



# BOARD GOVERNANCE POLICY

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## POLICY DETAILS AND DOCUMENT MANAGEMENT

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School	<input type="checkbox"/>	Executive Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	Administrators	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Access</b>	<input type="checkbox"/>	All Staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Open	<input checked="" type="checkbox"/>	Students	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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## GENEALOGY

This Policy replaces:
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This Policy was cancelled and superseded by:
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## CONTENTS

PREAMBLE .....	5
SCOPE .....	5
CONTEXT .....	5
BELIEF STATEMENT .....	5
POLICY .....	6
1.VISION AND MISSION.....	6
OUR MISSION .....	6
OUR VISION.....	6
OUR VALUES .....	6
2.BOARD PROCESSES .....	7
THE BOARD WILL: .....	9
THE CHAIRPERSON: .....	10
BOARD MEMBERS: .....	11
CONDUCT OF BOARD MEETINGS.....	11
BOARD SECRETARY .....	12
BOARD TREASURER .....	12
BOARD COMMITTEES: .....	13
BOARD EXECUTIVE .....	14
BOARD – PRINCIPAL RELATIONSHIP .....	14
PRINCIPAL – BOARD RELATIONSHIP .....	15
The Principal:.....	15
BOARD MEMBER RECRUITMENT, APPOINTMENT AND DEVELOPMENT .....	15
BOARD GOVERNANCE POLICY REVIEW .....	16
3. STRATEGIC PLANNING POLICY .....	16
THE BUSINESS PLAN .....	16
4.HUMAN RESOURCES POLICY .....	16
STAFF RECRUITMENT AND SELECTION .....	16
STAFF MANAGEMENT.....	17
STAFF DEVELOPMENT AND SUPPORT.....	17
GRIEVANCE AND DISCIPLINARY SITUATIONS .....	17
BOARD – STAFF RELATIONS .....	17
5.FINANCIAL MANAGEMENT.....	18
FINANCIAL STEWARDSHIP .....	18
FINANCIAL PLANNING & BUDGETING .....	18
FINANCIAL MANAGEMENT .....	18
FINANCIAL DELEGATIONS.....	19
CAPITAL EXPENDITURE .....	19
CAPITAL RESERVES.....	20
ASSET MAINTENANCE.....	20
INVESTMENTS .....	20
BORROWINGS .....	20
FINANCIAL REPORTING .....	20

THE AUDIT .....	20
GRANTS, GIFTS AND BEQUESTS .....	20
6.QUALITY MANAGEMENT & COMPLIANCE POLICY .....	21
THE BOARD:.....	21
7.RISK MANAGEMENT .....	21
8.COMPLAINTS.....	22
9.ETHICS .....	22
MEETING CONFIDENTIALITY .....	22
MEMBER CONFIDENTIALITY .....	22
CONFLICT OF INTEREST .....	22
NEPOTISM.....	23
RESEARCH .....	23
10.PUBLIC RELATIONS POLICY .....	23
SPOKESPERSON.....	23
MARKETING, PROMOTION AND ADVERTISING .....	23
CRISIS MANAGEMENT .....	23
11.REVENUE GENERATION POLICY.....	23
GENERAL: .....	23
GIFT ACCEPTANCE .....	24
SPONSORSHIP AND ENDORSEMENTS .....	24
FUNDRAISING EVENTS .....	24
APPENDIX 1.....	25
APPENDIX 2.....	27
APPENDIX 3.....	30
APPENDIX 4.....	31
APPENDIX 5.....	33
APPENDIX 6.....	34
APPENDIX 7.....	36

## PREAMBLE

In order to guide its own operations and to provide clarity for the governance of the school, the Board has adopted the policies and procedures in this Governance Handbook.

This Handbook therefore has the force of Board policy. It is a living document which the Board may amend when appropriate.

Where any conflict inadvertently arises between this document and the Constitution, the Constitution prevails.

## SCOPE

All members of Emmanuel Christian Community School Board Members, staff and volunteers must comply with this policy.

The School is committed to safeguarding and promoting the safety, welfare and wellbeing of children and young people and expects all staff and volunteers to share this commitment

## CONTEXT

Emmanuel Christian Community School Board may, from time to time, review and update this policy to take account of changes to the school's operations and practices and to make sure it remains appropriate to the changing legal and school environment.

## BELIEF STATEMENT

- a. We believe in the Divine inspiration, the infallibility and supreme Authority of the Bible in its entirety and that the Holy Spirit so moved the writers that what they wrote are authoritative statements of truth for all matters of faith and conduct.
- b. We believe that there is one God in whom there are three equal divine persons, revealed as the Father, the Son and the Holy Spirit, and who of His own sovereign will create the heavens, the earth and all that is contained within the universe.
- c. We believe the Lord Jesus Christ is the eternally existing, only begotten Son of the Father, conceived by the Holy Spirit and born of the Virgin Mary. As God He became flesh and dwelt among us: as man He was God.
- d. We believe all men are in a fallen, sinful and lost condition through the rebellion of Adam and Eve, who were created without sin, and in this state of depravity are helpless to save themselves and are under the condemnation of God to eternal punishment in Hell.
- e. We believe that salvation from the penalty and consequences of sin is found only through the substitutionary, atoning death and resurrection of the Lord Jesus Christ.
- f. We believe it is the Holy Spirit alone who convicts men of sin, leads them to repentance, creates faith within them and regenerates and fills those who believe on the Lord Jesus Christ as Lord. It is the indwelling Spirit who bestows the Gifts of the Spirit and manifests the Fruit of the Spirit in the believer.
- g. We believe Christ died for our sins, was buried and the third day rose from the dead; that He appeared to men who touched Him and knew His bodily presence and that He ascended to His Father.
- h. We believe the Lord Jesus Christ will return in person with His saints and that full summation of the Kingdom of God awaits His return.
- i. We believe those who have been regenerated by the Holy Spirit will receive a resurrection body at the return of Jesus Christ and be forever with the Lord, while those who have not believed will be resurrected to stand at the judgment Seat of God to receive His judgment and eternal condemnation to Hell.
- j. We believe in the actual existence of Satan who is the father of all evil and opposed to God although ultimately subject to the purposes of God and destined to be confined forever to Hell.

- k. We believe the Church is the Body of Christ composed of all believers in the Lord Jesus Christ, which finds its visible manifestation in the local community of believers and ministers through the cooperative exercise of God-given gifts by the entire membership. Each local community of believers is competent under Christ as Head of the Church to order its life without interference from any authority whether civil or ecclesiastical.
- l. We believe and reaffirm our uncompromising stand on God's Word that marriage is instituted by God to be between one man and one woman.
- m. We believe there are two ordinances instituted by the Lord Jesus Christ:
  - i. Baptism by immersion of all believers as a prerequisite for Church membership; and
  - ii. The Lord's Supper, which is a memorial and proclamation of the Lord's death until He returns.

## POLICY

### 1. VISION AND MISSION

The Board establishes the school's mission and ensures its integration in all aspects of the school.

#### OUR MISSION

To provide affordable, Christ-centered education that equips the next generation to know God and serve Him in the Community.

#### OUR VISION

Changing lives through Christ-centered education

#### OUR VALUES

- Community
- Compassion
- Excellence
- Integrity
- Prayer
- Service

##### 1.1. Mission Statement

As part of the ministry of the Girrawheen Baptist Church, the mission of the School, together with home, Church and community activities, is to provide our students with a safe, strong academic and practical education that is Biblically based, innovative and flexible so they become knowledgeable and ethical Christian leaders, is to train the whole person through instruction, example and experience.

We believe this is to be done in the light of the teaching of God's Word and with the spiritual maturity and effective membership of the Body of Christ of the ministry team of the School. We are a religious school community that provides education according to the Commonwealth and State requirements.

