

## ROLE OF THE PRINCIPAL POLICY

<b>Policy</b>	Role of the Principal
<b>Version</b>	3
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<b>Policy Officer</b>	EO

<b>Rationale</b>	<p>This policy provides a guide to the nature, obligations and scope of the role of the Principal in a Kildare Education Ministries school. The Principals who lead KEM schools are appointed to be stewards of Kildare Education Ministries' vision, and their actions and decisions will be guided by reflection on its stated principles and values. The Principal's role is to direct, inspire and educate, and also to empower and mentor others to develop and exercise leadership skills.</p>
<b>Principles and Values</b>	<p>Fundamental to the vision of Kildare Education Ministries is the belief, clearly articulated in its foundational documents, that education is transformative, and that it is underpinned by principles of sound educational practice based in the rich Catholic and spiritual tradition. In KEM schools, that spiritual tradition finds its particular expression in the spirit, mission and values of the Brigidine Congregation, a broad vision that has its roots in ancient traditions, but which is open to new expressions and structures as new needs arise.</p> <p>The values that guide and inspire KEM schools are these:</p> <p><b>COMPASSION:</b> Working with and having empathy for all</p> <p><b>JUSTICE:</b> Making the needs of the vulnerable paramount</p> <p><b>HOSPITALITY:</b> Welcoming all</p> <p><b>COURAGE:</b> Speaking and acting with integrity</p> <p><b>HOPE:</b> Bringing a sense of purpose</p> <p><b>WONDER:</b> Celebrating all that is good with joy and gratitude.</p> <p><b>Appendix A</b> explores the KEM Principles of Leadership in greater detail.</p>
<b>Audience</b>	<p>The audience of this policy is the KEM Board and Secretariat, KEM Principals, and all engaged, employed and seeking employment.</p>
<b>Definitions</b>	<p><b>Principal</b> - For the purposes of this policy the word Principal covers both Principal and Co-Principals. KEM supports both single Principal and Co-Principal models for our schools. Where the Co-Principal model is adopted, the two appointees each exercise full Principal responsibility; their role is not divided by task.</p>
<b>Procedure and Practices</b>	<p><b>Authority of the Principal:</b> The Principal is the primary decision-maker of the school, acting with delegated authority from the employer, the Kildare</p>

	<p>Education Ministries Board–The Principal is accountable to the KEM Board in relation to civil, financial and employment matters.</p> <p><b>Accountability:</b> The Principal and the KEM Board are accountable to the Trustees of Kildare Ministries (TKM), who carry the canonical responsibilities for the operation of the school as part of the mission of the Church. The Trustees of Kildare Ministries hold reserve powers as the Public Juridic Person responsible for the over-arching mission and for its spiritual and stable patrimony.</p> <p><b>Governance:</b> The principal is designated by the KEM Board to carry out the following obligations:</p> <ul style="list-style-type: none"> <li>• Ensure the school is compliant with the minimum standards for registration of a school in the areas of: <ul style="list-style-type: none"> <li>- school governance</li> <li>- enrolment</li> <li>- curriculum and student learning</li> <li>- Student welfare</li> <li>- staff employment</li> <li>- school infrastructure</li> </ul> </li> <li>• Communicate and oversee roles and accountabilities of staff and parent committees</li> <li>• Observe the KEM Delegations of Authority</li> <li>• Observe the KEM Policy framework ensuring tailored practices and cultural understanding are appropriate for the school</li> <li>• Ensure training is provided in the area of Child Safety and that records are kept</li> <li>• Ensure monitoring processes are in place for staff, contractors and volunteers.</li> </ul> <p><b>Stewardship of physical resources:</b> The Principal is required to exercise diligent stewardship in the care, maintenance and development of the school property and its assets. As the school property belongs to a charitable institution, the school lands and building may not be leased or hired out to others for the running of a business or function for profit or for any purpose without the approval in writing from the Trustees of Kildare Ministries according to the lease agreement. It is understood that school facilities can be used by community groups as part of its outreach and that procedures for care are put in place.</p> <p><b>Conditions of Employment:</b> Kildare Education Ministries follows the Principal salary and conditions for Catholic Principals under contract in each state:  - CECV Salaries and Conditions Board for Secondary Principals in Victoria,  - Catholic Education South Australia (CESA) Enterprise Agreement 2017.</p> <p><b>Appraisal:</b> The Principal undertakes formative and summative appraisal in accordance with the practices outlined in the document “Principal/ Co-Principals Appraisal in Kildare Educations Ministries schools”.</p> <p><b>Professional practices</b>  The Principal will lead the school in the following areas of professional practice:</p>
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	<ul style="list-style-type: none"> <li>• Leading Mission and Culture</li> <li>• Leading Teaching, Learning and Wellbeing</li> <li>• Leading Improvement, Innovation and Change</li> <li>• Leading the Administration and Management of the School</li> <li>• Leading Wider Community Engagement.</li> </ul> <p>The Principal's well-being and professional practice will be fostered and supported by collegial engagement with other principals, the Executive Officer and with the Board Director assigned to each school; through participation in Catholic education system opportunities and with professional associations. A personal well-being allowance has been approved by KEM Board to support the principal's welfare.</p> <p><b>Documentation of distribution or delegation of responsibility</b> It is understood by KEM that ultimate responsibility for leadership of the above areas rests with the Principal. In practice, some of the associated workload will be shared according to the principles of collegiality and subsidiarity enunciated above, under "Principles and Values".</p> <p>The Principal will keep accurate written records of any leadership discussions or actions that involve distribution or delegation of responsibilities. In the Principal's absence the delegation of specific responsibility and authority is recorded and notified to staff. Prior to the Principal's absence the name of the delegated leader must be recorded and communicated to staff.</p> <p><b>Appendix B</b> provides indicative details of the "Practices and Procedures" listed above.</p>
<p>Responsibilities and Communication Obligations</p>	<p><b>Responsibility of KEM to Principals</b> KEM is responsible for the guiding, monitoring and reviewing of Principals, and for providing them with professional development and learning opportunities. KEM is also responsible for fostering and assisting collaborative activities and initiatives between KEM Principals and KEM schools, and for providing spiritual, educational, administrative, managerial, financial and industrial advice and guidance when required.</p> <p>As the governing authority, KEM is also responsible for the development of overarching policies as required by statutory authorities. (For further details see also the Appendix of CECV/ CESA/ VRQA requirements.)</p> <p>The KEM Executive Officer is responsible for providing this policy to KEM principals and to applicants for principal positions in KEM schools.</p> <p><b>Responsibilities and scope of Principal's role</b> The Principal's responsibility, as a servant leader in a KEM school, is to lead all aspects of school life – inspiring, educating, listening, managing, and empowering and mentoring others to develop and exercise leadership skills.</p>

