginal Matters
- Bunbury CEAC Chair
- Perth CEAC Chair
- Geraldton CEAC Chair/s
- Broome CEAC Chair
- CEWA: Director of Teaching and Learning
- CEWA: Catholic Education System Leader (Primary)
- CEWA: Catholic Education System Leader (Secondary)
- CEWA: Team Leader, Aboriginal Education
- In Attendance:
 - CEWA: *Regional Officer*
 - CEWA: *Team Member, Aboriginal Education (as applicable)*

11.1.4 Regional Catholic Education Aboriginal Committee (CEAC)

To ensure wide and deep consultation and representation of Aboriginal perspectives, each Diocese will have a Regional Catholic Education Aboriginal Committee (CEAC), which will inform the CECWA Aboriginal Education Sub-Committee. The Regional CEACs will be from will be from the diocese of Broome, Bunbury, Geraldton, and the Archdiocese of Perth.

Each Regional CEAC will consider governance issues specific to their respective dioceses and will provide a local perspective to statewide strategies. The CECWA Aboriginal Community Sub-Committee, in consultation with Regional CEAC chairs, will set the agenda for Regional CEACs.

The CEWA office will provide facilitation support and information to the Regional CEAC meetings to assist in strategic decision-making.

Regional CEACs are expected to consult widely within their communities, including with non-Aboriginal people. As well as regular meetings, Regional CEACs are to invite the wider community at least annually to a consultative forum, workshop or other opportunity to input into strategic issues that will inform CECWA.

11.1.5 Membership of Regional CEACs

Regional CEAC members must be of Aboriginal descent, and have a deep understanding of, and community connection with the culture and the local community. The membership of the Regional CEACs is specifically to include the following skill set.

- Leadership skills
- Aboriginal community knowledge
- Balance of community people and leaders
- Balance which represents the range and depth of roles and diversity in the communities
 - Catholic Church
 - Health, education, government, non-government support agencies, all community service
 - Elders
 - Male and female
 - Youth representatives
 - Parents/grandparents.

The Chairs of Regional CEACs will serve for a five-year term to ensure continuity in achieving long-term outcomes. The Chairs of the Regional CEACs will serve as members of the CECWA Aboriginal Community Sub-Committee.

11.2 CECWA Audit and Risk Sub-Committee

11.2.1 Purpose

The Audit and Risk Sub-Committee is convened to oversee risk, mitigate against it and ensure the compliance and sustainability of the Catholic education system in Western Australia.

The Audit and Risk Sub-Committee is to oversee, monitor, evaluate and provide strategic system and policy direction and advise CECWA on all the focus areas as identified for this sub-committee and according to the priorities of CECWA.

11.2.2 Focus Areas

The Focus Areas for the Audit and Risk Sub-Committee are:

Risk

- Oversight of system risk framework (including identification and mitigation of risk)
- Reputational Risk
- Corporate Governance
- Child safety, health and well-being
- Safety
 - Occupational Health and Safety
 - Building structure/integrity
 - Infrastructure sustainability
- Insurances
 - Workers Compensation
 - Excursions/incursions and safety of our children
 - Contracts
- Technology/ICT
 - Major projects
 - Cybersafety

Audit

- Internal/external audit function
- State Government System Agreement
- School Registration Standards

Future focus

- Emerging opportunities and challenges of the future

11.2.3 Membership

Membership of the CECWA Audit and Risk Sub-Committee will include independence, expert advice and Catholic education system experience:

- Chair (an Independent member Commissioner of the CECWA as appointed by the Bishops of Western Australia)
- Independent expert: Corporate Law
- Independent expert: Finance
- Independent expert: Risk Management
- Independent expert: Technology Systems
- CEWA: Director Governance and Administrative Services
- CEWA: Director Community Engagement and Employee Services
- CEWA: Legal Counsel
- CEWA: Catholic Education System Leader (Primary)
- CEWA: Catholic Education System Leader (Secondary)
- Parent

11.3 CECWA Catholic Education Community Sub-Committee

11.3.1 Purpose

The Catholic Education Community Sub-Committee is convened to oversee the sustainability of the Catholic education system according to the priorities of CECWA. It will monitor and evaluate the key factors that define a Catholic education system, especially the development of its people and faith communities; and ensure the system's ability to sustain and deliver a strong Catholic identity and mission to serve its diverse communities.

This Sub-Committee guides the direction of system growth, ensuring the system has the quality faith formed staff, professional leadership and relationships to deliver Catholic education; and that investment is directed towards the goals of sustainability, accessibility, affordability and diversity.

The Catholic Education Community Sub-Committee is to oversee, monitor, evaluate and provide strategic system and policy direction and advise CECWA on all the strategic focus areas as identified for this Sub-Committee and according to the priorities of CECWA.

