



# School Advisory Council Terms of Reference



Emmaus College is a school, which operates with the consent of the Catholic Archbishop of Melbourne and is operated and governed by Melbourne Archdiocese Catholic Schools Ltd (MACS), where formation and education are based on the principles of Catholic doctrine, and where the teachers are outstanding in true doctrine and uprightness of life.

## 1. Purpose of the School Advisory Council

The MACS Board is responsible for the strategic direction and oversight of the operation and management of MACS schools, including Emmaus College. Clear lines of authority, reporting and delegation from the MACS Board through the MACS Executive Director delegate the day-to-day operational management of Emmaus College to the College Principal.

In keeping with the objects of the MACS Constitution, which states, "The good work of educating the young, undertaken in the light of the Gospel, is a co-responsible task led by every member of the Catholic school community", the School Advisory Council (the Council) provides a crucial point of connection between the wider school community and school leaders. While the Council does not have governance responsibility or decision-making authority, it supports the College Principal and College Leadership and provides an important connection to the Parish.

The Council's role, as determined by the MACS board through this Terms of Reference, supports the overall governance of MACS schools as it 'is to give consideration to, and advice on, important school matters in order to support the College Principal and the strategic interest of the school' (*Working Together in Mission* p.18)

## 2. Role of the School Advisory Council

### Advisory in nature

The Council provides a forum for discussion and discernment, where the parent<sup>1</sup> voice and community perspective are available to inform and support the decisions made by the College and Parish Priest as the custodian of mission for the good of the College and Parish where student's wellbeing and outcomes for students are paramount.

It is important that the Council members understand its primary role is to assist and advise on College matters to support the College Principal in their leadership. The Councils do not have a legal identity and do not become involved in the day-to-day management of the College. The Council must act within the parameters of these Terms of Reference.

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<sup>1</sup> The terms 'parent' and 'family' are used interchangeably and refer to any adult caregiver (or group of caregivers), who plays a primary role in a child's cognitive, social and emotional development, including persons/people with parental responsibility such as legal guardians and carers, grandparents, foster parents and extended family members.

The MACS board, as the governing body of MACS schools, is responsible for the common good of Catholic education in MACS schools in the Archdiocese, and thus is responsible ultimately for making any decision about the establishment of a Council and its arrangements.

The following are some ways the Council supports the College and the College Principal:

- Articulating and enacting the College's vision and mission
- Promoting the College's Catholic ethos and culture
- Promoting faith formation and development
- Implementing College's policies as required
- Give advice to the College Principal on issues such as enrolments, College improvement plans and enrolment trends.
- Engaging in discussions with the College Principal about the annual College budget and other financial matters
- Giving advice to the College Principal about the College Master Plan
- Capital resource planning and maintenance support to the College Principal.

### 3. Council structure

#### Members of the School Advisory Council

Serving on the Council of a Catholic school is a form of Church lay ministry. It is a response to the call to support the local Catholic parish and College communities in a particular way. It is also a means for members of our community to share their skills and talents for the common good. A well-functioning Council provides rich sources of wisdom and insight as well as a means of strengthening community links and potential for partnerships.

Emmaus College's Council is to be comprised of a minimum of six and a recommended maximum of 10 Council members, who value and share the educational mission and ethos of the Catholic Church comprising of at least:

- the College Principal (ex officio)
- the Parish Priest nominated to represent the Association of Canonical Administrators related to the College (ex officio) (**Custodian of Mission**)
- two (2) parents, guardians, carers of children attending the College
- one (1) parishioner
- another person from either category or who, in the opinion of the College Principal, has the relevant knowledge, skills, expertise or interest and commitment to the mission of the College to serve a particular need on the Council.
- additional parents, guardians, carers of children attending the College
- alumni representative
- any other person, who, in the opinion of the College Principal, has the relevant knowledge, skills, expertise or interest and commitment to the mission of the College

A person who is a member of the Council under either category (a) to (e) may satisfy the eligibility criteria under more than one category. A single parish representative may be sufficient for a Council to fulfil its function in dealing with education matters relating to the College.

At the College Principal's discretion, members of the College staff may be invited from time to time to attend meetings depending on the content of the agenda.

