

To our PMSA school community

Now six months into our governance reform process, we are pleased to report on the PMSA Group's progress which includes completion of some significant initiatives.

Our Corporate Office team and Board have been working collaboratively with School Councils, Principals and staff to implement these changes and provide a greater level of transparency and accountability across our Group.

Key Changes

PMSA By-laws

Through our Governance Steering Committee, the Board has established new By-laws to reflect the Group's commitment to contemporary governance. Maintaining consistency in line with the new Constitution, these By-laws are now simpler and clearer and remove redundant information.

PMSA Board

The following Board-level reforms have been implemented to improve the Group's functionality and transparency:

- We have developed and published the Board Skills Matrix on the [PMSA website](#) as a part of the Board member nomination and appointment process.
- We continue to work closely with the Uniting and Presbyterian Church representatives to ensure the most qualified candidates are put forward for Church-appointed Board positions.
- All PMSA Board members will undergo a tailored governance training update program with the Australian Institute of Company Directors (AICD) in June. Ten Board members now are graduates of the AICD Company Directors course or members of the AICD or equivalent body.
- The PMSA's Strategic Plan 2019-2023 focussing on initiatives at a Group level was successfully launched in March and has received strong support from our community. We will continue to share this plan in the coming months and engage our stakeholders on how this plan will come to life. See the Strategic Plan on the [PMSA website](#).

School Councils

These Group governance reforms empower School Councils to play a more active role in the governance of school affairs. Recent initiatives within School Councils include the following:

- The nomination and appointment process for new School Council members has been developed and widely implemented to recruit new School Council members. The process follows a gated approach with mandatory core criteria and skills required on each School Council's Skills Matrix. It is designed to select and appoint suitably qualified, independent School Council members to govern our schools.
- Currently, this School Council nomination and appointment process is underway in all our four School Councils with Clayfield College, Brisbane Boys' College and Sunshine Coast Grammar School actively seeking expressions of interest for new members. We welcome applications from members of our school community with the desired skills. If you or anyone you know are interested in applying for a School Council position, please encourage them to visit career opportunities on the [PMSA website](#) for more information.

- The roles of both the Board and the School Councils are being redefined in the rewritten School Council Charters and Delegations of Authority. These are among the suite of documents that will be drafted in the next stage of reform priorities. The Charters will be made publicly available once complete. The new By-laws are now available on the [PMSA website](#).

Standing Committees

The PMSA Standing Committees assist the Board by providing specialist advice and have undergone some significant changes over recent months. The Board's three committees contain new members who have been recruited through a recent nominations and appointment process that was broadly advertised. These committees have already met to develop their Charters which are now on the [PMSA website](#).

Audit, Finance and Risk Committee

As reported, the Audit, Finance and Risk Committee now includes the important portfolio of risk. One of the major governance reform achievements in this area has been establishing a Group-level risk management framework and clearly articulating the Board's risk appetite for key risk categories. This framework will then be used to develop a clear risk management framework for School Councils enabling them to better monitor and manage risks.

Members of this Committee include newly-appointed Committee members Jeff Harvie and Edison Siregar:

- Greg Skelton – Board member (Chairman)
- Greg Adsett - Board member
- Jeff Harvie – independent Committee member
- Edison Siregar – independent Committee member

Nominations and Human Resources Committee

The former Appointments and Remuneration Committee has been significantly changed including in name to the Nominations and Human Resources Committee.

This revised Committee has been refocussed and expanded to include all things people and culture. This committee sources and recommends appropriate personnel for the various Board, School Council and Committee roles as well as advises the Board on matters of corporate governance policies, recruitment processes, and policies and practices in the areas of human resources and industrial relations.

Members of this revised Committee include:

- Greg Adsett – Board member (Chairman)
- Anne Bennett – Board member
- Bridget Cullen – independent Committee member
- Morgan Parker – Board member

Policy Committee

The former Education and Pastoral Care Committee has been discontinued and replaced by the new Policy Committee.

This Committee reflects the Group's focus on improving governance in managing and monitoring the overarching policy framework for the Group. The Committee will continue to oversee the Child Protection Advisory Committee as the National Redress Scheme is introduced.

