

# Renwick Primary School

## Governance Manual

For the period: 2017 to 2019

Part 2: The Governance Framework

Use the rules of the team

## **Index for Part 2:**

### **Governance Framework**

- 1 Roles & responsibilities
- 2 Code of Ethics
- 3 Chairperson's Role
- 4 Meeting Process
- 5 Meeting Procedures  
(an asterisk [\*] indicates a legislative requirement)
- 6 Meeting Agenda
- 7 Board Review

### **Governance Processes/Procedures**

- 1 Committee Principles
- 2 Principal Appraisal
- 3 Complaints Process
- 4 Reporting to the Stakeholders

### **Governance Exemplars**

- 1 Trustee register
- 2 Annual Agenda 2017 to 2019

### Governance Framework

The board is entrusted to work on behalf of the stakeholders. It emphasises strategic leadership rather than administrative detail and ensures that it complies with legal and policy requirements. It keeps ‘enhancing student achievement’ as its focus.

#### Board Roles & Responsibilities

The Board of Trustees key areas of contribution are:

- As the Employer of staff**
- Representation of the community**
- Leadership of the school**
- Accountability for the results**

Board member accountability measure	Standard
1. Set strategic directions and long-term plans and monitor the board’s progress against them	1.1 Board meets strategic goals
2. Protect the special character of the school	2.1 Special character is considered in board decisions
3. Monitor financial management of the school and approve the budget	3.1 Satisfactory performance of school against budget
4. Monitor and evaluate student achievement	4.1 Reports from Principal on progress against Annual Plan highlight risk/success 4.2 Meet targets in Annual Plan, implement Curriculum Policy and satisfactory performance of Curriculum Education Priorities
5. Effective risk management	5.1 Attend board meetings having read board papers and reports and ready to discuss them  5.2 Board meetings have a quorum  5.3 Remain briefed on internal/external risk environments and take action where necessary  5.4 Identify 'trouble spots' in statements of audit and take action if necessary
6. Ensure the board is compliant with its legal requirements	6.1 New members have read and understood: Board induction pack; & requirements of board members  6.2 New and continuing members have kept aware of any changes in legal and reporting requirements for the organisation. Board has sought legal advice when necessary

	<p>6.3 Accurate minutes of all board meetings, approved by board and signed by Chair</p> <p>6.4 Individual staff/student matters are always discussed in Public Excluded Session</p>
7. Attend board meetings and take an active role as a trustee	<p>7.1 Attendance at 80% meetings (min.)</p> <p>7.2 Three consecutive absences without prior leave result in immediate step down. Refer Education Act 1989</p> <p>7.3 Board papers read prior to attending board meetings</p>
8. Approve major policies and programme initiatives	8.1 Approved and minuted.
9. Fulfil the intent of the Treaty of Waitangi by valuing and reflecting New Zealand’s dual cultural heritage	9.1 The Treaty of Waitangi is considered in board decisions
10. Approve and monitor Personnel policy and procedure. Act as good employers	10.1 Become and remain familiar with employment conditions of organisation, staff contract and Award arrangements
11. Appoint, assess the performance of and nurture the Principal	11.1 Principal’s Performance Management System in place & implemented
12. Deal with disputes and conflicts referred to the board	12.1 Successful resolution of any disputes and conflicts referred
13. Represent the school in a positive, appropriate manner	13.1 Code of Ehtics adhered to
14. Oversee, conserve and enhance the resource base	14.1 Property /resources meet the needs of the student achievement goals
15. Hand over governance to new board/trustees at election time	<p>15.1 New trustees provided with Governance manual</p> <p>15.2 New trustees fully briefed and able to participate following attendance at an orientation programme</p>

**Trustee’s Code of Ethics**

The board is committed to ethical conduct in all areas of its responsibilities and authority. Trustees shall:

- Maintain and understand the values and goals of the school
- Ensure the needs of all students and their achievement is paramount.
- Be loyal to the organisation and its mission
- Publicly represent the school in a positive manner
- Respect the integrity of the Principal and staff
- Observe the confidentiality of non-public information acquired in their roles as trustees and not disclose to any other persons such information that might be harmful to the school
- Be diligent and attend board meetings prepared for full and appropriate participation in decision making
- Ensure that individual trustees do not act independently of the board’s decisions
- Speak with one voice through its adopted policies and ensure that any disagreements with the board’s stance are resolved within the board
- Avoid any conflicts of interest with respect to their trusteeship responsibility
- Recognise the lack of authority in any individual trustee or subgroup of the board in any interaction with the Principal or staff
- Recognise that only the chairperson can speak for the board
- Continually self-monitor their individual performance as trustees against policies and against any other current board evaluation tools
- Be available to undertake appropriate training