At the College, student voice is valued; therefore, student representatives will be invited to meetings depending on the content of the agenda.

## 4. Appointment and induction of members

### A process of discernment

As being a member of a Council of a Catholic school is a form of Church lay ministry, the process of appointment is preceded by discernment to assist potential new Council members to understand:

- the mission and vision of MACS, the parish and the College
- the roles, responsibilities and processes of MACS and the College Council
- how Council members, can support the College Principal and the Custodian of Mission
- the appropriateness of their personal readiness to serve.

This discernment process commences when expressions of interest are sought for new Council members, beginning with the provision of an information pack to those interested in nominating for a Council position and /or a chance for potential nominees to discuss the role of the Council and the expectations of a Council member with the College Principal, chair or Custodian of Mission.

In keeping with what it means to be and to build Church, the discernment process seeks to arrive at a decision about an appointment that all can accept gracefully and support wholeheartedly (even if some wish the decision had been different) because they know the group honestly searched together for the Spirit of God in and for the life of the community.

A discernment process ensures that those, who have expressed an interest, have had an opportunity to discern their readiness to serve. Such a process could include:

- reflecting on the Mission of MACS and the College
- exploring the shared understanding that serving on the Council is a means for members of our community to share their skills and talents for the common good
- interview those, who submitted an expression of interest
- sharing known background information about the potential members - with observance of privacy laws and confidentiality,
- considering the good character of the person and their disposition
- considering a balance of gender, diversity and skill sets on the SAC.

### Process of appointment of Council members

The College Principal has the power of appointment, re-appointment, and removal of members of the Council, except the Custodian of Mission, who holds office *ex officio* and cannot be removed by the College Principal.

In appointing Council members, the College Principal will consult with the Custodian of Mission following a process of discernment. The College Principal and Custodian of Mission may choose to be supported by others in the appointment process. When appointments are being made, it is important to keep in mind the need for a balance of gender, cultural diversity and skill sets in forming the Council.

Council members are appointed annually at a set time devised by the Council. The College Principal at any time may make an additional appointment to the Council in the event of a vacancy in the minimum prescribed positions or to otherwise fulfil a need on the Council,

however any Council member so appointed will only hold office until the next set annual appointment round devised by the Council following the appointment, and at this time may apply for membership of the Council in the ordinary manner.

## Key considerations in the appointment of Council members

### Child Safe Standards

Adherence to the College's child safe standards must be at the forefront of any appointment process. Council members must have both a police check and a Working with Children check and must sign the College child safe standard agreement. Once appointed, it is a requirement that all Council members sign and comply with the College's *Child Safety Code of Conduct*.

### Code of Conduct for School Advisory Council Members

The College's Child Safety Code of Conduct sets up the baseline expectation that, like all members of the College community, Council members 'are expected to contribute actively to a College culture by respecting the dignity of its members, affirming the gospel values of love, care for others, compassion and justice'.

This baseline standard is expanded and made explicit in the MACS Code of Conduct for the Council members. The objective of this Code of Conduct is to ensure that high standards of community, group and individual behaviour are observed by the members in the context of their roles as members of any Council of a MACS school.

### Conflict of Interest

MACS is committed to building Councils that are free from fraud or corruption or the perception of fraud or corruption. Conflict of interest arises when a Councillor's duty to the College is affected by a personal (actual, potential, or perceived) interest. In such cases, the line between personal and professional conduct may become blurred and interfere with a Councillor's capacity to provide advice and fulfil his or her responsibilities on the Council. Conflicts of interest may arise and do not need to present a problem to any Council or MACS if they are managed openly and effectively.

The College's Conflict of Interest Policy addresses the requirements for disclosure and management of conflict of interest and extends to Council members. It is a requirement of the role that Council members abide by and comply with this policy.

### Diversity

The Council seeks to be inclusive of all community members and will demonstrate a genuine commitment to gender equity, cultural diversity and requisite skill sets.

Collectively, Council members should bring a range of personal skills and experience to add value to the College Council in accordance with the requirements under clause 5, 'The role of individual Council members' in these Terms of Reference.