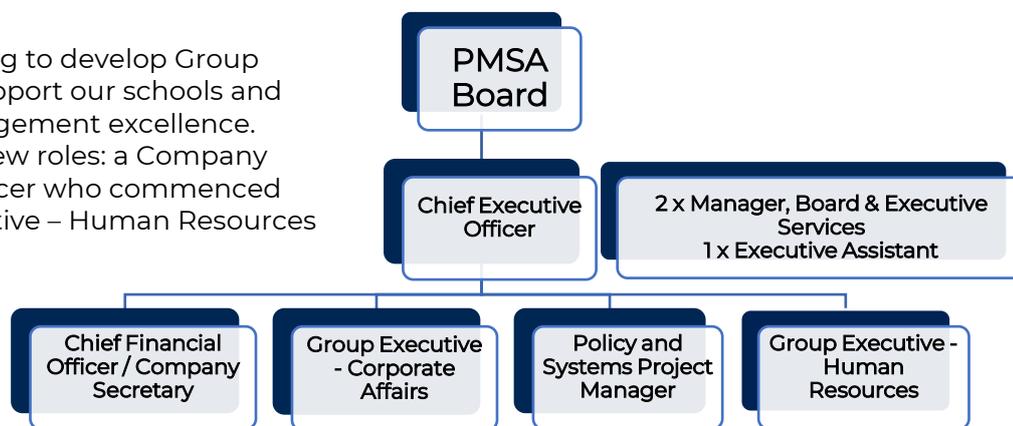
Members of this Committee include newly-appointed Committee members Don Jameson and Chris Veraa:

- Wayne Knapp – Board member (Chairman)
- Bridget Cullen – independent Committee member
- Con Graves – Board member
- Don Jameson – independent Committee member
- Chris Veraa – independent Committee member

Corporate Office

Our Corporate Office is growing to develop Group capabilities and services to support our schools and deliver governance and management excellence. Our team now includes two new roles: a Company Secretary / Chief Financial Officer who commenced in January and a Group Executive – Human Resources who commenced in March.

Over the next few months, we will recruit a Group Executive – Quality and Risk who will manage Group-wide policy frameworks and the risk management framework.



Cultural and communication initiatives

As we have previously shared, our aim is to develop a culture across the PMSA Group that is collaborative and high-performing, where positive relationships, trust and transparency flourish.

A major cultural change initiative was a full-day culture workshop with the refreshed Board in early March. Held with external facilitators, this workshop supported reflective practice and authentic engagement to discuss values and behaviours to guide the Group into the next 100 years.

In addition to other reform initiatives, communication initiatives implemented to improve stakeholder understanding of our structure and increase transparency include the following:

- The PMSA website has improved governance information including more detailed information about PMSA Board members and the Board Skills Matrix. Each school website also has updated governance sections which clearly explain the Group structure, the school's governance, as well as School Council members' profiles and qualifications and the nominations process.
- Each PMSA school's 2018 Annual Report, which will be available in June 2018, will include percentage breakdowns of schools' operational income and expenditure and more transparent and clear information about how the school operates within the Group structure. The PMSA's 2018 Annual Report will also include more detail and these financial breakdowns.

Collaboration initiatives

The cultural shift towards collaboration is underway and building throughout the Group. Corporate Office staff are supporting the Group's various levels of governance and management – the Board, the Committees, the School Councils as well as the Principals and staff.

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School staff and Corporate Office are building positive relationships. We meet regularly and work together on a variety of professional levels and across disciplines. Chaplains meet, Principals meet, Business Managers meet and Marketing and Communications executives meet with an overarching aim to learn from each other, improve functionality and services, and reduce operating expenses. We look forward to this collaboration growing further to ultimately enhance the education our schools provide to students and families.

We are also working closely with Independent Schools Queensland, the Presbyterian and Uniting Churches and other related bodies.

Next Steps

Over the coming months, we will be finalising many of the governance reform projects including:

- New School Council Charters will be completed and published on the PMSA website as well as on each school's website.
- A new PMSA Board Charter will be completed and published on our website.
- The new nominations and application process for PMSA Board members will be completed and published on the PMSA website.
- Each School Council's risk management framework will be developed.

We will provide our next *Governance Reform Update* in mid 2019. Despite these specific project initiatives coming to a close, we believe governance reform is an ongoing process. We will continue to make ongoing governance improvements as highlighted in our Strategic Plan 2019-2023.

More Information

If you'd like to receive these and other Group updates directly via email, please sign up on our [PMSA website contact page](#). Otherwise for more information, please contact our Corporate Office team:



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Best wishes for a safe and peaceful upcoming Easter holiday.



Sharon Callister
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