



## Kaikoura High School Policy Framework

# GOVERNANCE POLICIES

All policies were reviewed over the period February 2015,  
and will be reviewed annually from February 2016.

Policies requiring amendments during the cycle will be submitted  
for approval at the next available Board meeting.

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# Governance Policies

These governance policies outline how the Board will operate and set standards and performance expectations that create the basis for the Board to monitor and evaluate performance as part of its ongoing monitoring and review cycle.

## 1. Board Roles & Responsibilities Policy

The Board of Trustees' key areas of contribution are:

- Representation**
- Leadership**
- Accountability**
- Employer Role**

<b>The Board</b>	<b>Standard Performance Expectations</b>
1. Sets the strategic direction and long-term plans and monitors the Board's progress against them	1.1 The Board leads the Charter review process 1.2 The Board sets the strategic aims and approves the annual plan and targets in line with MoE expectations 1.3 Regular Board meetings include a report on progress towards achieving strategic aims 1.4 The Charter is the basis for all Board decision making
2. Monitors financial management of the school and approves the budget	2.1 Satisfactory performance of school against budget 2.2 Budget approved by the first meeting each year
3. Monitors and evaluates student progress and achievement	3.1 Reports at each regular Board meeting from principal on progress against annual plan highlight risk/success 3.2 Meet targets in annual plan, implement curriculum policy and satisfactory performance of curriculum education priorities 3.3 Board review schedule covering curriculum and student progress and achievement reports are followed
4. Effectively manages risk	4.1 Attend Board meetings having read Board papers and reports and ready to discuss them 4.2 Board meetings have a quorum 4.3 Remain briefed on internal/external risk environments and take action where necessary 4.4 Identify 'trouble spots' in statements of audit and take action if necessary 4.5 Ensure that the principal reports on all potential and real risks when appropriate and take appropriate action

5. Ensures compliance with legal requirements	5.1 New members have read and understood: Board induction pack; and requirements of Board members 5.2 New and continuing members have kept aware of any changes in legal and reporting requirements for the school. Board has sought appropriate advice when necessary 5.3 Accurate minutes of all Board meetings, approved by Board and signed by chair 5.4 Individual staff/student matters are always discussed in public excluded session
6. Attends Board meetings and takes an active role as a Trustee	6.1 Attendance at 80% of meetings (min.) 6.2 No unexplained absences at Board meetings (3 consecutive absences without prior leave result in immediate step down) Refer Education Act 1989, s104 (1) (c) 6.3 Board papers read prior to attending Board meetings
7. Approves major policies and programme initiatives	7.1 Approved and minuted
8. Fulfills the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage. Builds and maintains close relationships with local runanga and marae	8.1 The Treaty of Waitangi is considered in Board decisions 8.2 The Board is culturally responsive and inclusive
9. Approves and monitors personnel policy and procedures and acts as a good employer	9.1 Become and remain familiar with employment conditions of school, staff employment agreements and award arrangements
10. Appoints, assesses the performance of and supports the principal	10.1 Principal's performance management system in place and implemented
11. Deals with disputes and conflicts referred to the Board as per the school's concerns and complaints procedures	11.1 Successful resolution of any disputes and conflicts referred
12. Represents the school in a positive, professional manner	12.1 Code of conduct adhered to
13. Oversees, conserves and enhances the resource base	14.1 Property/resources meet the needs of the student achievement aims

Review schedule: Annually  
Last Reviewed: February 2015

## 2. Trustees' Code of Conduct Policy

The Board is committed to ethical conduct in all areas of its responsibilities and authority.

Trustees shall:

1. Maintain and understand the values and goals of the school
2. Uphold the unique culture of the school
3. Ensure the needs of all students and their achievement is paramount
4. Be loyal to the school and its mission
5. Publicly represent the school in a positive manner
6. Respect the integrity of the principal and staff
7. Observe the confidentiality of non-public information acquired in their role as a Trustee and not disclose to any other persons such information that might be harmful to the school
8. Be diligent and attend Board meetings prepared for full and appropriate participation in decision making
9. Ensure that individual Trustees do not act independently of the Board's decisions
10. Speak with one voice through its adopted policies and ensure that any disagreements with the Board's stance are resolved within the Board
11. Avoid any conflicts of interest with respect to their fiduciary responsibility
12. Recognise the lack of authority in any individual Trustee or sub-group of the Board in any interaction with the principal or staff
13. Recognise that only the chairperson (working within the Board's agreed chairperson role description or delegation) or a delegate working under written delegation, can speak for the Board
14. Continually self-monitor their individual performance as Trustees against policies and any other current Board evaluation tools
15. Be available to undertake appropriate professional development

I, *<Trustees Name>* have read and understood this Code of Conduct Policy and agree to follow and abide by it to the best of my ability.

Signature: .....

Date: .....