## Expressions of Interest

Generally, expressions of interest to become a Council member are made in advance of the set annual appointment round devised by the Council. The process of applying for membership of the College Council will be communicated via a letter of invitation, in the newsletter and via the College website. Anyone interested in becoming a member of the College Council may seek

advice from the College Principal, chair or the Custodian of Mission on the process of appointment. Consideration will be given also to succession planning through staggered renewal of members to ensure continuing institutional memory.

## Terms and conditions of appointment

The period of appointment for Council members, excepting the Custodian of Mission, the College Principal and any other *ex officio* appointment, is generally a term of three years ending on the conclusion of the third year following their appointment, with the option of being reappointed for a total of three consecutive terms.

The Custodian of Mission and the College Principal hold office on the Council *ex officio*, meaning that their term continues for so long as they occupy that office, following, which they cease to be a member of the Council. Their successor in that office then becomes appointed automatically to the Council.

Any other Council members, who are appointed on the Council *ex officio* due to a specific position in the College (for example, Director of Business Operations), will have a term of office also on the Council for so long as they occupy that office following, which they cease to be a member of the Council. Their successor in that office will be eligible to be appointed to the Council, as determined by the College Principal in consultation with the Custodian of Mission.

The other terms and conditions of appointment of Council members are contained in a letter of appointment from the College Principal, which sets out, amongst other things:

- the terms and conditions in the letter of appointment that must be agreed to by the proposed Council member
- details of expectations of Council members and a copy of these Terms of Reference
- reference to the availability of applicable College governance policies, as provided in the *MACS School Advisory Council Manual* including the applicable College's Child Safety Code of Conduct, Conflict of Interest Policy and Child Safety and Wellbeing Policy.

The office of a Council member will become vacant if the Council member:

- is absent without the consent of the Council from three successive meetings of the Council, unless the College Principal determines otherwise.
- resigns by notice in writing.
- is removed from office by the College Principal (or MACS Executive Director or MACS Board, as applicable);
- in the case of the Custodian of Mission, the College Principal or any other *ex officio* appointment to the Council, ceases to occupy the relevant office.
- becomes of unsound mind or a person, whose person or estate is liable to be dealt with in any way under the law relating to mental health.
- dies.

Any period of office of a Council member held during a casual vacancy appointment by the College Principal (that is, a period of less than one year between annual appointment rounds) is disregarded in counting the maximum permitted tenure of office of a Council member of three consecutive terms.

## Induction

The induction process continues after an appointment and is a continuing process rather than an event. MACS provides a basis for formation and induction as outlined in the *MACS School Advisory Council Manual*. Formal induction to the College Council includes:

- tour of the College facilities at both campuses
- appropriate College documents shared
- follow-up conversations/phone calls
- involvement in a commissioning ceremony New Council members will be provided with:
- the MACS Statement of Mission
- an understanding of the history of the parish and the College
- a MACS School Advisory Council Manual, including the College's Child Safety Code of Conduct, the College's Conflict of Interest Policy and other relevant College governance policies
- a tour of the College facilities.

## Process of removal of Council members

The College Principal may, following a consultation with the Custodian of Mission, remove a Council member (except the Custodian of Mission) if the College Principal is of the view that a Council member is not complying with the expectations of the role of a Council member or is engaged in conduct unbecoming of a Council member or prejudicial to the interests of the College.

A Council member may appeal his or her removal to the Executive Director of MACS for review. The decision of MACS Executive Director will be final.

The College Principal acts on delegation by MACS Executive Director, who in turn acts on delegations from the MACS Board. No delegation of power prevents the exercise of power directly by the MACS Executive Director or the MACS Board, as relevant. For the avoidance of doubt, the MACS Executive Director and/or the MACS Board reserve the power to remove a Council member from office (except the Custodian of Mission) if they are of an opinion that the circumstances are deserving of such action.

## 5. The role of individual Council members

### Qualities and skills of a Council member

Each Catholic school is different, but all schools share the mission of the Church. The Council should be composed of people, who appreciate, value and share the educational mission and ethos of the Catholic Church. When seeking Council members, it is important to reflect on the qualities and skills of benefit to the Council in carrying out its functions. Their capacity to contribute, their shared understanding and their positivity is essential.

