

# Board of Trustees Policy Framework

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## Governance Policy

The emphasis of the Maungaraki School Board of Trustees is strategic leadership as opposed to administrative detail and the Board is accountable for the school's performance. There is a clear distinction between Board and School roles. The focus of the Board is on the future rather than past or present, and is proactive rather than reactive in its operations and decision making.

All elected, appointed and co-opted trustees, whether they are parent or staff representatives, come to the board table entrusted to ensure effective governance despite the different perspectives they bring to board discussions. Individuals are neither advocates nor delegates with sectional interests but work for positive student achievement and good school governance.

The legal responsibility of boards of trustees is determined by Section 75 of the Education Act 1989: **s.75 Functions and powers of boards**

1. A school's board must perform its functions and exercise its powers in such a way as to ensure that every student at the school is able to attain his or her highest possible standard in educational achievement.
2. Except to the extent that any enactment or the general law of New Zealand provides otherwise, a school's board has complete discretion to control the management of the school as it thinks fit.

## Board Roles and Responsibilities

The Board of Trustees must not fail to:

- Set a sensible and feasible Strategic Direction and monitor the school's progress against it.
- Protect the special character of the school.
- Approve and monitor the Annual Plan.
- Develop and review the general policy direction.
- Monitor and evaluate student-learning outcomes.
- Appoint, assess the performance of and nurture the Principal.
- Act as good employers.
- Provide financial stewardship and ensure appropriate financial policy and safeguards are in place and adhered to.
- Oversee, conserve and enhance school resources.
- Consider and approve major policies and programme initiatives.
- Effectively manage risk.
- Build a broad base of community support.
- Exercise governance in a way that fulfills the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage.
- Deal with any disputes and conflicts referred to the Board.
- Ensure the Board is compliant with its legal requirements.
- Ensure appropriate succession planning.

# Expectations of Trustees

## *Rationale*

The Board ensures a Charter (Mission, Vision and Values statements, Strategic and Annual Plans) and policy framework is established to guide and direct the management of the school. The Board monitors the implementation of these through school self-review.

Trustees act in the best interests of the school through the governance role of the Board. The following key responsibilities define the expectations of a member of this Board.

## **As a member of the Board of Trustees of Maungaraki School:**

1. I will ensure that the needs of all the students at Maungaraki School and their achievement are paramount.
2. I will abide by the collective decisions of the board and not act independently of, or against, these.
3. I will respect the confidentiality of papers and information, including those in relation to the board's role as employer.
4. I will make every effort to attend board of trustees meetings (regular and special) and read agenda papers and reports beforehand.
5. I will contribute my thoughts and ideas and listen to and respect those expressed by other board members.
6. I will make every effort to discuss issues with the chairperson before raising them at meetings.
7. If I am unable to attend a meeting I will contact the chairperson, principal, or secretary beforehand to tender my apology.
8. If I am unable to attend a meeting I will familiarise myself with what occurred through the minutes and/or by contacting the chairperson.
9. I will take on a "portfolio" and undertake to find out more about my area of responsibility in an effort to ensure it operates effectively.
10. I will make every effort to participate in any professional development programme agreed to by the board.
11. I will undertake an annual self-evaluation and seek feedback from other board members to consider ways in which I have contributed to the effectiveness of the board, and things I might do to increase my effectiveness.
12. I will declare any conflicts of interest.
13. I will respect the integrity of the principal and staff.
14. I will ensure debate is robust but respectful at all times, and respect the right of any member to declare their discomfort at any time during discussions.

# The Role of the Chairperson

## Rationale

The chairperson is the leader of the board and carries overall responsibility for the integrity of the board's processes.

To fulfill the obligations of the Education Act the role of Chairperson must be decided annually. This will occur at the beginning of the first board meeting each year.

Expressions of interest or nominations and the early part of the meeting will be managed by another board member (who is not seeking the Chair's role). The election process occurs and the designated chair takes over at that point. In an election year, the Chair is decided in the first meeting after the election is held.