1.1. The Board regularly reviews the Mission Statement as part of its strategic planning process.

1.1.1. The Principal will have in place an educational plan to give expression to the vision and goals of the Board.

1.1.2. The plan will not extend the resources beyond those available in the budget from year to year.

1.1.3. The plan will be tabled at a Board meeting for discussion and input by Board members.

1.2. The Board determines and reviews which existing and new programs and services are most consistent with the mission.

1.3. The Board receives an annual report from the Principal on the implementation of the mission within the school.

1.4. The Principal is responsible for ensuring that the Mission Statement is achieved: The object of the School is to provide at reasonable cost and primarily for children from Christian homes:

1.4.1. To provide an education of high academic standards based on:

- i. an acceptance of the Lordship of Christ.
- ii. an acceptance of the Bible as the revealed Word of God.
- iii. a safe, strong academic and practical education that is Biblical based, innovative, and flexible so they become knowledgeable and ethical Christian leaders based on:

1.4.2. To provide an education that also:

- i. fosters self-discipline in the learner while teaching him/her to accept the discipline of the Church which is the Body of Christ and to obey the laws of the Government.
- ii. Develops the individuality of the learner and stresses the function of the learner as a member of the Body of Christ and of the community.
- iii. Trains the learner in the moral and ethical standards of the Bible.
- iv. Develops the learner's creative and critical abilities; and
- v. Stresses cooperation rather than competition and fosters the development of the gifts, skills and abilities of the learner for the service of Jesus Christ in the Body of Christ and community.

## **1.5. GENERAL OBJECTIVES TO ACHIEVE THE MISSION OF THE SCHOOL ARE:**

- 1.5.1. To provide an educational environment for children of Kindergarten to Year 12 aged based on the principles of the Bible.
- 1.5.2. To complement the Christian values of the home in promoting spiritual, academic, social, and physical growth in each child.
- 1.5.3. Children will use and be familiar with the Bible as the revealed Word of God and be taught that God in His greatness created all things.
- 1.5.4. A close cooperation and mutual understanding between teachers and parents of the children.
- 1.5.5. To produce students attaining to the highest level in our community, making the maximum use of their potential of the extension of God's kingdom.
- 1.5.6. To guide the students into a personal relationship with Jesus Christ, and to continually develop this relationship.
- 1.5.7. To promote in each child the concept that every Christian is a servant.
- 1.5.8. To promote in each the ability and desire to communicate effectively through reading, writing, speaking, and listening and through non-verbal means.
- 1.5.9. A basic interest in and understanding of the number system and processes, and an ability to apply these to living creatively in everyday situations.
- 1.5.10. Development of concepts and technological skills relating to the physical, biological, social, and cultural sciences, as useful tools for examining the world which God has given us to manage.
- 1.5.11. Development of physical skills in order to promote bodily health and to facilitate the learning of manual skills.

## **2. BOARD PROCESSES**

### **1.1. Board Composition**

- 1.1.1. Five Girrawheen Baptist Church members.
- 1.1.2. Two Pastors of the Girrawheen Baptist Church (ex-officio)
- 1.1.3. Three Board members invited to board membership based on specific gifts/talents (legal, financial, educational, etc.) deemed of importance to the Board functions. While they may not be members of the Girrawheen Baptist Church, they would be practicing Christians and members of a Church and agreed with the Girrawheen Baptist Church doctrinal statements.
- 1.1.4. At least one of the co-opted or elected members will be a parent in the school.
- 1.1.5. The co-opted members are to be approached by the Board Chairman after consultation with the school board and his or her name presented to the Board for a final approval. The Chairman will be asked to approach the suggested person to become part of the Board on behalf of the School Board.
- 1.1.6. The School Principal is ex-officio.

## **1.2. The Board's Role**

**The Board is accountable for exercising the authority given to it in its Constitution and the law of the land.**

- 1.2.1. The Church has elected to place the general operation and wellbeing of the ministry of the School in the hands of the Board.
- 1.2.2. The Board represents the School and therefore the Church. It is a defined Ministry of the Church together with the other appointed Church Ministries, which ensure the ministry of the Church is maintained.
- 1.2.3. The School Board structure is defined in the School Constitution, being incorporated, and a ministry of the Church, the School Board will keep proper records of its meetings, which will be presented to the Church Council.
- 1.2.4. Each member of the Board shall be made aware of their responsibilities and of the trust place upon them by their appointment to that position. Board members should recognise the appointment as being part of the Church ministry.
- 1.2.5. The Board members shall have certain areas of responsibility; duly fulfil those responsibilities, and keep the Board informed of their activities.

## **1.3. Serving Together as Community**

- 1.3.1. The Board is a Christian community serving and worshipping together. Such a group is like the body of Christ. Each member brings gifts, perspectives, intellect, wisdom, experience.
- 1.3.2. Belonging to the body means recognising, in full parity and equity of relationship, the gifts and contributions of others. Wherever possible the Board will try to reach a consensus agreement rather than working on the basis of a simple majority vote.
- 1.3.3. The Board acts, at all times, as a corporate body. Unless
- 1.3.4. otherwise delegated by the Board, no member of the Board has individual authority outside Board meetings.
- 1.3.5. Board decisions are binding on Board members, who have a responsibility to act in accordance with them. Debate about decisions is internal not external; and Board discussions are confidential.
- 1.3.6. The Board has a single mind, which being the decision reached at Board meetings. Board members will of course canvass the opinions of a wide variety of stakeholders on matters before the Board. However they are not at liberty to reveal internal Board discussions with others (other than when required by law) and once a decision on a matter is made, Board members are bound to uphold it in their actions and in any discussions with others.
- 1.3.7. Remaining a Board member means agreeing to adhere to these principles. Board members seek to remain in fellowship with each other and to act as a body. Should any Board members feel in conscience they cannot agree with the direction of the Board, abide by these provisions, and remain in fellowship with other Board members, their best option is to resign.

- 1.4. Sees its role as one of governance and holds its Principal accountable for the management of all delegated responsibilities.



The Board has delegated the responsibility for the day-to-day functioning of the School to the Principal. The Principal will ensure that all staff fulfil their responsibilities as part of the ministering team of the Girrawheen Baptist Church.

#### **1.5. The Board is accountable for the overall performance of the school.**

- 1.5.1. The Principal will ensure School policies and Board directions are observed and carried out in a Scriptural manner.
- 1.5.2. The Principal is the operational leader of the School and is empowered to make those decisions necessary to further its vision and goals.

#### **1.6. Employment**

- 1.6.1. The Principal selects and appoints all staff of the school. The Principal will not appoint staff unless they profess and demonstrate in their lives an active commitment to the Christian Faith, in accordance with the employment and call policies of the Girrawheen Baptist Church and School Constitution.
- 1.6.2. The Principal is to demonstrate to the Board that the person being appointed fulfils all the requirements as directed by the school board.
- 1.6.3. The Principal directs and holds accountable all staff of the school. Refer to points 4.1, 4.2, 4.3 and 4.4 for staff recruitment and selection.

#### **1.7. Is responsible for determining Board development, discipline and for its own performance and processes.**

***The Board's primary task is to seek Godly wisdom and to act on behalf of those served by the school, to achieve the following:***

- 1.7.1. Clearly articulate the vision and the aims of the school.
- 1.7.2. Establish policies aimed at achieving the vision and the aims.
- 1.7.3. Establishing policies for execution by the Principal.
- 1.7.4. Ensuring that in achieving the vision the Principal is provided resources which are adequate and appropriate.
- 1.7.5. Ensure the accountability of the Principal, and itself (the Board)

#### **THE BOARD WILL:**

- 1.7.6. Enforce upon itself the disciplines for excellence in governance.
- 1.7.7. Be accountable to the Girrawheen Baptist Church, to the appropriate authorities under law, and to God for the effective achievement of its goals.
- 1.7.8. Ensure that the doctrine of Board responsibility applies:
  - that each member is bound by the decisions of the whole Board
  - that no one member can speak on behalf of the Board unless authorised to do so
  - that the Chairman is the presiding officer at Board meetings, but has no role for unilateral decision-making outside of meetings, unless otherwise authorised by the Board
  - that members will respect the confidences of the Board
  - Ensure a regular review of Board policies, and initiate this procedure itself, not leaving this responsibility to staff.
  - Monitor and discuss annually its own procedures and performance and ensure ongoing training and development for Board members. This includes induction of new Board members, which is a Board responsibility.

#### **1.8. Sets the Board's work plan and agenda for the year.**

The Board Chair, the Principal and the Board Secretary will determine the agenda for Board meetings and ensure it is communicated to the Board members.