The following is a list of some of the key qualities and skills for members of the Council:

- commitment to the MACS *Statement of Mission*
- commitment to Catholic education in the parish and the College
- commitment to the vision and mission of the parish and the College
- an understanding of the role of Custodian of Mission, College Principal and Council

- members
- willingness to ask questions and seek clarification
- ability to think strategically
- willingness to support the contributions of other Council members
- capacity to listen in an active and meaningful way
- willingness to work cooperatively with others
- commitment to maintaining confidentiality always.

## Expectations of the Council member

Each Council member, in addition to the terms and conditions of appointment of Council members, contained in their letter of appointment and their acceptance of the MACS Code of Conduct for the Council members, is required to commit to the following:

- understanding the Council's role
- having a positive and constructive attitude
- elevating any appropriate issues for consideration by the Council
- declaring and not allowing any personal interests to conflict with the interests of the College and properly manage any conflict of interest in accordance with the College's Conflict of Interest Policy.
- preparing for Council meetings
- attending each Council meeting, unless there are extenuating circumstances
- bringing expertise and views to discussions on behalf of the whole community
- participating actively and responsibly
- acting honestly and fairly, in good faith and in the best interests of the College
- acting ethically and with a high level of integrity
- conducting themselves professionally and treating other Council members fairly, sensitively, consistently and with respect
- undertaking Council work with reasonable care and diligence
- participating in Council formation activities
- keeping confidential the information received in the course of service as a Council member
- not taking improper advantage of their position as a Council member
- abiding by the applicable MACS school governance policies and key documents, including MACS Statement of Mission, Working Together in Mission, the College's Child Safety Code of Conduct and Conflict of Interest Policy.

## 6. Key roles

There are four key roles on a Council. The Chair, the Principal, the Custodian of Mission and the Secretary each have a significant role on the Council and each of these roles carries specific responsibilities.

### The Chair

The role of the Chair is to:

- chair Council meetings in conjunction with the College Principal and the secretary, oversee the development of meeting agendas, checks papers for meetings and the draft minutes
- ensure the meetings are focused on the agenda
- encourage participation by all Council members in meetings and at Council events



- act as a spokesperson for the Council when authorised to do so by the College Principal
- attend important parish and College events as appropriate
- participate as a member of the Council.

## Appointment

The Chair is elected by the Council members from amongst their number at the first meeting of the Council after the end of the term of the previous Chair.

Normally, the Chair will be an independent member, who is not employed by MACS at Emmaus College or otherwise and is selected based on the person's achievements and their record as a leader.

The term of the Chair aligns with their term of office as a Council member. The office of the Chair will terminate if they cease to be a Council member, whether by way of expiry of their term, resignation or removal. The Chair does not have a casting vote in addition to their ordinary vote as a Council member.

## The College Principal

Key responsibilities of the College Principal's role include development of the faith community, particular focus on the safety and wellbeing of students, formulation of a vision for the whole College, attention to contemporary teaching and learning in order to engage all students, and stewardship of the people and resources with particular outreach to the parent community.

The College Principal works in collaboration with the Custodian of Mission, staff and members of the College community, and MACS management to achieve the mission of the College.

As such, the College Principal's role on the Council as an ex officio member is to:

- play a key role in developing the overall goals and priorities of the Council
- play a key role in developing the agenda for meetings and the preparation of papers before meetings
- ensure follow-up of actions arising from Council meetings
- act as the chief education advisor to the Council
- make arrangements to maintain an archive of relevant Council documentation in accordance with this Terms of Reference, including minutes from previous meetings
- make arrangements to distribute the papers before meetings, after preparation of the papers by the secretary
- make arrangements to distribute draft minutes to the Council members, after preparation by the Secretary
- ensure that Council members are kept informed between meetings
- make arrangements to maintain a register and record of Council, committee and working groups and all applicable documentation and records, including minutes, agendas and correspondence.

## Appointment

The College Principal is an ex officio member of the Council by virtue of holding the role of Principal of the College. The College Principal has full voting rights and is counted in the usual way for quorum purposes.

