

Renwick Primary School

Governance Manual

For the period: 2017-2019

Part 3: The Operational Policies

Create clear delegations

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Operational Policies

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Operational Policy

The Principal shall not cause or allow any practice, activity or decision that is unethical, unlawful, and imprudent or which violates the board's charter or expressed values or commonly held professional ethic.

The key contribution is **day-to-day management** of the school

Delegations to the Principal

- Meet the requirements of the current employment contract
- Meet the requirements of the Principal's Professional Standards
- Act as the professional and instructional leader of the school
- Maintain the internal culture including the special character
- Manage the school effectively on a day-to-day basis within the law and in line with board policies.
- Implement the (annual) operational plans and give priority to the school's annual targets.
- Use resources efficiently.
- Put good employer policies into effect.
- Oversee teacher appraisals and staff professional development.
- Hire all teaching and support staff with the exception of senior management, deploy and terminate relieving and auxiliary staff positions
- Keep the board up-to-date of significant staffing changes
- Preserve assets (financial and property)
- Communicate with the community on operational matters
- Keep the board informed of information important to their role.
- Report to the board on the compliance with their policies.
- Organise operations within the boundaries of prudence and ethics established in board policies on Operations
- Act as Protected Disclosures Officer [see STA Link 2001/01]
- Appoint, on behalf of the board, the Privacy Officer and Equal Employment Opportunities Officer.

Only decisions made by the board acting as a board are binding on the Principal. Decisions or instructions of individual board members, portfolio holders or committees are not binding on the Principal except in rare circumstances when the board has specifically authorised it.

The relationship is one of trust and support. Both parties work to ensure 'no-surprises'. The Principal is not restricted from using the expert knowledge of individual board members acting as volunteers.

Principal's Performance Appraisal

The Principal's performance is monitored against the strategic plan, professional standards and board policies on Operations.

The board monitors those parts of the Principal's objectives that have been identified and agreed upon by both parties in advance.

There will be an agreed time established when board chairperson (or designated person or committee) and the Principal meet to carry out formal appraisal based on agreed criteria. The format and process for this meeting will be negotiated and agreed upon by the board chairperson/delegate and the principal.

The Board will receive a summary report, formally once a year at a board meeting that has "excluded the public".

Disciplinary Process

In the event the board determines that policy violation(s) has (have) occurred and the board judges the degree and seriousness of the violation(s) to warrant initiating a disciplinary process, the board shall seek advice and follow due process.

Principal Professional Expenses

A budget for professional expenses and for professional development will be established annually.

These expenses may include continuing education, books and periodicals, and attendance at professional conferences.

Reporting to the board (as Limitations)

The Principal reports to the board as a whole and keeps it informed of the true and accurate position of the outcomes of programmes and services; financial position; and all matters having real or potential legal considerations for our school. Thus the board is supported in its strategic decision-making and risk management. Therefore, the principal will:

- inform the board of significant trends, implications of board decisions, issues arising from policy matters or changes in the basic assumptions upon which the board's strategic goals and decisions are based.
- submit the monitoring data required in a timely, accurate and understandable fashion.
- report and explain financial variance of 10% against budget.
- present information in a suitable form – not too complex or lengthy.
- inform the board when, for any reason, there is non-compliance of a board policy.
- recommend changes in board policies when the need for them becomes known.
- limit public statements about the official position of the board on controversial social, political, and/or educational issues to what the board has formally adopted as positions of record.

Curriculum delivery

Delivery of the curriculum shall foster student achievement against the National Standards. Therefore the Principal will:

- ensure opportunities for success in all essential learning areas and skill areas of the New Zealand curriculum.
- give priority to literacy and numeracy. especially in years 1-4
- report on progress and achievement of students.
- identify students at risk of not achieving and implement teaching and learning strategies to address needs.
- consult with our school's Maori community about the policies/plans for improving the achievement of Maori students.
- provide career information and guidance for Year 7 and above.
- ensure specific programme differentiation and opportunity for Gifted and Talented students

Personnel

The board delegates responsibility to the Principal on all matters relating to the management of staff in the expectation that they will be managed in a sound, fair, and respectful manner in accordance with the current terms of employment documents. Therefore, the Principal will:

- Ensure that employees are not discriminated against on other than clearly job-related criteria, individual performance or qualifications.