- 1.8.1. Any business individual Board members wish to be included should be submitted to the Chair or Principal prior to the meeting.
- 1.8.2. Papers will be circulated at least [seven days] prior to each meeting.
- 1.9. Establishes the extent of the Principal's authority to establish programs, budget, administer finances and otherwise manage the school according to sound practice.
  - 1.9.1. For the purposes of governance, the Principal is effectively the only employee of the Board. The Principal will be held accountable by the Board. The Principal is an ex-officio member of the Board.
  - 1.9.2. The Principal is head of the school, and authority of the Board is thus delegated to the Principal for operational matters.
  - 1.9.3. The Principal attends and participates fully in all meetings of the Board unless the matter for discussion is to review of the Principal's performance.
  - 1.9.4. The Board will establish the vision and goals for the School and delegates to the Principal responsibility for carrying these out, within the limits set by the policies and limitations policies.
  - 1.9.5. The Board relates to the Principal as a body. Individual members cannot direct the Principal unless acting under delegated authority by the Board.
  - 1.9.6. The Board will regularly receive reports from the Principal about the operations of the school. The reports will be the process by which the Principal accounts to the Board for progress in achieving the vision and goals, in accordance with the Board policies and limitations, as set out in this handbook.
  - 1.9.7. Board members can and should maintain a regular dialogue and fellowship with the Principal. Board members may raise issues with or seek information from the Principal about matters relating to their Board responsibilities at any time, respecting the workload and day to day responsibilities of the Principal's role.
  - 1.9.8. Concerns about the operation of the school or actions of the Principal may be raised by the Chairman of the Board with the principal, bearing in mind the points above.
  - 1.9.9. Unresolved issues, or those requiring determination, must be brought to a meeting of the Board. Again, individual Board members cannot direct the principal unless they are acting under delegated authority.
  - 1.9.10. Regularly, every three years, unless there is a new principal or special circumstances, the Board will conduct a review of the Principal's performance against agreed outcomes, including progress towards achieving the objectives contained in the handbook. Personal professional goals may also be established for the coming year and reviewed annually. The Board may delegate to the Board committee the task of reviewing the Principal and reporting to the full Board, with recommendations for action as necessary. This function may include the review of the Principal's remuneration.
- 1.10. Exercises due diligence, fiduciary responsibility and ensures that risk is identified and managed.

#### THE CHAIRPERSON:

- 1.11. Is responsible for maintaining the relationship between the Board, the Principal, and the school.
- 1.12. Is the chief representative and spokesperson for the school unless another Board member or the Principal is delegated this role.
- 1.13. Chairs the meetings of the Board after developing the agenda with the Principal which is based on the Board's work plan and the agenda for the year.
  - 1.13.1. Is responsible and accountable to other Board members for leading Board meetings in such a way as to maintain the fellowship and disciplines of the Board.
  - 1.13.2. Provides leadership for, and on behalf of, the Board within the ambit of board decisions.
  - 1.13.3. Ensures good order at Board meetings that the Agenda outcomes are achieved in a timely fashion.
- 1.14. Serves as an *ex officio* member of Board committees and attends their meetings when appropriate.

- 1.15. Discusses major issues confronting the school with the Principal and reports such concerns back to the Board.
- 1.16. Guides and mediates Board actions with respect to major organisational priorities and governance concerns.
- 1.17. Ensures that the annual performance of the Board and Principal are conducted in a professional and timely manner.
- 1.18. Performs other responsibilities assigned by the Board.
- 1.19. Ensures Board members are satisfied with their contribution to the Board.
- 1.20. Ensures that Board members are all able to contribute but that no one member dominates unfairly or inappropriately.
- 1.21. Has no individual authority, other than that delegated by the Board.

Outside meetings, has no individual authority other than that delegated by the Board. (The Chairperson has a pastoral care role with the Principal. This is a very important role, but its success depends on the principle above, that the Chairperson has no individual authority. The relationship between Chairperson and Principal and Chairperson and Board Members is a critical factor to the success of good governance).

#### BOARD MEMBERS:

- 1.22. Serve with respect, courtesy, concern, and responsiveness.  
Always bring relevant knowledge and prayerful consideration to all matters acting in accordance with Australian Law, and the Constitution of Emmanuel Christian Community School.  
  
Demonstrate leadership in the community of the school and the wider community.  
  
Enable and support the Principal to be the manager of the school, being regarded (for the purposes of corporate governance) as the only employee of the Board.

#### CONDUCT OF BOARD MEETINGS

- 1. Under God the Board members commit themselves to seek Godly guidance and wisdom in ensuring the School which it operates, remains true to its calling in furthering Christian education.
  - 2. The Board's makeup is established by the Constitution and the Board is subject to its provisions.
  - 3. Board members will act in accordance with Australian corporate law.
  - 4. The Board will ensure the highest standards of ethical behaviour and corporate accountability.
  - 5. The Board members will ensure they act at all times in the best interests of the legal and moral Owner of the School (i.e. the membership of the school and the community it serves).
- 1.23. Observe Board solidarity re decisions reached and authority to act. Ensure the highest standards of ethical behaviour and corporate accountability.
  - 1.24. Endeavour to attend all Board and committee meetings of which they are members.
  - 1.25. Be informed about the school's mission, policies, and services.  
Seek Godly wisdom for the school and its mission in the community and maintain an active interest in matters impacting on Christian schooling, especially as they affect the ability of the school to fulfil its vision and aims.

- 1.26. Review the agenda and supporting materials prior to Board and committee meetings.  
Be prepared for Board meetings ahead of time. If unable to attend meetings, ensure that an apology is sent ahead of time.
- 1.27. Systematically consider information that evaluates the school's performance.  
Act as a sounding board for matters, normally for management decision, on which the Principal seeks advice and wisdom of Board members.  
Ensure that the work of the school is adequately resourced, and through the Principal, that these resources are managed effectively.
- 1.28. Serve on committees and offer to take on special tasks.  
Establish Board Committees to ensure effective planning and assist in providing advice to the Board and Principal.
- 1.29. Cannot speak on the Board's behalf unless they have been authorised by the Board to do so.  
Must always maintain confidentiality of Board matters and follow correct procedure for the dissemination of information.
- 1.30. Inform others about the school.  
Promote and support the work of the school among parents and the wider community.
- 1.31. Suggest potential Board members.  
Be aware of potential new Board members who may fit the profile of vacant positions.
- 1.32. Adhere to and maintain the Board's policies.  
Establish policies which govern the relationship between itself, as the Board, and the Principal (the Handbook).  
  
Establish policies and limitations policies for the financial operations of the school and approve and monitor the budget prepared by the Principal in accordance with these policies.
- 1.33. Keep up to date on developments in the school's area of service.
- 1.34. Attend a reasonable number of organisational and staff events, when considered appropriate by the Board.  
  
Always show courtesy when invited to attend staff events.

#### **BOARD SECRETARY**

- 1.35. The Board Secretary is elected amongst Board members.
- 1.36. Maintains all records including Constitution, register, minutes of meetings, annual reports and other statutory documents.
- 1.37. After consultation with the Chair and the Principal, distributes notices of meetings.
- 1.38. Is the Public Officer of the Board.
- 1.39. Conducts all correspondence of the Board.

#### **BOARD TREASURER**

- 1.40. Is a member of the Finance and Administration Ministry.
- 1.41. Provides advice to the Board on the financial performance of the school.
- 1.42. Assists the Principal in his/her role of presenting financial reports to the Board.
- 1.43. Assists the Principal in his/her role of preparing a budget for Board approval. It is critical however that the Board Treasurer act within the general policies outlined above; the treasurer does not replace or usurp the accountability of the Principal of the school and the Board.  
Likewise, the Principal might delegate financial operations to Business Manager, but cannot delegate his/her principalship accountability, which is one of the Major doctrines of governance in this model.

## BOARD COMMITTEES:

- 1.44. Are created by the Board when it becomes apparent that the business of the Board requires a more focused approach than can be done with the full Board.

The Board Committees are established to provide advice to the Board on matters of Board decision. They enable persons with relevant expertise or insights to bring their knowledge and perspectives to bear on those matters on which the Board seeks advice. Staff members, parents, community members may serve on Board Committees.