The role involves the following responsibilities:

- Spokesperson for the board on strategic matters.
- Establishment and maintenance of an ongoing working relationship with the Principal.
- Building of an effective team.
- Providing Board members with the opportunity for development.
- Dissemination of information to other Board members.
- Ensuring that the Principal's Performance Agreement and Appraisal are completed on an annual basis.
- Protected Disclosure Officer (see management procedures manual)
- Preparing agenda for meetings.
- Chairing of the meeting
  - Meeting discussion content will only be those issues that, according to board policy, clearly belong to the board to decide not the Principal.
  - Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.

## BOT Meeting Process and Chair Evaluation

\*A meeting/chair evaluation should be completed at least bi annually, the following provides an example of what may be considered as part of this evaluation:

**Thinking of the last Board meeting you attended...**

<b>How well did we accomplish the results you expected from the meeting?</b>				
Not at all 1	2	3	4	Very well 5
Comments:				

<b>How satisfied were you with how the team worked as a group?</b>				
Not at all 1	2	3	4	Very well 5
Comments:				

<b>How satisfied were you with your participation and contribution as an individual?</b>				
Not at all 1	2	3	4	Very well 5
Comments:				

**What do you consider made the meeting the way it was?**

**Thinking of Board meetings in general...**

<b>Is there anything that the Chair could do to help your participation or contribution?</b>		
No 1	Maybe 2	Yes 3
If maybe or yes, provide comments:		

<b>Is there anything that the Chair could do to make the meeting more effective?</b>		
No 1	Maybe 2	Yes 3
If maybe or yes, provide comments:		

<b>Is there anything or anyone that you believe hinders our meeting process?</b>		
No 1	Maybe 2	Yes 3
If maybe or yes, provide comments:		

**What do you consider helps our meetings go well?**

# Meeting Procedures

Throughout this section an \* denotes a legal requirement

## **General**

- Meetings will be held on a schedule set by the Board at the beginning of each year.
- In the first meeting of the year (except election year) Board roles are determined. In election year, Board roles are decided in the first meeting after the election is held.
- The quorum shall be more than half the members of the board currently holding office.\*
- The Chairperson may exercise a casting vote in the case of equal 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.\*
- Meetings 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.

## **Time of Meetings**

- Regular meetings will commence at 7.00pm with the intent to conclude by 9.00pm.
- In acknowledgement of the above, each meeting will continue until business is finished unless the Board decides to carry over until the next meeting any remaining business.

## **Special Meetings**

- A special meeting may be called by delivery of notice to the Chairperson signed by at least one third of board members.
- The Chairperson may call a special meeting to deal with urgent issues (for example, exclusions, stand-downs, ERO visit).

## **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 Local Government Official Information and Meetings Act 1987.\*
  - o Clearly explain the reasons for excluding the public.
  - o Reserve the right to include any non-board member it chooses.

## **Public Participation**

- Public will not be allowed free discussion during the meeting unless agreed to by the Chairperson.

Public wishing to seek speaking rights must register this with the board chair prior to the meeting. For rights to be granted, the relevant agenda item must be stated. Public shall speak for no longer than 3 minutes.

- Public attending the meeting will be given a notice about their rights to participation in the meeting.
- Public will not be able to vote on motions presented.

***Motions/Amendments (where appropriate)***

- 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 will be taken by open voting by all trustees present.

***Agenda***

- The agenda preparation is the responsibility of the Chairperson. The agenda will be distributed to trustees no later than the Friday before the meeting. Sufficient copies of the agenda will be available at the meeting for the public.
- The order of the Agenda may be varied as required.

***Minutes***

- The minutes will be distributed to the chair within 48 hours of the meeting. Draft minutes will be circulated to the board for comment within another 48 hours of the chair receiving them.