Breaches of this policy	KEM may take appropriate disciplinary action against any individual if they breach this policy.
Appendices	<b>Appendix A</b> - KEM Principles of Leadership <b>Appendix B</b> – KEM Leadership Practices and Procedures
Related Policies and Procedures	<ul style="list-style-type: none"> <li>• <a href="#">KEM Principles of Leadership Policy</a></li> <li>• <a href="#">KEM Enrolment Policy</a></li> <li>• Reservation of Powers and Authority for Kildare Ministries</li> <li>• Delegations of Authority Manual for KEM schools</li> <li>• Principal/ Co- Principals Appraisal in Kildare Educations Ministries schools</li> </ul>
Resources	<b>National</b> <ul style="list-style-type: none"> <li>• <a href="#">The Living Justice Living Peace Charter</a></li> <li>• <a href="#">Kildare Ministries' Values, Vision and Mission Statement</a></li> <li>• <a href="#">Kildare Education Ministries' Mission Statement</a></li> <li>• <a href="#">The Australian Institute for Teaching and School Leadership: Principal Standard and Professional Practices</a></li> <li>• <a href="#">National Catholic Education Commission, <i>Framing Paper: Religious Education in Australian Catholic Schools.</i></a></li> </ul>

## Appendix A - KEM Principles of Leadership

**Servant leadership:** Leadership in a KEM school follows the example of “servant leadership” set by Jesus Christ: *“Whoever wants to be a leader among you must be your servant, and whoever wants to be first among you must be ready to serve (Matthew 20: 26-27), and “Each one should use whatever gift they have received to serve others, faithfully administering God’s grace in its various forms” (1 Peter 4:10).* KEM schools, as Catholic schools, have a specific commitment to servant leadership and to collaborative working relationships as a way of sharing wisdom, vision and values, and helping others to develop leadership capabilities.

**Faith formation:** Servant leadership, as practised by the Principal in a KEM school, has a key role to play in faith formation, in “an intentional, ongoing and reflective process that focuses on the growth of individuals and communities from their lived experiences, in spiritual awareness, theological understanding, vocational motivation and capabilities for mission and service in the Church and the world” (National Catholic Education Commission, *A Framework for Mission in Catholic Education*, 2016, p.9).

**Collegiality and subsidiarity:** KEM schools are committed to principles of collegiality and subsidiarity in decision-making, so that decisions can be made at the most appropriate level, and responsibilities understood and shared across all who work in the name of the school. The KEM Board is also keenly aware of the increasing burden of responsibility borne by Principals, so in emphasising collegiality and subsidiarity, it aims to encourage the responsible spreading and lightening of that load.

**Justice and equality:** Servant leadership in a KEM school also requires the Principal to have a keen eye for justice and the common good, so that the rights of all in the school community are respected and no one group is advantaged at the expense of another. This requires of the Principal a commitment to recognise and serve the needs of the marginalised in KEM schools and society generally through programs that are of practical benefit and that respect and enhance personal dignity.