## The Custodian of Mission

The Parish priest as the Custodian of Mission has a key role of supporting the College in its



distinctive Catholic identity, spirituality and life by continued responsibility for faith education, sacramental life and pastoral care.

Therefore, the Custodian of Mission has an ex officio role on the Council to:

- as the key evangeliser and educator in faith within the parish and thus the custodian of mission of parish and College, provide guidance to Council in its deliberations as relevant
- support the College Principal and Council in the development and implementation of the sacramental program to ensure the College is faithful to its distinctive Catholic identity and spirituality
- in providing strong pastoral support and effective Catholic leadership of the parish, which includes the College communities, to guide the Council and bring to the Council's attention, matters relevant to the operation of the College
- be engaged with, and bring to the Council's attention, those aspects of the College's operations that have the potential to harm the parish's good name
- be involved in and provide input in the Council's planning of any transaction that will change the nature of the College property or affect the use of any other areas of adjoining parish property (where property is beneficially owned by a juridic person which the Custodian of Mission represents i.e. a parish or groups of parishes).

## Appointment

The Custodian of Mission has an automatic entitlement to hold office on the Council ex officio by virtue of his office as parish priest, parish priest representative of an association of parishes or nominee of the Archbishop, as applicable. The Custodian of Mission has full voting rights and is counted in the usual way for quorum purposes.

## The Secretary

The role of the Secretary is to:

- take the minutes of Council meetings
- oversee that the agenda and papers are confirmed in sufficient time to allow for their distribution at least a week prior to the meeting
- oversee management of all Council correspondence
- oversee the provision of adequate notice of the annual appointment round and any intention to call for nominations for Council positions that become vacant.

## Appointment

The College Principal may appoint a minute taker from the College staff to undertake the duties of the secretary. The minute secretary has no vote because their role is administrative only.

Alternatively, a secretary is appointed by the Council from among its members at the first meeting of the Council after the end of the term of the previous secretary. If the secretary is appointed from within the ranks of the Council, the secretary does not have an additional vote in addition to the ordinary vote on the Council.

## 7. Committees and working parties

To share and support the work of the Council, the Council may consider establishing standing committees depending on the size and local context of the College. The purpose of each committee is to advise the Council on specific matters. Committees are not a requirement, but an

additional advisory structure if needed.

The Councils of larger schools may delegate work to committees to provide more effective advice on complex or specialised issues and to use Councillors' time more efficiently. Committees provide recommendations to the full Council, which retains collective responsibility for the advice provided to the College Principal.

Involvement in committees allows members to deepen their knowledge of the College, become more actively engaged and fully utilise their experience. Additionally, the existence of committees can indicate to the community that the Council is giving voice to issues.

Smaller schools may not benefit from a formal committee structure because their Councils are often quite small and operations not as complex.

From time to time the Council may wish to establish a committee or working party for a specific purpose or to undertake a particular task, for example a centenary celebration.

The Council may appoint additional members of a Council committee or working group to assist with deliberations in the manner determined by the Council in each instance. Any co-opted members of committees who are not council members will be held to account to the same expectations as those of a council member, as outlined in Section 5. They must have a Working with Children Check, sign and comply with the school's Child Safety Code of Conduct, accept the MACS Code of Conduct for School Advisory Council members and the MACS Conflict of Interest Policy for Employees, Contractors and Consultants.

Council committees and working groups may be focused on a specific area, such as:

- finance
- property
- parent engagement.

## Function

If a committee or working party is seen as desirable, the MACS approved template Terms of Reference document is to be used to establish the committee or working group. The following structures need to be adopted:

- Each committee or working party should be chaired by a Council member, who is responsible for reporting to the Council on the activities of the committee/working party.
- Council committees/working parties are directly responsible to the Council.
- Each committee/working party of the Council should have articulated expectations clearly stating:
  - the name of the committee/working party
  - the name of the chair
  - the purpose and tasks to be undertaken
  - the names of the members
  - quorum, meeting and reporting requirements
  - the date for reporting back to the Council e.g. actions since the last report, what's happening now, future plans, items for Council discussion
  - duration of the committee/working party.