- Ensure all employees their rights to personal dignity, safety and access to an approved and fair internal grievance process.
- Ensure that all required staff are registered or have a current Limited Authority to Teach.
- Provide a smoke free environment
- Provide for all staff a contract, either individual or collective.
- Carry out annual performance appraisal
- Meet current employment legislation
- Take reasonable steps to protect staff from unsafe or unhealthy working conditions.
- Provide Protective Disclosure protection.

Financial Planning

Budgeting will reflect the board's strategic results, will not risk financial jeopardy and will show a generally acceptable level of foresight. Thus the budget will:

- Reflect the results sought by the board.
- Reflect the priorities as established by the board.
- Comply with the board's requirement of a balanced budget.
- Ensure adequate working capital.
- Demonstrate an appropriate degree of conservatism in all estimates.

Financial Condition

The financial viability of the organisation must be protected at all times. Therefore, the principal shall not:

- Incur unauthorised debt.
- Violate generally accepted accounting practices or principles.
- Use tagged funds for purposes other than those approved.
- Spend more funds than have been allocated in the fiscal year.
- Fail to ensure all money owed to the school is collected in a timely manner.
- Fail to make timely payment to staff and other creditors.
- Sell or purchase unauthorised property.
- Spend on single items beyond a board-established limit of \$10,000
- Fail to ensure that all relevant government returns are completed on time.
- Fail to ensure that no one person has complete authority over the school's financial transactions.
- Make any purchase:
 - Of over \$3000 without having obtained comparative prices and quality.
 - Of over \$5000 without an adequate review on ongoing costs, value and reliability

Asset Protection

Assets must be protected, adequately maintained and not risked. Accordingly, the Principal will:

- Insure assets.
- Only allow authorised personnel to handle funds or school property.
- Ensure plant and equipment are sufficiently maintained and are not subject to improper wear and tear or inappropriate use.
- Ensure the implementation of the 10 year property maintenance plan
- Protect intellectual property, information and files from loss or significant damage or unauthorised access or duplication.
- Receive, process or disburse funds under controls that are sufficient to meet the board-appointed auditor's standards.
- Invest or hold operating capital in secure accounts, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.

Health & Safety

Students and staff shall have a safe physical and emotional learning environment . Therefore, the Principal will:

- take reasonable steps to protect students from unsafe or unhealthy conditions.
- provide a smoke free environment
- ensure a risk analysis management system (RAMS) is carried out where and when appropriate.
- consult with the community regarding the health programme being delivered to students.
- provide privacy of personal documentation held at school.

Legal Responsibilities

School procedures will meet the legislative statutes and regulations as set down in the appropriate Acts, Ministry of Education circulars and the Education Gazette

Associated Operational Processes

- a. Performance Management System
- b. Complaints Process
- c. Student Disciplinary Process

Supporting Documentation for the Annual Plan

(also listed in Part 1: The Charter)

The annual plans are supported by documentation found in the Management Operations Manual including:

- Staff Book
- School Curriculum Plan
- Professional Development Plan
- Performance Management System (including Principal and Staff Appraisal processes)
- EEO Plan
- Annual budget
- 10 year Property Plan
- 5 year Property Programme
- Health and Safety Management Policies and Procedures
- Special Needs Programme
- Management procedures including those for:
 - Complaints [STA News May 2000]
 - Child protection [refer NZSTA Helpdesk]
 - EOTC [MoE Guidelines 2002]
 - Health & Safety [NZSTA/ACC material]
 - Sudden Death
 - Emergency/Evacuation
 - Compulsory Police vetting [STA Link 2002/14 & 2002/18]
 - Protected Disclosures [NZSTA Admin Advice 2001/1]
 - Staff Leave
 - Remuneration
 - Reporting
 - Behaviour Management
- Appropriate Ministry circulars, Gazette notices, NZSTA Administrative Advices
- Self Review