11.3.2 Focus Areas

The Focus Areas for the Catholic Education Community Sub-Committee are:

Faith Formation

- Faith formation of leaders, staff and students in Catholic education.

Workforce Development

- Professional learning and accreditation of Principals, aspiring leaders, other system leaders and staff.
- Attraction and retention of staff diversity (eg. gender, Aboriginal and Torres Strait Islander People [ATSI], Culturally and Linguistically Diverse [CALD]).

Engagement

- Engagement of parent/school/students to achieve positive community and educational outcomes.
- Relationship between parish and school to create successful partnerships for Catholic education and identity.

Accessibility

- Accessibility of Catholic education:
 - In rural and remote regions of WA
 - For the marginalised people and areas of WA (including refugees and migrants).

Affordability

- Affordability of Catholic education:
 - In marginalised communities of WA
 - For families suffering hardship.

Diversity

- Diverse models of Catholic education to provide parental choice, best practice educational opportunities and high level student engagement.

Sustainable System Growth

- Capital investment to remain in budget, and directed towards areas of CECWA strategic priority.

- System growth is driven by need and availability.
- Capital works reflect designs which are flexible, accessible and collaborative spaces that will benefit the system as a whole.
- Capital assets work synergistically, collaboratively and contribute financially to the system.

Risk

- Child safety, health and well-being
- Other risks as identified

11.3.3 Membership

Membership of the CECWA Catholic Education Community Sub-Committee will include independence, expert advice and Catholic education system experience:

- Chair (an Independent member Commissioner of the CECWA as appointed by the Bishops of Western Australia)
- Director Religious Education (ex-officio)
- Independent expert: Organisational Development
- Independent expert: System Growth/ Capital Development
- Priest
- Parent/Community
- Parent/Community
- CEWA: Director Community Engagement and Employee Services
- CEWA: Director School Improvement
- CEWA: Catholic Education System Leader (Primary)
- CEWA: Catholic Education System Leader (Secondary)
- CEWA: Team Leader, Resources

11.4 CECWA Curriculum Sub-Committee

11.4.1 Purpose

The Curriculum Sub-Committee is convened to ensure a Catholic vision of the human person underpins processes and priorities within CEWA and that our flourishing system:

- Educates the whole person ensuring that the integration of Faith and Life, and Faith and Culture underpins what is taught
- Forms Christian men and women committed to Jesus Christ and His Gospel, and to love, compassion and justice
- Meets (and exceeds) parental, church and regulatory expectations, and makes a distinctive contribution to the provision of excellence in Catholic education, and
- Encourages and benefits from system-wide learning and cooperation.

The Curriculum Sub-Committee will oversee, monitor, evaluate and provide strategic system and policy direction for all of the following focus areas according to the priorities of CECWA.

11.4.2 Focus Areas

The Focus Areas for the Curriculum Sub-Committee are:

Curriculum

- Early years learning and care
- Primary
- Secondary

Religious Education

- Diocesan programs in schools

Religious dimension of school experience

- Culture (educational, spiritual, emotional, physical)

Assessment reporting

- System performance data and student performance trends

Teaching and Learning

- Student learning
- Pedagogy
- Technology

Risk

- Child safety, health and well-being
- Other risks as identified

Future focus

- Emerging opportunities and challenges of the future

11.4.3 Membership

Membership of the CECWA Curriculum Sub-Committee will include independence, expert advice and Catholic education system experience:

- Chair (an Independent member Commissioner of the CECWA as appointed by the Bishops of Western Australia)
- Director Religious Education (ex-officio)
- Independent expert: Education Curriculum
- Independent expert: VET Education
- Independent expert: Early Years Learning
- CEWA: Catholic Education System Leader (Primary)
- CEWA: Catholic Education System Leader (Secondary)
- CEWA: Director Teaching and Learning
- Parent / Community Member (Regional)
- Parent / Community Member
- Religious
- Priest

11.5 CECWA Finance Sub-Committee

11.5.1 Purpose

The Finance Sub-Committee is convened to ensure the financial sustainability of the Catholic education system in Western Australia. It will monitor the system's finances (including all incorporated associations) according to the priorities of CECWA, which includes providing guidance and/or recommendations to the CECWA on:

- i. Finance strategy development and sustainability
- ii. System debt policies and processes
- iii. System financial reporting framework (CEWA system, CECWA, CEWA office and schools), and
- iv. Budget policies and processes.

The Finance Sub-Committee is to oversee, monitor, evaluate and provide strategic system and policy direction and advise CECWA on all the focus areas as identified for this sub-committee and according to the priorities of CECWA.