- 1.45. Develop policy options for the Board and recommend actions for its consideration and approval.
- 1.46. Operate at Board level, not at operational/managerial level.  
Board committees are always chaired by a member of the Board and membership of Committees is approved by the Board.  
The Principal shall be an ex-officio member of all Committees, except in cases where the Committee is formed for the purpose of reviewing the performance of the Principal.
- 1.47. Do not make decisions on behalf of the Board unless the Board has charged the committee with the authority to do so, in a specific circumstance.

Committees only act within the scope of the reference given to them by the Board.

- 1.48. Require a membership that pays attention to a mix of skills and experience with the task of the committee.
- 1.49. Require a "Terms of Reference" that outlines the committee's purpose, length of appointment, responsibilities, membership, meeting frequency and annual goals.

Committees make recommendations to the Board; they do not make decisions unless the Board specifically delegates to the person chairing the Committee (on their own or with other Board Members), the authority to make such a decision.

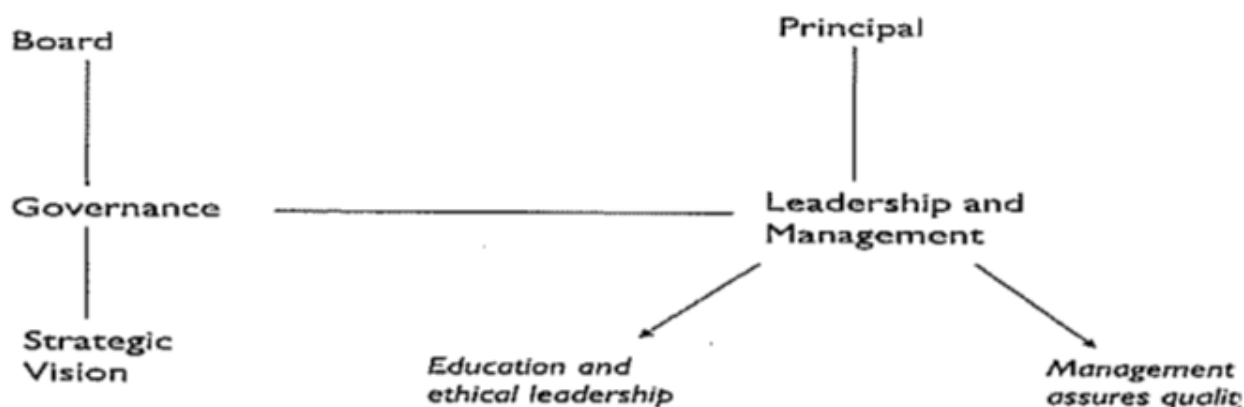
- 1.50. Committees may be permanent or standing committees, or ad hoc committees. Standing Committees have an ongoing role in assisting the Board carry out a specific function. (example: Planning and Building Committee assists in capital works development). Ad hoc committees may be formed for a specific task and exist only while it continues. (example: to provide advice on a healthy food policy).
- 1.51. May invite a staff member to join a Board committee because he/she has particular information and expertise that will assist the committee in its work.
- 1.52. Evaluate themselves annually and give this report to the Board.

## BOARD EXECUTIVE

- 1.53. The Executive consists of the Chairperson, the Senior Pastor ( another pastor delegated by the senior Pastor) and the Principal.
- 1.54. Is chaired by the Board Chairperson
- 1.55. As with all other Board Committees the Principal is an ex-officio member of the Executive and should attend all meetings other than those convened to review the performance of the Principal.
- 1.56. The Executive is a standing committee to which decisions required to be made between regular Board meetings can be referred. In the exercise of this authority, the Executive must act only within the ambit of the referral by the full Board. [Example: The Board does not have enough information to finalise the signing of a contract for the purchase of land. It is waiting on zoning approval of the relevant local government authority and will not authorise the signing unless approval is given. The full Board delegates to the Executive the authority to give final purchase approval provided that the zoning comes through. The Executive would not be able to take any other decision; if the zoning came through with conditions, for example, the Executive would have to go back to the full Board].
- 1.57. The Executive may make recommendations to the full Board and suggest agenda items but, unless otherwise delegated, has no individual authority

## BOARD – PRINCIPAL RELATIONSHIP

- 1.58. The Board’s relationship with the operations of the school is through the Principal.
- 1.58.1. For the purposes of governance, the Principal is effectively the only employee of the Board. The Principal will be held accountable by the Board. The Principal is an ex-officio member of the Board.
- 1.58.2. The Principal is head of the school, and authority of the Board is thus delegated to the Principal for operational matters.



- 1.58.3. The Principal attends and participates fully in all meetings of the Board unless the matter for discussion is to review of the Principal’s performance.
- 1.58.4. The Board will establish the strategic plan for the School and delegate to the Principal the responsibility for carrying these out, within the limits set by the policies and limitations policies.
- 1.58.5. The Board relates to the Principal as a body. Individual members cannot direct the Principal unless acting under delegated authority by the Board.

- 1.58.6. The Board will regularly receive reports from the Principal about the operations of the school. The reports will be the process by which the Principal accounts to the Board for progress in achieving the vision and goals, in accordance with the Board policies and limitations, as set out in this handbook.
- 1.59. Individual Board members may have a relationship with the Principal and staff that is acceptable to the Principal.
- 1.59.1. Board members can and should maintain a regular dialogue and fellowship with the Principal. Board members may raise issues with or seek information from the Principal about matters relating to their Board responsibilities at any time, respecting the workload and day to day responsibilities of the Principal's role.
- 1.59.2. Concerns about the operation of the school or actions of the Principal may be raised by the Chairperson with the Principal, bearing in mind the points above.
- 1.59.3. Unresolved issues, or those requiring determination, must be brought to a meeting of the Board. Again, individual Board members cannot direct the Principal unless they are acting under delegated authority.
- 1.59.4. The Board relates to staff through the Principal
- 1.59.5. Board Members cannot direct staff other than the Principal and then only as a Board.
- 1.59.6. Any concerns about staffing matters should be raised with the Principal at a Board Meeting.
- 1.59.7. The Principal holds accountable all staff.
- 1.60. Using a commonly agreed upon interpretation of the Board's policies, the Principal is authorised to establish all further management/operational policies, decisions, and actions.
- 1.61. The Board ensures that there is an annual performance appraisal of its Principal in keeping with sound HR practice.
- 1.62. Regularly, every year unless there is a new principal or special circumstances, the Board will conduct a review of the Principal's performance against agreed outcomes, including progress towards achieving the objectives contained in the handbook. Personal professional goals may also be established for the coming year and reviewed annually.  
The Board may delegate to the Board committee the task of reviewing the Principal and reporting to the full Board, with recommendations for action, as necessary. This function may include the review of the Principal's remuneration.

## PRINCIPAL – BOARD RELATIONSHIP

### **The Principal:**

- 1.63. Is an ex-officio member of the Board.
- 1.64. Reports directly to the Board through written and verbal reports.
- 1.65. Supports the Board with strategic information, ideas and reports that are relevant, timely and accurate.
- 1.66. Plans, co-ordinates and implements the programs and policies established by the Board.
- 1.67. Assures the Board of compliance to its policies through agreed upon reporting processes at least annually or as otherwise specified.

## BOARD MEMBER RECRUITMENT, APPOINTMENT AND DEVELOPMENT

- 1.68. All Board members are responsible for identifying prospective Board members through a variety of processes. The criteria for Board membership are set out in Clauses 28, 29, 30 and 31 of the School Constitution.

- 1.69. When the need arises, the Board decides which prospective Board members should be cultivated and recruited in the light of Board composition and skills need. The criteria for Board membership are set out in Clause 28 of the School Constitution.
- 1.70. The Board conducts a regular skills audit of its members in order to identify the skills the Board requires in new members to enable it to govern well.
- 1.71. It is the responsibility of the Board to develop an orientation program for new Board members.
- 1.72. It is the responsibility of the Board to develop an annual evaluation and development plan for the Board as well as regular informal ones.
- 1.73. The Board includes the cost of these ongoing developments in its annual budget.

#### BOARD GOVERNANCE POLICY REVIEW

- 1.74. It is the Board's responsibility to review, and if necessary, change, these governance policies annually.