**Chairperson’s Role**

The chairperson is the leader of the board and carries overall responsibility for the integrity of the board’s processes. The role involves the following responsibilities:

<b>Chair accountability measure</b>	<b>Standard</b>
1. Oversee general performance of the board	1.1 Board performs against its forms of accountability and strategic goals
2. Ensure information about the financial performance of the organisation flows to the board	2.1 Board remains well-informed about financial performance of organisation
3. Establish and maintain systems for information flows to the board	3.1 Board receives information on time and has time to comment and have input  3.2 Board has adequate opportunities to have input and make decisions  3.3 Chair ensures accurate minutes are kept, approved by board and signed by Chair
4. Attend and chair board meetings	4.1 Attendance at all meetings (unless chairing

	<p>responsibility delegated)</p> <p>4.2 Meeting procedures as outlined in the Local Government Official Information and Meetings Act 1987 are observed except where the board has suspended them. Information on meeting procedures is found in the section on meetings</p>
5. Make recommendations to board about prudent management of board matters	5.1 Recommendations made as necessary
6. Establish and maintain an ongoing working relationship with the Principal	6.1 Regular meetings are held in addition to ongoing liaison
7. Deal with disputes and conflicts referred to the Chair	7.1 As required by the board's Policy and Procedures
8. Act as Protected Disclosure Officer	8.1 Requirement met
9 Ensure the Principal's Performance Agreement and Appraisal are completed on an annual basis	9.1 Report of Principal's Performance Appraisal tabled at the board according to appraisal process

## **Meeting Process**

The board is committed to effective and efficient meetings. Meetings:

- are based on a prepared annual agenda. The agenda preparation is the responsibility of the chairperson. Copies of the agenda of the open (public) session will be available at the school office.
- are held with the expectation that trustees have prepared for them and will participate in all discussions at all times within the principles of acceptable behaviour
- have the right, by resolution, to exclude the public and news media from the whole or part of the proceedings in accordance with the Meetings Act. Decisions by the board are fully recorded but remain confidential. The board needs to:
  - make the reasons for excluding the public clear
  - reserve the right to include any non-board member it chooses

## **Meeting Procedures**

### General:

- Meetings are held once a month as per the annual agenda.
- The annual meeting is held between 1<sup>st</sup> April and the third Tuesday in May, on a date determined and notified by the 31<sup>st</sup> March.
- The quorum shall be more than half the members of the board currently holding office.
- The Chairperson shall be elected at the first meeting after the Annual Meeting except in the general election year where it will be at the first meeting of the newly elected board.
- The Chairperson may exercise a casting vote in the case of equality of votes, in addition to his/her deliberative vote.
- Any trustees with pecuniary interest in any issue shall not take part in any debate on such issues and may be asked to leave the meeting for the duration of the debate.
- Only trustees have automatic speaking rights.
- The board delegates [and minutes] powers under Sections 16 & 17 of Education Act to the Disciplinary Committee
- The board delegates [and minutes] authority to the Deputy Principal in the times of absence of the Principal.

### Time of Meetings:

- Regular meetings commence at 5.00pm and conclude by 7.00pm.
- A resolution for an extension of time not exceeding half an hour may be moved.
- Any business remaining on the agenda at the conclusion of the meeting is transferred to the following meeting.

### Special meetings:

- A special meeting may be called by delivery of notice to the Chairperson signed by at least one third of trustees currently holding office

Exclusion of the Public:

- The meeting may, by resolution, exclude the public and news media from the whole or part of the proceedings in accordance with the Meetings Act.

Public Participation:

- Public participation is at the discretion of the Chairperson.
- Public attending the meeting are given a notice about their rights to participation in the meeting.

Motions/Amendments:

- All motions and amendments moved in debate must be seconded unless moved by the Chairperson.
- Motions and amendments once proposed and accepted may not be withdrawn without the consent of the meeting.
- No further amendments may be accepted until the first one is disposed of.
- The mover of a motion has right of reply.
- A matter already discussed may not be reintroduced at the same meeting in any guise or by way of an amendment.