11.5.2 Focus Areas

The focus areas for the Finance Sub-Committee are:

Finance:

- Financial strategy development and sustainability
- Setting external audit policy and monitoring school and CECWA Financial Statements, Audit Reports and Audit Management Letters
- State and Federal government grants distribution to schools
- Budget policies: recommend school and office budgets and ensure that effective policies and procedures are in place
- Financial performance: monitor system, school and CECWA financial performance against the budget ensuring it is aligned with CECWA principles and priorities
- Financial oversight of schools: report and make recommendations regarding the financial viability and resourcing of all group funded Catholic schools
- Recurrent Government Funding: advise CECWA and develop policy recommendations for the allocation of recurrent funding to all group funded Catholic schools
- To act as Trustees for the Catholic Schools (WA) Long Service Leave Fund (LSL Fund): setting investment policy and monitoring investment performance (LSL Fund, CECWA and schools)
- Advise on new financial reporting structure for CECWA and schools in the context of the Australian Charities and not-for-profits Commission (ACNC) reporting requirements
- Review the sustainability of system Enterprise Bargaining Agreements indexation in the context of government policy on school funding and funding availability
- Review school fee setting policy.

Capital Development Funding (*including system debt funding and proposed new schools*):

- System Debt: recommend and monitor the system debt limit
- Reporting of all matters relating to debt and the repayment of system responsible debt servicing. Debt projections and recommendations in the context of system growth
- Review the Debt Servicing Income and Assistance Policy

- Budget allocation and financial oversight for any capital development/system growth
- Advise CECWA and develop policy recommendations for the:
 - Management of the Catholic Schools (WA) Co-responsibility Building Fund (CBF)
 - Any capital borrowings by schools that are guaranteed by the system and/or the Bishops.
- Monitor capital project expenditure against budget: oversight of, and reporting to, CECWA on the annual capital budgets of the system, schools and office
- Identification of land acquisition/land bank and funding acquisition strategies and debt repayment sources.

Financial Risk

- Identify and monitor material financial risks that exist in the control environment in which CECWA and schools operate
- Ensure material financial risks are appropriately mitigated and controlled
- Recommend appropriate financial delegations of authority.

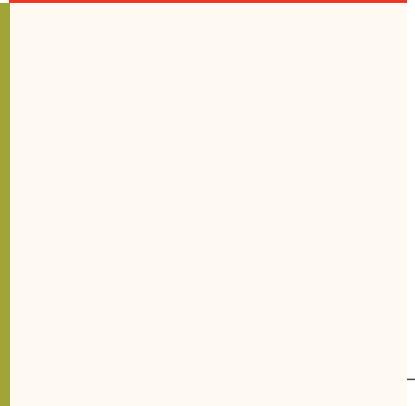
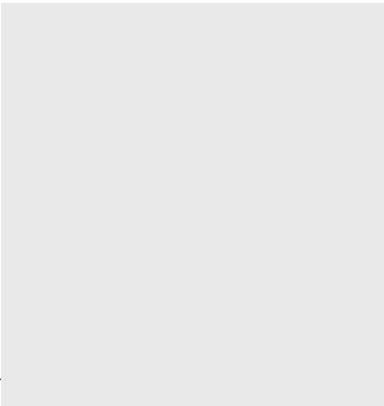
Future Focus

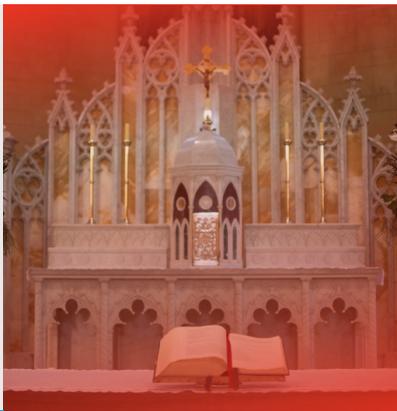
- Emerging opportunities and challenges for the future
- Opportunities for diverse funding streams (e.g. philanthropy)

11.5.3 Membership

Membership of the CECWA Finance Sub-Committee will include independence, expert advice and Catholic education system experience:

- Chair (an Independent member Commissioner of the CECWA as appointed by the Bishops of Western Australia)
- Independent expert: Finance/Audit Specialist
- Independent expert: Chartered Accountant
- Diocesan Finance Representative (Archdiocese)
- Diocesan Finance Representative (Regional diocese)
- CEWA: School Bursar
- CEWA: Catholic Education System Leader (Primary)
- CEWA: Catholic Education System Leader (Secondary)
- CEWA: Director Finance, Planning and School Resources
- CEWA: Team Leader, Finance
- Parent





CATHOLIC EDUCATION
COMMISSION OF WESTERN
AUSTRALIA
50 RUISLIP STREET,
LEEDERVILLE WA 6007

T (08) 6380 5200
E cecwa@ceo.wa.edu.au



CATHOLIC EDUCATION
COMMISSION OF WESTERN AUSTRALIA



December 2016