### 3. STRATEGIC PLANNING POLICY

- 3.1. The Board develops the strategic plan and reviews it annually.
- 3.2. The Principal and senior staff are to contribute to the development of the strategic plan in collaboration with the Board.
- 3.3. The strategic plan is signed off by the Board.
- 3.4. Regular reporting to the Board by the Principal informs the Board of progress of the implementation of the strategic plan, and explains major variances and actions taken to ensure the planned outcomes are achieved.

#### THE BUSINESS PLAN

- 3.5. The Principal, with the Business Manager and staff, formulates the business plan to achieve the strategic plan.
- 3.6. The business plan contains an annual budget that forms the resourcing expectations of the strategic plan.
- 3.7. The business plan is presented by the Business Manager at a Board meeting for the Board to sign off.
- 3.8. The Business Manager in consultation with the Principal is responsible for the business plan implementation.

### 4. HUMAN RESOURCES POLICY

#### STAFF RECRUITMENT AND SELECTION

- 4.1. All staff appointments are based on merit and made through a transparent selection process.
- 4.2. The Board recruits, selects, appoints, and orientates the Principal.

The Board will performance review the Principal's performance every year with an external appraisal



every three years. The Principal is expected to be appraised against the Australian Professional Standard for Principals Reflection Tool (Aistl)

- 4.3. The Board reserves the right to dismiss its Principal for just and serious reasons for the benefit of the school and its future.
- 4.4. The Principal selects, appoints, performance manages and if necessary, dismisses all staff (including non-teaching)
- 4.5. A member of the interview team who is family related to any applicant for the position, will not participate in any interviews that will take place for that particular position.
- 4.6. The Principal has authority to appoint internal staff members to a senior position. He will consult with the members of the Executive Board (Chair and Senior Pastor) and provide reasons as to why a particular person has been chosen. If that person is a family member, then the other panel members would provide advice to the Principal regarding the appropriateness of the appointment.

Then the position will be presented to the full Board for confirmation.

If two different candidates apply for a single promotional position, and if one of them is a family member of the Principal or any member of the Executive Team, the Executive Team member who is a family related will not participate in the decision.

## STAFF MANAGEMENT

- 4.7. The Board requires that all employees receive appropriate orientation, annual performance review and just remuneration and conditions including a healthy, safe and ethical working environment.

## STAFF DEVELOPMENT AND SUPPORT

- 4.8. The Board through the Principal is committed to ensuring that all employees have access to professional development opportunities and staff support systems.
- 4.9. The Board through the Principal ensures that staff development and support systems are adequately resourced.

## GRIEVANCE AND DISCIPLINARY SITUATIONS

- 4.10. Grievance and disciplinary policies are the responsibility of the Principal and comply with the provisions of the relevant employment relations legislation. Where complaints are unable to be solved by the Principal, they may be referred to the Board in accordance with the school's grievance policy.

## BOARD – STAFF RELATIONS

- 4.11. Board members relate to staff in such a way that enhances not undermines the position of the Principal.
- 4.12. The Board, through its Principal, supports and encourages the staff by attending staff functions and other related activities.
- 4.13. Board members can only make requests of the staff through the Principal, unless otherwise agreed to by the Board and Principal.
- 4.14. Staff only report to the Board through the Principal.

4.15. The Principal and Deputy Principals are the executive team of the school supported by the Senior staff.

## 5. FINANCIAL MANAGEMENT

### FINANCIAL STEWARDSHIP

- 5.1. The Board ensures that it has financial policies that reflect the school's mission and assists it to achieve its goals.
- 5.1.1. The Principal with assistance from the Business Manager shall present to the Board a budget for School operations annually. The Principal will develop the budget with assistance from the Business Manager.
- 5.1.2. The budget will be consistent with any guidelines established by the Board for the financial management of the school as follows:
- The Principal will not allow the school to be in a position where it is unable to pay its debts as and when they fall due.
  - The Principal will not cause the school to be in deficit without board approval.
  - [debt/student ratios]
  - [pupil/staff ratios]
  - [handling of bad debtors] etc.
- 5.2. The Board has the ultimate responsibility to ensure that sufficient funds are always available to meet the financial commitments and obligations as they fall due.
- 5.2.1. The Principal, with assistance from the Business Manager, will report to each regular meeting of Board on financial performance with respect to the budget.
- 5.2.2. The Principal, with assistance from the Business Manager, will ensure that no significant variation to the budgeted figures occurs without Board approval.
- 5.2.3. The Principal is the executor of Board decisions and is empowered to approve and oversee expenditures within the budget established by the Board.
- 5.2.4. The Principal will not allow the Board to be unformed about departures or likely departures from budget parameters.
- 5.2.5. Where the Board has allocated resources for a specific purpose or project, the Principal will not reallocate those resources for another purpose without Board approval.
- 5.2.6. The Principal will not approve capital works which do not conform to the Board's Master Plan for school development.
- 5.2.7. Works with bearing on the Master Plan or requiring additional resources as a variation to the budget, will come back to the Board for discussion and approval.
- 5.2.8. The Principal will not allow the school to be in breach of all accountability requirements to DEST and state authority] for the use of public funds.
- 5.3. Having financial policies and receiving regular financial reports are the means by which the Board monitors the financial performance of the organisation.

### FINANCIAL PLANNING & BUDGETING

- 5.4. The Board ensures that financial planning occurs in developing an annual budget.
- 5.5. The Board ensures that the goals of the strategic and business plans are aligned with the budget and monitored on a regular basis by timely reporting.

### FINANCIAL MANAGEMENT

- 5.6. The school's financial management system is designed to gather, record, and update accurate and meaningful data about the school's actual financial performance.

5.7. The financial management system follows generally accepted accounting standards.

## FINANCIAL DELEGATIONS

5.8. The Board ensures that acceptable financial controls exist to ensure the appropriate stewardship of the school's resources and obligations.

5.9. The Board delegates authority for signing:

- Cheques to the Principal, Business Manager, and approved delegates.
- Contracts to the Principal, Business Manager, and approved delegates.
- Orders for payment to the Principal, the Business Manager, and approved delegates.
- Receipt or deposit of money to the Principal, the Business Manager, and approved delegates.
- Withdrawal of money to the Principal, the Business Manager, and approved delegates.
- Access to securities to the Principal, the Business Manager, and approved delegates.

5.10. The Board authorises the School Principal, Business Manager, and approved delegates to transact electronic funds transfers.

5.11. The Board delegates the responsibility for the preparation of the annual operating and capital budgets to the Principal and Business Manager each year for presentation to the Board.

5.12. The Board delegates the management of the annual budget to the Principal and the Business Manager.

5.13. The Board delegates the responsibility for the preparation and implementation of the financial risk management plan to the Principal and Business Manager.

5.14. The Board delegates the financial management of the school to the Principal and Business Manager, provided that.

- Actual expenditure aligns with the approved budget.
- Assets are responsibly maintained.
- Real property is not acquired or disposed of without Board approval.
- Receivables are recovered after a reasonable period.

5.15. The Board authorises that corporate credit cards may be issued to the Principal and the Business Manager for the day to day management of school business related expenses. The Principal is authorised to delegate a credit card if this become necessary and practical for the normal running of the school.

5.16. The Business Manager through the Principal has the responsibility to establish and enforce written procedures for all financial delegations.

## CAPITAL EXPENDITURE

5.17. Anticipated capital acquisitions are included in the annual budget which is received and approved by the Board.

5.18. The Principal and the Business Manager have the authority to spend the finance from the contingency fund on any single acquisition without prior approval of the Board. Such acquisitions are reported to the Board at their next regular meeting.

## CAPITAL RESERVES

5.19. It is the responsibility of the Business Manager in consultation with the Principal, each financial year to recommend to the Board the amount of funds to be kept in reserve.

## ASSET MAINTENANCE

5.20. The annual budget considers the need for the maintenance of capital items.

## INVESTMENTS

5.21. The Board oversees the investment of funds in such a way to maximise returns while protecting the Principal, in accordance with the following guidelines:

- Investment activity is reviewed by the Board on a regular basis.
- Accounts such as interest-bearing cheque accounts or the money market are regularly reviewed.
- Accounts, certificates of deposit and government securities are the primary investments.
- Investments are for a limited term.
- Within these guidelines, maximum interest rates are sought, with the maturity of the investments governed by expected cash needs of the school.
- All securities must be written in the name of the school.