**Heritage:** Stewardship of KEM vision and values by the Principal also entails care and respect for the accumulated heritage of the Brigidine Congregation – in ministry, achievements and physical resources, including property – gathered and developed over many years. Each school has its own unique history and culture which is valued and prized, and is foundational in the school’s evolving story.

**Environmental stewardship:** KEM schools, guided by the example of the Principal, also have an obligation to heed the needs of our increasingly fragile planet, and become environmental stewards of our common home. (See Pope Francis’ Encyclical *Laudato si’, On the Care of Our Common Home*).

## Appendix B - KEM Leadership Practices

The Principal will direct the school in all areas of professional practice. The indicative activities in which the Principal of a KEM school would typically engage are intended as a guide and useful checklist, particularly of current educational, legal and statutory requirements of Schools and Principals.

### Leading Mission and Culture

- Establish and nurture a school culture in accord with the gospel and with KEM's vision, values and mission, and the Kildare Ministries Living Justice Living Peace Charter
- Familiarise all – staff, students and families – with the Christian tradition and culture embodied in the deep stories of the Brigidine and congregation, with their specific application to education and care for others
- Foster the Catholic ethos and identity of the school community, integrating beliefs and values into all facets of school life and learning
- Promote preferential options for the poor and marginalised
- Promote the faith and theological formation of staff
- Enable the engagement of staff in Kildare Ministries formation and professional development activities
- Facilitate pastoral care policies and wellbeing programs reflecting respect for the inherent dignity of all
- Facilitate the development and implementation of the school's Religious Education Program.

### Leading Teaching, Learning and Wellbeing

- Set high aspirations for learning that inspire staff, students and the community
- Enable the provision and ongoing development of teaching and learning programs that engage all students in effective learning
- Establish and develops programs that enhance health and wellbeing
- Foster learning opportunities for all students through programs that acknowledge and encourage students' diverse giftedness
- Cultivate a culture that encourages love of learning and a capacity for wonder
- Promote and support the development of effective contemporary pedagogy
- Facilitate collective responsibility and accountability for student learning and wellbeing
- Make practical and just utilisation of available educational data.

### Leading Improvement, Innovation and Change

- Engage personally in ongoing learning to keep up-to-date with research and contemporary educational issues
- Set expectations and support for growth of a community of continuous learning
- Work in close collaboration with other Leadership Team members to form an effective and supportive team through the promotion of principles of collegiality and subsidiarity in decision-making throughout the school
- Support and mentor staff in professional improvement goal setting
- Assist Leadership Team members with annual goal-setting and performance review
- Lead and educate staff in planning processes for educational and well-being provision that will drive the school's overall strategic plan

- Engage in personal goal-setting annually, and collaborate with the KEM Executive Officer in their implementation.

### **Leading the Management of the School**

- Establish effective communication and decision-making practices and implement sound administrative and organisational arrangements to support the smooth running of the school
- Know and establish processes for compliance with all government regulations concerning Child Safety
- Implement Codes of Conduct and Workplace Health and safety processes in accordance with KEM policies and procedures and state legislative requirements
- Act in accordance with the Delegation of Responsibilities Manual of KEM regarding enrolment, strategic planning, employment, financial management and capital expenditure parameters
- Provide the KEM Board with regular reports in the areas designated by the Board
- Develop long-term strategic plans for the school in collaboration with all stakeholders
- Present Master Planning, with financial forecasting and budget, for ratification by the KEM Board and for approval by the Trustees of Kildare Ministries
- Engage the Business Manager, staff and the Stewardship Council in annual budget setting Provide financial reports to the Finance and Audit Committee of the KEM Board according to the timelines set
- Cooperate with the KEM-appointed auditors to assure accountability
- Oversee risk management and work with the Risk Coordinator to provide a safe workplace, compliant with appropriate legislated codes
- Act with delegated authority from the employer, the KEM Board, in the employment and induction of staff
- Consult with the Executive Officer of KEM, and Board, and follow KEM procedures and *Fair Work* processes should a dismissal of a staff member be warranted
- Review fee structures with the Business Manager and Stewardship Council and propose any changes to the KEM Board for approval
- Follow the KEM guidelines for fee collection and remissions, bringing justice and compassion to this decision-making.

### **Leading Wider Community Engagement**

- Develop a deep understanding of the profile of the school community and its needs in order to prioritise tasks and enhance positive school and community engagement
- Seek and utilise the wisdom of the Stewardship Council in matters of community involvement, policy, finance and strategic planning
- Give witness to community service and the Living Justice Living Peace Charter
- Promote and represent the school within various local and educational communities
- Communicate effectively and promote positive relationships with the wider Kildare Ministries community and with Diocesan educational bodies.
- Resolve all community issues that might arise in a positive manner.

(Adapted by the KEM Board from Australian Professional Standards for Principals and National Catholic Education Commission, *Framing Paper: Religious Education in Australian Catholic Schools*.)