# Meeting Agenda

A typical agenda will be as follows:

Approximate times

**Day, Date Year, 6.00p.m.**

<b>A G E N D A</b>	<b>Purpose</b>	<b>Time</b>
Welcome Karakia Apologies Declaration of Interests Approval of previous minutes Actions from previous minutes Principal's Report Finance Report		30 min
Strategic Discussion/Decision <ul style="list-style-type: none"> <li>▪ Curriculum</li> <li>▪ Policy</li> </ul>	Discussion/ Decision	30-45 min
Other Reports <ul style="list-style-type: none"> <li>▪ Property</li> <li>▪ ...</li> </ul>	Discussion/ Decision	15-30 min
Quick Items <ul style="list-style-type: none"> <li>▪ Home and School update</li> <li>▪ Maungaraki Community Assn update</li> <li>▪ BoardTalk items</li> <li>▪ Agenda items for next meeting               <ul style="list-style-type: none"> <li>o Policy focus</li> <li>o Terms of Reference for Portfolios</li> </ul> </li> <li>▪ <b>Next Meeting:</b> Day Month Year stated</li> </ul>	Decision/ Information	15 min

Note 1: Correspondence is listed on the back of the Agenda

Note 2: List of current delegations attached to Agenda

## Committee Principles

The board may set up sub-committees to help carry out its responsibilities and due process (e.g. Staff appointments, disciplinary).

Board sub-committees:

- Are to have terms of reference drawn up and validated by the board, as required. It is suggested that these contain information about the following:
  - Purpose
  - Sub-Committee members
  - Duties and responsibilities
  - Reporting procedures/schedule
  
- Keep the Board up-to-date with progress and recommend options or board action.

## Board Review of Governance

**Purpose:**

To ensure that the board remains proactive and establishes/maintains a culture of self improvement. The Board will evaluate and review its performance as individuals and as a group annually as stated in the National Administration Guideline 4.ii.

Areas to be evaluated include:

- Meeting effectiveness
- Communication and consultation between members and the wider school community.
- Progress on portfolios.
- Progress on set plans and targets as laid down in annual and strategic plans.
- Individual trustee contribution, behaviours and effectiveness.

## Board Delegations of Authority

### Purpose:

To fulfil legal obligations and to enable the board and management of the school to function to their fullest potential, the following delegations of authority are in place.

### Process:

A list of current delegations will be tabled at each meeting. Additions or deletions can then be made.

<b>Personnel</b>  <i>[Delegations can be to a person or a committee. Committees must have a minimum number of 2 persons, at least one of whom must be a trustee.]</i>	<b>Delegated Authority</b>  <i>[Task for which delegation of authority is required]</i>
Principal + at least one other (Teacher or trustee).	That the stated personnel are delegated authority to appoint support staff, as outlined in the board's personnel policy.
Principal + two others (Teacher and trustee).	That the stated personnel are delegated authority to appoint teaching staff, as outlined in the board's personnel policy.
Chair person of the BOT	Delegated the authority to act as protected disclosures officer, as outlined in the board's Governance policy.
Principal	Delegated the authority to act as Privacy officer, as outlined in the board's Governance policy.
Deputy Principal	That the Board, except where the Board otherwise determines, shall in the absence of the Principal from duty for periods not exceeding 2 weeks and for the full period or periods of such absence, delegates Deputy Principal to perform all the duties and powers of the Principal
<i>[Delegations can be to a person or a committee. Committees must have a minimum number of 2 persons, at least one of whom must be a trustee.]</i>	<i>[Task for which delegation of authority is required]</i>
Discipline Committee <i>(As outlined in Stand-downs, Suspensions and Exclusions Policy)</i>	That the discipline committee of no less than three board members (determined by availability) is delegated the authority to conduct a discipline hearing to determine a student's future at Maungaraki school in the event of student suspension.

# Principal's Performance Appraisal Policy

## Rationale

As a good employer under the provisions of the State Sector Act, 1988 s77a the Board seeks to ensure that the Principal achieves a consistently high performance standard. The appraisal process will provide annual feedback to the Principal as to his/her effectiveness in all spheres of operation of the school. It is used to plan opportunities for professional and personal development and set appropriate goals and targets.