## BORROWINGS

5.22. All borrowings on behalf of the school require the approval of the Board.

5.23. No loan may be made to any Board or staff member without the approval of the Board.

## FINANCIAL REPORTING

5.24. The Business Manager and/or Board Treasurer presents reports to the Board on the financial performance of the organisation at their regular meetings.

## THE AUDIT

5.25. The Board understands the dimensions of the audit and its implications for the financial policies and structures of their school.

5.26. The Board appoints the auditor annually.

5.27. The Board understands the audit report before accepting it.

5.28. The Board ensures that the audit recommendations are enacted.

## GRANTS, GIFTS AND BEQUESTS

5.29. Grants, gifts and bequests from appropriate sources are separately identified from operating income by the Business Manager and the Principal. These funds are invested in accordance with the investment policy.

5.30. Appropriate sources include individuals or groups acceptable to the moral and ethical requirements of

Emmanuel Christian Community School.

- 5.31. The use of these funds for operational or capital purposes requires the approval of the Board.
- 5.32. Restricted purpose donations are spent for their dedicated purpose and acknowledged in a suitable manner.

## 6. QUALITY MANAGEMENT & COMPLIANCE POLICY

### THE BOARD:

- 6.1. Ensures that staffing ratios are sufficient to provide quality service to members and students.
- 6.2. Supports the school's compliance with all the accreditation processes and other legislative requirements.
- 6.3. Recognises and is committed to compliance with the regulatory and professional standards set by the range of professional bodies and organisations with whom it deals.
- 6.4. Monitors the quality and compliance of the school's programs and services through appropriate reporting mechanisms.
- 6.5. Recognises its obligations to preserve information relating to litigation, audits and investigations.
- 6.6. Undertakes ongoing review of its Board policies and performance on a regular basis.

## 7. RISK MANAGEMENT

- 7.1. The Board commits itself to continuous quality improvement activities that are an integral component of the Board's management of risk.
- 7.2. The Board ensures that all levels of the school have a risk management policy and plan that broadcasts the organisation's commitment to safety to staff, members and the wider community.
- 7.3. The Board ensures, through the budget process, that there are sufficient resources available to implement the risk management plan and monitors the development and implementation of this plan.
- 7.4. In developing a risk management policy and plan the Board ensures that:
  - 7.4.1. The safety of Board members, employees, contractors, students, visitors, volunteers, members and donors is given the highest priority in their interaction with this organisation.
  - 7.4.2. The organisation provides a safe physical environment for any person who is likely to encounter its property and premises.
  - 7.4.3. Buildings, facilities, equipment, materials, copyright, and trademarks are cared for in such a way that characterises responsible stewardship.
  - 7.4.4. Employment policies and practices are established and followed so that staff experience a just workplace.
  - 7.4.5. The school conforms with all legal and regulatory requirements.
  - 7.4.6. The reputation of the school is enhanced through its service delivery, marketing, or fund-raising activities.
  - 7.4.7. The internal financial controls adequately protect the assets of the school.
- 7.5. The Principal and the Business Manager will present to the Board for its consideration, a risk assessment of any proposed project, venture, or endeavour, that is outside the school's normal business activity.

- 7.6. The Principal and the Business Manager provides the Board with a regular risk management report for its consideration.
- 7.6.1. The Principal is not to allow the Board to be uninformed about critical issues which may impact on the good standing of the School.
- 7.6.2. The Principal will inform the Board about pending or threatened legal action, adverse media comment, industrial disputes, unresolved disputes between parents and teachers and between staff.

## 8. COMPLAINTS

### THE BOARD:

- 8.1. Ensures that there are adequate mechanisms to deal with complaints about any aspect of the school in an open, transparent, and timely manner.
- 8.2. Ensures that the complaints handling mechanism provides monitoring data for management, and when required, the Board.
- 8.3. Ensures that the complaints handling mechanism is integrated in the risk management plan.

### THE PRINCIPAL:

- 8.4. Makes staff and members aware of the school's complaints policy and grievance resolution process.
- 8.5. Makes staff aware of the school's internal witness policy.

## 9. ETHICS

### MEETING CONFIDENTIALITY

- 9.1. Board members ensure that all matters, information, and discussions coming before them as Board members are kept confidential.

### MEMBER CONFIDENTIALITY

- 9.2. The Board ensures that all information that is confidential or privileged is managed in an appropriate way and according to the relevant laws and regulations.
- 9.3. With respect to interactions with members or potential members, the Principal shall not allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive or that fail to provide respect or appropriate confidentiality or privacy.

### CONFLICT OF INTEREST

- 9.4. Each Board committee or staff member has a duty to place the interest of the school foremost in any dealings with the school.
- 9.5. Board and staff members do not use their positions in such a way that a conflict of interest between the interest of the school and their personal interest can arise.
- 9.6. If any Board, committee, or staff member has an interest in a proposed transaction with the school, he or she must make full disclosure of such interest before any discussion or negotiation of such transaction.
- 9.7. Business between Board members or staff (or their employees or company) and the school may be

acceptable when there is a decided advantage to the school that could not otherwise be attained.

- 9.8. Any Board member or committee member who is aware of a potential conflict with respect to any matter coming before the Board or the committee shall not be present for any discussion of or vote in connection with the matter.

## NEPOTISM

- 9.9. Board members will not show any favouritism through their exercise of their position on the Board that would result in any benefit whatsoever to close relatives or friends.

## RESEARCH

- 9.10. Any research involving members, students or staff must adhere to the appropriate research standards.

# 10. PUBLIC RELATIONS POLICY

## SPOKESPERSON

- 10.1. The Board appoints a spokesperson on issues of public interest.

## MARKETING, PROMOTION AND ADVERTISING

- 10.2. The operational budget allocates an expenditure for marketing, promotion, and advertising.
- 10.3. The Principal provides a marketing, promotion, and advertising plan for approval by the Board.
- 10.4. All marketing and promotion activity shall include the logo and the brand of the organisation.

## CRISIS MANAGEMENT

- 10.5. The chairperson, in consultation with the Principal, convenes an emergency meeting of the Board in the event of issues of crisis, emergency or matters of gravity.
- 10.6. The Board will consider the engagement of professional advice in respect of such crisis.
- 10.7. Any media statement is only made after it has been approved by the Board Chair.

# 11. REVENUE GENERATION POLICY

## GENERAL:

- 11.1. The Board alone is ultimately responsible for ensuring the financial viability of the school and its services and programs.
- 11.2. The Board actively and continuously considers the possibility of diversifying the resource base of the school.
- 11.3. Board members understand the rationale for supporting the school and can explain it to others.
- 11.4. Every Board member contributes to the revenue generation process, using his or her own contacts, skills, or interests.

## GIFT ACCEPTANCE

- 11.5. Solicitation of funds from the public or from donor institutions uses material that is truthful.
- 11.6. The Board respects the privacy of individual donors and expends funds consistent with the donor's intent, providing that the intended use of funds conforms with Emmanuel Christian Community School's mission, values, policies, and priorities.
- 11.7. Emmanuel Christian Community School will not accept a gift for which it is unable to honour the donor's intent.
- 11.8. Emmanuel Christian Community School discloses important and relevant information to potential donors.
- 11.9. Gifts will only be accepted where there is a charitable intent on the part of the donor.
- 11.10. Noncash gifts will be accepted only when it is expected that they can be converted into cash within a reasonable period or when Emmanuel Christian Community School can utilise the gift in its operations.
- 11.11. Expenses associated with the donation of the gift are the responsibility of the donor.
- 11.12. The Board respects the right of a donor to remain anonymous. In all other circumstances the Board reserves the right to determine how a gift will be credited and/or recognised.
- 11.13. The Board is committed to maintaining approved status as a Deductible Gift Recipient and other tax deduction allowances to encourage donations for improved facilities at the school.

## SPONSORSHIP AND ENDORSEMENTS

- 11.14. Emmanuel Christian Community School will not accept or solicit gifts or endorsements from individuals, groups, or organisations whose practices, policies or operations are contrary to the mission and values of the School.
- 11.15. The Board approves promotion of corporate products of another organisation.
- 11.16. The Board encourages Emmanuel Christian Community School to actively solicit the business community, service clubs and other organisations to become sponsors of Emmanuel Christian Community School with the appropriate sponsorship agreement.
- 11.17. Emmanuel Christian Community School does not accept advertising or corporate sponsorship acknowledgements on its Web site.