Termination of debate:

- All decisions are to be taken by open voting by all trustees present.

Suspension of Meeting Procedures:

- Standing Orders may be suspended by resolution of the meeting.

Agenda:

- The order of the Agenda may be varied by resolution at the meeting.

Minutes

- The minutes are distributed within 7 working days of the meeting.

**Meeting Agenda**

A typical agenda will be as follows.

<b>Board of Trustees Meeting Agenda – date</b>		
<b>1</b>	<u>Administration Matters</u>	5 mins
	1.1 Present	
	1.2 Apologies	
	1.3 Confirmation of minutes	
	1.4 Matters Arising	
	1.5 Correspondence	
	1.6 Declaration of interests	
<b>2</b>	<u>Strategic Decisions/Discussions</u>	15-30 mins
	Ongoing summary of progress to date. Exploration of progress on goals. Includes summary of results [based on Annual Plan] and reports on non-compliance of delegated tasks [Operational Policies]	
<b>3</b>	<u>Monitoring</u>	30-45 mins
	3.1 Principals Report	
	3.2 Financial Report	
	3.3 Property Report	
	3.4 Health & Safety Report	
<b>5</b>	<u>Special issues (see Schedule) and Projects</u>	5-20 mins
<b>6</b>	<u>Agenda Items for Next Meeting</u>	5 mins
<b>7</b>	<u>Meeting Closure</u>	5 mins
	Comments on meeting procedures and outcomes Preparation for next meeting	

Note: Correspondence is listed on the back of the Agenda

**Board Review of Governance**

Trustees

Annually each trustee will evaluate their own contribution to the board and their individual effectiveness in discussion with the Chairperson. The basis of this review shall be these Governance Policies [in particular the Roles & Responsibilities standards and the Code of Ethics]

Chairperson

The board Chair will evaluate his/her effectiveness and performance in discussion with individual trustees and the Principal [in particular the Role of the Chair standards]

Board

Annually the Chairperson will co-ordinate a review of the effectiveness of the board of trustees. A report will be provided to the board on the outcomes, including a training plan for the board as a whole. The review will be based on the Strategic Plan and Policy Framework.

**Governance Processes/Procedures**

**Committee Principles**

The board may set up committees to help carry out its responsibilities and due process (eg. Staff appointments, internal audit, disciplinary). Board committees:

- are to be used sparingly to preserve the board functioning as a whole when other methods have been deemed inadequate.
- may use non trustees as sources of advice but only trustees can be part of the decision making process.
- may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Principal.
- help the board (not the administration) do its work.
- assist the board chiefly by preparing policy alternatives and implications for board deliberation. Board committees are not to be created by the board to advise staff.
- Are to have terms of reference drawn up as required. It is suggested that these contain information about the following:
  - Purpose
  - Committee members
  - Duties and responsibilities
  - Reporting procedures/schedule
  - Budget

**Education Act 1989, section 66**

-gives the Board the authority to delegate any of its powers to a special committee of trustees except the power to borrow money.

The Board should spell out in its minutes the precise powers that are delegated to a committee of trustees whether the number on that committee is one or several. In addition the same delegation motion can name the members or how it will be constituted and it should also be clear as to how far the committee can go. For example, the committee can

- A) investigate and report their findings to the Board.
- B) investigate and make any recommendations based on those findings to the Board.
- C) investigate, come to conclusions based on what they have discovered and have the power to act upon those conclusions then report to the Board what they did.

It is recommended that the **student disciplinary committee** should always be given delegation C).

It is recommended that the delegation to the **personnel/appointments committee** be considered carefully..

**Education Act 1989, Section 66A**

-is about delegating power to staff members. Useful for one offs when the Board wants the Principal or the DP/AP (with agreement of the Principal) to perform a specific task.

**Principal's Performance Appraisal**

- a. Lead the annual process
- b. Choose, agree and document the plan
- c. Include the Principal Professional Standards
- d. Align with core purpose/core values/strategic & annual goals
- e. Receive a report on the findings of the appraisal

**Complaints Process**

Adhere to the schools adopted and agreed Complaints Procedures

**Reporting to Stakeholders**

- a. Annual Report
- b. Board Minutes
- c. Audit reports: internal & ERO
- d. Termly updates

**Financial Information**

Adhere to the schools adopted and agreed Financial Policies & Procedures

**School Auditor:** Crowe Horwarth

**Authorised Signatories: Any two of** - Principal, AP, DP, EO