## Guidelines

1. The Board is responsible for monitoring the performance of the Principal against the strategic plan, professional standards and the Board's operational policies.
2. The Board, through the Chairperson, and/or designated person will, in consultation with the Principal, establish an agreed set of objectives. These objectives will be set in advance of the review period.
3. In addition to any informal contact between the Principal and Chairperson, there will be an agreed upon time when the Chairperson, and / or designated person, and Principal meet to carry out a formal appraisal based on the agreed objectives for the period.
4. This formal appraisal must take place at least once every 12 months.
5. The format and process for this meeting will be negotiated and agreed upon by the Chairperson and / or designated person and the Principal. The process shall agree a professional development plan for the Principal.
6. The Board may, at their discretion or the request of the principal, use the services of a suitably qualified external professional body or person to assist in the review of the Principal. Any nominated body or person must be acceptable to the Principal.
7. The Board will receive a summary report of the outcomes of the formal review as soon as is practicable following the review. The report will be discussed in-committee with the Principal absent.
8. Any documentation relating to the Principal's appraisal will remain confidential to the Principal, the board chairperson and / or designated person, unless the Principal agrees otherwise.
9. The Board shall not fail to comply with the terms of the Primary Principals Employment agreement.
10. In the event of a dispute related to the appraisal process, an independent, mutually acceptable third party will be invited to assist in resolving any disagreement.

In the final analysis the Board as employer will have responsibility for the final decision.

# Maungaraki Board of Trustees

## Sub-Committee – Maungaraki Home & School

### **Name**

The sub-committee will be referred to as Maungaraki Home & School.

### **Purpose:**

Maungaraki Home & School are an important voluntary non-profit team linking the school with our families and the community in line with the vision, mission and values of the Maungaraki School Board of Trustees.

### **Objectives:**

- To provide a link between students, the home (parents/caregivers) and the school
- To support the school in providing support for students educational, social, cultural and sporting activities through fundraising and social activities in line with the school's strategic goals
- To encourage new families to integrate into the school culture
- To liaise with and to correspond with the wider community for mutual benefit of the school.

### **Policies**

All Board of Trustee policies apply to this sub committee.

### **Membership**

All staff, parents or caregivers of a child attending Maungaraki School are welcome to become members of this committee and are welcome to fully participate in meetings.

This sub-committee must at a minimum be made up of a Board of Trustees member, a staff representative and a minimum of 4 parents or caregivers.

### **Committee**

The committee includes the following formal positions which are elected annually (at the first meeting of the year): Chairperson; Secretary; Treasurer.

Resignation from any of these positions is required in writing to the Home and school Chairperson, (or if the Chairperson to the Board of Trustees representative) ahead of the next scheduled committee meeting.

### **Committee meetings**

- Held regularly or when there is a need, but no fewer than two meetings per school term.
- Minutes will be circulated by email to all parties attending the meeting.

### **Reporting**

BOT member reports back to BOT meeting.

## Home and School Committee Roles

Home and School Roles which could be considered and delegated as needed include:

Chairperson	<ul style="list-style-type: none"> <li>▪ Run meetings</li> <li>▪ Coordinate and communicate with Principal, Board of Trustees representative and committee</li> </ul>
Deputy Chair	<ul style="list-style-type: none"> <li>▪ Run meetings in Chairperson's absence</li> </ul>
Secretary	<ul style="list-style-type: none"> <li>▪ Minutes</li> <li>▪ Correspondence</li> <li>▪ Publish agenda – consult with Chairperson for items required</li> <li>▪ Forward emails to appropriate people</li> </ul>
Treasurer	<ul style="list-style-type: none"> <li>▪ Clear/sort money from office</li> <li>▪ Bank money</li> <li>▪ Issue tickets and change</li> <li>▪ Keep records of expenses and profits for each event</li> <li>▪ Authorise receipts for reimbursement</li> </ul>
Publicity	<ul style="list-style-type: none"> <li>▪ Newsletters to parents</li> <li>▪ Contact school office re info in school newsletters</li> <li>▪ Posters, tickets for events</li> <li>▪ Promote event to target groups</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>▪ Receive and sort fundraising correspondence</li> <li>▪ Present ideas to meetings</li> <li>▪ Source new fundraising ideas</li> </ul>
Social	<ul style="list-style-type: none"> <li>▪ New parents afternoon teas</li> <li>▪ Buddy System for new families</li> <li>▪ Event ideas for committee and school families</li> </ul>
Supplies	<ul style="list-style-type: none"> <li>▪ Keep track of levels of supplies – what, where, how much and expiry dates</li> </ul>