It is important that any Council committee or working party understands that it may not speak publicly for the Council.

The terms of reference of each committee or working party of the Council should be approved by the College Principal and appropriate records maintained by or on behalf of the College Principal.

A summary of the activities of each committee or working party should be included in the council's annual report to acknowledge the specific work undertaken by the committee or working party during the year.

## 8. School Advisory Council meetings

### Meetings

The College Council meets six times during the year.

The Council may call extraordinary meetings if required.

Agendas should be prepared and distributed prior to each meeting, with sufficient notice and time for preparation by Council members. Minutes will be taken at each meeting.

If the Custodian of Mission cannot be present at a scheduled meeting, they would inform the Chair or the College Principal of their inability to attend and share any reports or information prior to the meeting's commencement.

### Quorum

A quorum must be present always at each Council meeting for the meeting to be validly constituted and all decisions made at the meeting valid. The quorum for meetings is two-thirds of the total number of Council members at any given time. The College Principal should be part of the quorum always.

### Conduct of Council meetings – consensus and confidentiality

In the conduct of the Council meetings, it is important that conversations are encouraged. Good, healthy dialogue where members listen to each other creates positive connections and builds good relationships, enabling the Council to explore ideas and proposals.

Equally important is that members enter the meeting well-prepared for the discussions that will take place. An agenda will have been circulated prior to the meeting, and any important proposal will have been highlighted and any relevant documentation circulated. This will provide an opportunity for informed dialogue to take place, rather than 'off the cuff' thinking.

It is hoped that a well-informed discussion where each person has a chance to speak, is listened to intently and feels their ideas have been respected will lead to proposals and ideas being agreed to by consensus. At the heart of an agreement by consensus is the ongoing welfare of the group and good relationships of the members appropriate to a Catholic School Advisory Council.

Council confidentiality and solidarity are key ingredients in building trust at Council meetings. Generally, all Council meeting proceedings are confidential. At times, there may be an occasion to declare an issue formally, a paper and/or a discussion as particularly sensitive and confidential. This should be done by the Chair prior to a Council meeting, and confirmed before the close of the meeting.

Council members must respect the right of individuals to express their views freely at Council meetings without fear of their being named outside the Council meetings as taking particular positions. As in all similar groups, a sense of trust among Council members is vital for the wellbeing of the Council.

A meeting should close by reviewing actions and deadlines set, and noting the details of the next meeting.

The Secretary of the Council is responsible for taking minutes of Council meetings. A minute book of all meetings of the Council must be maintained by the College Principal.

## Disclosure of interests by Council, committee and working group members

In accordance with the College's Conflict of Interest Policy, which is prescribed by MACS, all Council members must disclose any personal interest, which relates, or may relate, to the operations of the College, in order to ensure that any actual, potential or perceived conflict of interest with a duty that the person has on the Council is identified and appropriately managed.

When an issue arises at a Council meeting, relating to such an interest or duty, the member must not attend the meeting, while that matter is discussed and must not vote on that or any related matter. The Council members must comply with the College's Conflict of Interest Policy as prescribed by MACS always.

## 9. Engaging with your College Community

The Council encourages full participation of stakeholders to ensure a high level of engagement and participation by the College community. The College must employ a variety of strategies to provide evidence to meet VRQA Minimum Standard, 16, which requires the College to 'publish a clear statement of its philosophy and be able to demonstrate how the College's philosophy is enacted' per Schedule 4 clause 16 in the *Education and Training Reform Regulations 2017* (Vic.).

The Council is required to ensure that it has a dedicated page on the College's website, which publishes up-to-date versions of:

- the Terms of Reference
- MACS *School Advisory Council Manual*
- MACS Code of Conduct for School Advisory Council members
- the School Advisory Council Annual Report
- a list of council members and key roles
- a list of committees and membership.

A key piece of evidence that could demonstrate how the College's philosophy is enacted is the Council Annual Report. The Council Annual Report is an important communication document and is to be drafted using the MACS-approved template. Preparation of the council's annual report is to be overseen by the Chair, in conjunction with the College Principal, with the final version approved by the Council. The Council's annual report should acknowledge the activities, achievements and challenges of the Council and committees over the past year, reference the Council's self-evaluation, and indicate goals and focus for the following year. In turn, these goals will provide a basis for the evaluation the Council undertakes in the following year.