## FUNDRAISING EVENTS

- 11.18. The Board encourages the development of fundraising events that will further the mission of the school.



# APPENDIX 1

## TERMS OF REFERENCE OF THE EMMANUEL CHRISTIAN COMMUNITY SCHOOL BOARD

### 1. MEMBERSHIP

- 1.2 The members of the EMMANUEL CHRISTIAN COMMUNITY SCHOOL appoint/elect the members of the Emmanuel Christian Community School Board.
- 1.3 Board members elect the Chair of Emmanuel Christian Community School Board.
- 1.4 Members of the Emmanuel Christian Community School Board appoint from their membership a deputy chair.
- 1.5 The Principal is an ex-officio member of the Board.
- 1.6 Members are appointed for a term of 2 years, with a maximum of three consecutive terms.
- 1.7 The maximum number of Board members is eleven.
- 1.8 Members of any Board committee are appointed by the Board.
- 1.9 Board membership will reflect a broad spectrum of interest in areas such as:
  - The delivery of programs in the organisation's area of service delivery.
  - Funding models utilised by State and Commonwealth government for the provision of programs.
  - Needs of the school's members.
  - A passion for the mission of the school.
  - Commercial law, appropriate legal practice and in particular its application to governments contracts.
  - Financial management, accounting, and administration.
  - Risk management practices and policies.
  - Corporate governance and best practice.

### 2. DECISION MAKING

- 2.1 Board members decide the style of decision making that best suits the work of their particular Board.
- 2.2 Decisions that are likely to have significant financial implications or civil law impact should be subject to a formal voting process and the results of the voting process are to be minuted.

### 3. QUORUM

- 3.1 A quorum for meetings is at least half the number of currently appointed members or four whichever is the greater.
- 3.3 Clause 48 of the School Constitution.

### 4. MEETING FREQUENCY

4.1 Meetings will be once per school term or as otherwise agreed to by the Board.

## 5. RECORD OF PROCEEDINGS

5.1 Minutes of proceedings shall be kept of all meetings of the Board and its committees.

5.2 Minutes shall be subject to confirmation at the next succeeding meeting.

## 6. PEOPLE IN ATTENDANCE

6.1 A wide range of other persons, involved in or interested in the school, its programs or members will, from time to time, be invited to bring their knowledge and experience to the Board's meetings to assist in the deliberations of the Board.

## 7. TERMS OF REFERENCE CHANGES

7.1 The Board may make changes to these terms of reference at any time.

## APPENDIX 2.

### TERMS OF REFERENCE OF THE EMMANUEL CHRISTIAN COMMUNITY SCHOOL BOARD COMMITTEES

#### 1. MEMBERSHIP

- 1.1 The members of the Board appoint/elect the members of:
- COMPLIANCE AND EDUCATION SUB COMMITTEE
  - AUDIT AND FINANCE SUB COMMITTEE
  - CORPORATE AND PROMOTIONS SUB COMMITTEE
  - PLANNING AND BUILDING SUB COMMITTEE
- 1.2 The members of the Board select the Chair of each committee, who is normally a Board member.
- 1.3 The Chairperson of the Board is an ex-officio member of the individual committees.
- 1.4 The Board may appoint the Principal and Business Manager to any Board committee.
- 1.5 Members are usually appointed for a term of 2 years, with a maximum of two consecutive terms.
- 1.6 There are normally 3 - 6 committee members.
- 1.7 Committee members may be Board members, staff of the school or people with relevant expertise from outside the school.

#### 2. PURPOSE OF THE COMMITTEES

##### COMPLIANCE AND EDUCATION SUB COMMITTEE

- School Registration
- Occupational Health and Safety
- Education Standards - Scope and Progress
- Legal Compliance, Regulations, Documentation with Government and Regulatory Authorities
- Education Curriculum
- Metrics
- Staff/Student Health and Welfare
- Human Resources
- Risk Management

##### AUDIT AND FINANCE SUB COMMITTEE

- Oversees the financial planning process.
- Drafts financial policies.
- Conducts in-depth analysis of the regular financial reports.
- Oversees the budget process.
- Monitors that adequate funds are available to meet financial commitments as they fall due.
- Reviews insurances.
- Reviews financial controls.
- Ensures the integrity and timeliness of financial reporting.
- Assists all Board members to understand the financial reports.
- Overseas the audit process and relationship.
- Monitors the compliance with all taxation requirements – PAYG, FBT, Superannuation etc.

## CORPORATE AND PROMOTIONS SUB COMMITTEE

- Strategy and Governance
- Board Recruitment and Induction
- Board Performance, Training and Assessment
- Conferences and Special Events
- Strategic Partnerships
- External Relations, Advertising and Marketing
- Alumni

## PLANNING AND BUILDING SUB COMMITTEE

- Responsible for the development of a master plan for both school campuses and procurement of land for future developments
- Investigates and researches growth and development opportunities of current and for future facilities
- Recommends future building and capital projects
- Appoints organisations/people to join and assist the committee for approved and future building projects undertaken by the School
- Monitors and reviews every stage of all building projects
- In cooperation with the Audit and Finance Sub Committee: Investigates the availability of grants and low interest loans relating to all development and building projects
- Ensure that all Government and regulatory authorities' approvals have been granted.
- Ensure that necessary expertise has been engaged for the supply of all required drawings and documentation for the final approval of each project
- Review and approve all contract documents prior to the call for tenders and the start of all construction project

## 3. DEVELOPING RECOMMENDATIONS

- 3.1 The committee develops options and recommendations for the Board. The committee does not make decisions on behalf of the Board.
- 3.2 Committee members decide how they will develop their recommendations for the Board.
- 3.3 Committee recommendations are usually presented to the Board by the committee chair.

## 4. QUORUM

- 4.1 A quorum for meetings is at least half the number of currently appointed members.

## 5. MEETING FREQUENCY

- 5.1 Meetings will be held at least 4 times per year or as otherwise agreed to by the committee.

## 6. RECORD OF PROCEEDINGS

- 6.1 Minutes of proceedings shall be kept of all meetings of the committee.
- 6.2 Minutes shall be subject to confirmation at the next succeeding meeting.

## 7. PEOPLE IN ATTENDANCE

- 7.1 A wide range of other persons, involved in or interested in the school, its programs or members will, from time to time, be invited to bring their knowledge and experience to the committee's meetings to assist in the deliberations of the committee.

## 8. COMMITTEE EVALUATION

- 8.1 The committee decides the form of evaluation for the committee and submits the outcome to the Board annually.

## 9. TERMS OF REFERENCE CHANGES

- 9.1 The Board may make changes to these terms of reference at any time.

## APPENDIX 3.

### CONFLICT OF INTEREST BOARD MEMBERS EMMANUEL CHRISTIAN COMMUNITY SCHOOL

1. The overriding responsibility of Board members is to put the interests of the School above all other interests. Members will exercise this responsibility by putting aside, in Board deliberations and decisions, any other interest they may hold whether it is as a member of another organisation or as an individual.
2. Where Board members are members of a group served by the school, they will not act in a way to advance their individual interest. As previously stated it is however the Board's responsibility to act in a way which serves the general interests of those served by the school, including the parents and students who represent the 'moral ownership' or the community served by the school. If the interests of an individual are advanced only as part of a general group (for example the group of parents at the school) no personal conflict exists, provided the individual Board member satisfies himself before God his decision was made to serve the interest of others. (Example: A Board member is the parent of a child in Year 3. In discussing the budget, the Board must decide whether the school moves to double streaming and the Principal explains this will enable a streaming of classes, with children selected according to ability. The parent board member must decide based on the general needs of the school and all children, rather than whether their individual child is likely to benefit from the decision or not. The execution of the policies is entirely up to the Principal. This makes it easier for board members to separate their Board-member-policy-governance role from their parent-educator-and-advocate-for-their-child role, which is exercised in relationship with that child's teacher or the principal separately, and outside of any Board context).
3. Where Board members have a material financial interest in a matter, they will declare their interest and not debate or vote on the matter in question. (Example: A Board member's building company is tendering for work at the School. The Board member would not take part in discussions or decisions about awarding the contract).
4. This principle (above) does not apply when the member is affected as part of a general class of persons, as in parents affected by the setting of school fees.
5. If a Board member has an indirect material interest in a matter, they should declare the interest which should be recorded in the minutes of the meeting. The Board may then decide, by vote, whether the member should take part in the discussions or vote on the matter. (Example: a Board member is president of a cricket club which seeks to use the school oval. The board discussion is, at a policy level, whether outside use of the oval is consistent with Board policy. The Board member would normally declare an interest but still take part in the general policy discussion the use of oval by groups in general. Note that implementing any such policy would, in any case, be delegated to the staff through the Principal, so the Board member concerned is making no direct decision about their own interest).
6. Full-time, part-time, casual or relief staff members are not to be part of the Board. However, a staff member may be invited to attend board meetings, as necessary. The Principal is the only staff member to be part of the school Board. Given that the Principal is considered an employee of the Board, members of the Principal's family are not to be part of the Board.

## APPENDIX 4.

### CONTINGENCY PLAN EMMANUEL CHRISTIAN COMMUNITY SCHOOL

#### 1. PRINCIPAL

- 1.1 If the Principal of the school ceases in his or her capacity as School Principal, then the Deputy Principal would take that position an acting role, until a new principal will be called by the Church.
- 1.2 The Church would then proceed to advertise for and appoint a new Principal.
- 1.3 The Principal shall ensure the Deputy Principal shall be capable of fulfilling the role of Acting Principal.

#### 2. BUSINESS MANAGER

To ensure the smooth running of the school in the event of sudden absence from the Business Manager.

The Board will ensure of the following:

- 2.1 Has appointed a person one day fortnightly to learn Business Manager's role and is capable of functioning in that role.
- 2.2 Has ensured all information, passwords, bank account numbers are on hard copy for the Principal. This is to be stored in a safe place.
- 2.3 Should the need arise, Christian Schools Australia will be contacted to assist in appointing a qualified person to the position of Bursar.

#### 3. FIRE

In the event of fire and the loss of classrooms and buildings the school Board will act as follows:

- 3.1 Use as many facilities as possible from our Church grounds.
- 3.2 Rent demountables to be placed at the school oval, next to the grade seven classroom. Local Government approval will be required. Previous enquiries to this effect have been positively received by the local government.
- 3.3 Seek out assistance from Christian Schools Australia.

#### 4. SUDDEN FINANCIAL CHANGES (Due to change in Government funding) require the following actions:

- 4.1 The Board needs to be aware of actual and future Government policies with respect to independent schools funding.
- 4.2 To have some flexibility in staffing so that if student numbers fall the school can decrease staffing numbers.
- 4.3 Ensure a good buffer through the budget so the school can cover its position for the immediate future. For example, budget for 190 students when there is the expectation of 200 students.

#### 5. SUDDEN LOSS OF STUDENT NUMBERS

- 5.1 Seek help from other Christian schools.
- 5.2 Reassess staffing levels.
- 5.3 There may be the need to borrow funds to keep the school operating.
- 5.4 Review of operating costs.
- 5.5 Building a reserve fund.

## 6. INDICATORS – SCHOOL STABILITY

This is provided on a yearly basis through the school’s auditor and Government’s Financial accountability report. The following is only an example of the standards as they may change from year to year.

### STANDARD

Student/teacher ration – minimum primary	20:1	(17:1)
Fee concessions as % of gross fees maximum	30%	
Debt per student maximum	25%	
P+I as % operating expenditure maximum	10%	
Cash surplus as % of operation income - minimum	5%	
Salaries as % of total expenditure maximum	80%	
Borrowing ratio maximum	30%	

## 7. OCCUPATIONAL HEALTH AND SAFETY

The School Board has appointed a Committee to keep up to date the Occupational Health and Safety of the school.



# APPENDIX 5.

## BOARD EVALUATION

### EMMANUEL CHRISTIAN COMMUNITY SCHOOL

#### 1. PURPOSE

An effective evaluation recognizes that God, by His grace, has given each of us different gifts (faculties, talents, qualities) in order to be used for His glory - Romans 13.

As each person fulfils the role that has been given to them, we are called to work together in community and therefore need to:

- encourage one another
- assist one another
- be faithful to God and one another in our responsibilities

“Study and be eager and do your utmost to present yourself to God approved (tested by trial) a workman who has no cause to be ashamed, correctly analysing and accurately dividing (rightly handling and skilfully teaching) the Word of God” 11 Timothy 2:15.

#### 2. BENEFITS OF ASSESSMENT OR EVALUATION

- 2.1 Learn to work more effectively as a group
- 2.2 Clarify board and administrative roles
- 2.3 Facilitate change if necessary
- 2.4 Acknowledge responsibility for improving ourselves
- 2.5 Check that we are using our gifts effectively

#### 3. CATEGORIES FOR EVALUATION

- 3.1 Governance Role
- 3.2 Volunteer Role
- 3.3 Character and Contribution
- 3.4 Faith

#### 4. PURPOSE

- 4.1 Designed for members to review and sign every year as a reflection of their commitment to the Board.
- 4.2 Is helpful where members may find it difficult to share with the Board that they are no longer able to give the required commitment and expertise.

## APPENDIX 6

### EVALUATION FORM: BOARD MEMBERS

*(Rating Scale: 1 to 5) 5 = High 3 = Medium 1 = Low*

No	Category: Governance Role	Rating
1	Attended all meetings or advised Chairman or other officer of apology	
2	Prepared well for the meeting by: <ul style="list-style-type: none"> <li>• Reading board papers</li> <li>• Highlighted issues of concern, clarification etc</li> <li>• Thoughtfully and prayerfully considered recommendations</li> </ul>	
3	Is an active member between Board meetings	
4	Contributed to the meeting and assisted in bringing board to good decisions	
5	Growing understanding of Board policies including a developing understanding of business, financial, industrial, and legal matters pertaining to the School	
6	Growing in understanding of issues and trends in Christian Education	
7	Understood and acted within my duty as member	
8	Growing understanding of duty of care issues concerning contemporary management of Staff and Students within a Christian school environment	
9	Fulfilled specific tasks given to me by the board	
10	Reading appropriate literature to keep informed about Christian Education and issues which may impact on schooling	
	<b>Category: Volunteer Role</b>	
	Participated in optional activities to relate to staff and school community	
	Encouraged members of school community - e.g. staff, students, parents	
	Helped attract or encouraged future board members	

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	<b>Category: Character and Contributions</b>	
	Attitude and comments reflected Godly behaviour	
	Known and respected in community as person of integrity	
	Brought knowledge, wisdom, or other contribution	
	Supported and encouraged fellow members	
	Supported the Principal in his role	
	Keeping family life in balance	

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	<b>Category: Faith</b>	
	Active commitment in Church setting	
	Growing relationship with Christ	
	Actively reading my Bible	
	Praying with other Christians	

Signed:	Dated:
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## APPENDIX 7

### BOARD MEMBER AFFIRMATION OF SERVICE

1. I continue to support the vision, mission, values, and leadership of Emmanuel Christian Community School.
2. I agree with the Educational policies and Biblical ethos of the school.
3. I understand Board membership requires my time, including preparation and attendance at Board meetings, serving on a committee, and attending other activities from time to time. I am able to give that time during the twelve months ahead and expect to attend all board and committee meetings unless I give the Chairman advance notice of my need to be absent.
4. If anything should occur during the year which would not allow me to keep these intentions of being a positive contributor to our board, I will take the initiative to talk to the Chairman about a voluntary resignation to allow another to serve who is able to meet these common expectations of all board members.

**(Please tick appropriate box)**

- I can affirm all the above and look forward to continued service.
- Given my current circumstances, I am unable to affirm all of the above and request that the board accept my resignation effective and seek a replacement who can meet all expectations of board members.

Name : \_\_\_\_\_

Signed : \_\_\_\_\_

Dated : \_\_\_\_\_

PLEASE CONSIDER CAREFULLY AND RETURN YOUR COPY TO THE BOARD SECRETARY IN THE ENVELOPE PROVIDED.