This report is to be submitted to the College Principal and shared with the College community. It may be used also to inform the College Principal's requisite College Annual Report published on the College website and the VRQA State Register unless otherwise determined by the Executive Director, either generally or in any instance.

The Council is required to ensure that its dedicated webpage is reviewed and updated annually. The *MACS School Advisory Council Manual* provides information to support and guide the work of School Advisory Councils.

## 10. Record keeping

As a minimum, the College Principal must ensure the maintenance of the following Council documents and records:

- the Council Terms of Reference (this document) and the terms of reference of any committee or working group established by the Council
- agenda and minutes of Council, committee and working group meetings
- a register of the current members of the Council, committees and working groups and any Council members holding key roles
- a register of interests disclosed by Council, committee and working group members
- the Council correspondence file.

### Agenda and minutes

The minutes of Council meetings must be recorded in a consistent format and maintained in an appropriate archive system at the College.

Minutes of meetings should be distributed as soon as possible after the meeting to allow sufficient time for action items to be followed up between meetings.

The minutes should be approved by the Council at its next meeting, as an accurate record of the meeting.

Council minutes are not public documents; however, the College Principal may prepare a brief report to appear in the College and Parish newsletters to communicate the work of the council to the community.

### Publication of this Terms of Reference

An up-to-date version of these Terms of Reference must be available on the College's website always.

## 11. Evaluating the work of the Council

The Council must undertake an annual evaluation to reflect upon its performance and areas for improvement.

The Council must agree on the process to be followed each year following a MACS template and appoint a Council member to oversee the evaluation process and, if appropriate, take a leadership role in implementing the findings. Each year the Council should consider whether any improvements to its operation or this Terms of Reference should be recommended to MACS.

The Council may determine to evaluate all aspects of its work or concentrate on some key

areas. Areas for evaluation may include:

- Council processes such as meeting procedures, planning, communication
- the work of committees or working groups
- the nature and extent of involvement of the parish and College community
- involvement in or assistance to key parish or College projects.

## Definitions

### Conflict of interest

A conflict of interest arises where an individual's personal interest conflicts with their responsibility to act in the best interests of MACS or its subsidiaries, MACSS and MACSEYE, as the context requires.

### Melbourne Catholic Archdiocese Schools Ltd (MACS)

MACS is a reference to Melbourne Archdiocese Catholic Schools Ltd, and/or its subsidiaries, MACSS and/or MACSEYE (as the context requires).

### MACS school or school

A school, which operates with the consent of the Catholic Archbishop of Melbourne, and is owned, operated and governed by MACS, directly or through MACSS (as the context requires). References to schools or MACS schools also includes boarding premises of schools operated by MACS and specialist schools operated by MACSS.

### School Advisory Council

Supports the College Principal of a MACS school by providing a forum for discussion and discernment where parent voice and community perspective can help inform decision-making.

### Volunteer

A person who performs work without remuneration or reward for MACS, a MACS school or MACSEYE service (as the context requires) in the school/service environment.

## Related policies and documents

### Related MACS policies and documents

Working Together in Mission  
School Advisory Council Manual  
Code of Conduct for MACS

## Policy information

Responsible director	Director, Catholic Mission and Identity
Policy owner	Director, Catholic Mission and Identity
Approving authority	Executive Director
Assigned board committee	Catholic Mission and Identity
Approval date	3 April 2024
Risk Rating	High
Review by	2026
Publication	MACS website, CEVN, school website

<b>POLICY DATABASE INFORMATION</b>
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<b>Assigned framework</b>	Governance
<b>Supporting documents</b>	See list of supporting documents and related policies above
<b>Superseded documents</b>	School Advisory Councils – Terms of Reference – Single parish – v1.0 – 2021 School Advisory Councils – Terms of Reference – Multiple parishes – v1.0 – 2021 School Advisory Councils – Terms of Reference – Secondary schools – v1.0 - 2021
<b>New policy</b>	New