Review schedule: Annually  
Last Reviewed: February 2015

### **3. Conflict of Interest Policy**

The standard of behaviour expected at Kaikoura High School is that all staff and Board members effectively manage conflicts of interest between the interests of the school on one hand, and personal, professional, and business interests on the other. This includes managing potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

In the course of meetings or activities, staff and Board members will disclose any interests in a transaction or decision where their family, and/or partner, employer, or close associates will receive a benefit or gain. After disclosure, the person making the disclosure will be asked to leave the room for the discussion and will not be permitted to vote on the question.

Review schedule: Annually

Last Reviewed: February 2015

## **4. Chairperson's Role Policy**

The chairperson of Kaikoura High School safeguards the integrity of the Board's processes and represents the Board of Trustees to the broader community. The chair ensures that each Trustee has a full and fair opportunity to be heard and understood by the other members of the Board in order that collective opinion can be developed and a Board decision reached. The Board's ability to meet its obligations and the plans and targets it has set are enhanced by the leadership and guidance provided by the chair.

### **The Chair:**

1. Welcomes new members, states that Board members have the responsibility to declare any possible conflict of interest and the code of conduct is understood and signed, and leads new Trustee induction
2. Assists Board members' understanding of their role, responsibilities and accountability including the need to comply with the Trustees' Code of Conduct policy
3. Leads the Board members and develops them as a cohesive and effective team
4. Ensures that the work of the Board is completed
5. Ensures that they act within Board policy and delegations at all times and do not act independently of the Board
6. Sets the Board's agenda and ensures that all Board members have the required information for informed discussion of the agenda items
7. Ensures that the meeting agenda content is only about those issues which according to Board policy clearly belong to the Board to decide
8. Effectively organises and presides over Board meetings ensuring that such meetings are conducted in accordance with the Education Act 1989, the relevant sections of the Local Government Official Information and Meetings Act 1987 and any relevant Board policies
9. Ensures interactive participation by all Board members
10. Represents the Board to external parties as an official spokesperson for the school except for those matters where this has been delegated to another person/s
11. Is responsible for promoting effective communication between the Board and wider community including communicating appropriate Board decisions
12. Establishes and maintains a productive working relationship with the principal
13. Ensures that the principal's performance agreement and appraisal are completed on an annual basis
14. Ensures that concerns and complaints are dealt with according to the school's concerns and complaints procedures
15. Ensures that any potential or real risk to the school or its name is communicated to the Board. This includes any concern or complaint.

Review Schedule: Annually

Last Reviewed: February 2015

## 5. Staff/Student Trustee Role Description Policy

The staff/student trustee fulfills legislative requirements relating to Board composition. The role of the staff/student trustee is to bring a staff/student perspective to Board decision making.

As a Trustee the staff/student trustee has an obligation to serve the broader interests of the school and its students and has equal voice, vote, standing and accountabilities as all other Trustees.

<b>Staff/Student Trustee accountability measure</b>	<b>Standard</b>
1. To work within the Board's Charter	1.1 The Charter is considered in Board decisions
2. To abide by the Board's governance and operational policies	2.1 The staff/student trustee has a copy of the Governance Policies and is familiar with all Operational Policies
3. The staff/student trustee is first and foremost a trustee and must act in the best interests of the students at the school at all times.	3.1 The staff/student trustee is not a staff/student advocate 3.2 The staff/student trustee does not bring staff/student concerns to the Board
4. The staff/student trustee is bound by the Trustee Code of Conduct	4.1 The staff/student trustee acts within the code of conduct behaviour
5. It is not expected that the staff trustee act as a union delegate	5.1 The staff trustee does not bring staff issues to the Board
6. It is not necessary for the staff/student trustee to prepare a verbal or written report for the Board unless specifically requested to from the Board	6.1 No regular reports received unless a request has been made by the Board on a specific topic.

Review schedule: Annually  
Last Reviewed: February 2015

## **6. The Relationship between the Board and the Principal Policy**

The performance of the school depends significantly on the effectiveness of this relationship and as such a positive, productive working relationship must be developed and maintained. The Board and the principal form the leadership team and as such clear role definitions have been developed. The Responsibilities of the Principal Policy, the Board Roles and Responsibilities Policy along with the Board's Trustees' Code of Conduct should be read alongside this policy.

1. This relationship is based on mutual respect, trust, integrity and ability.
2. The relationship must be professional.
3. The principal reports to the Board as a whole rather than to individual Trustees.
4. Day to day relationships between the Board and the principal are delegated to the chair.
5. All reports presented to the Board by the staff arrive there with the principal's approval and the principal is accountable for the contents.
6. There are clear delegations and accountabilities by the Board to the Principal through policy.
7. The two must work as a team and there should be no surprises.
8. Neither party will deliberately hold back important information.
9. Neither party will knowingly misinform the other.
10. The Board must maintain a healthy independence from the principal in order to fulfil its role.
11. The principal should be able and comfortable to share significant concerns with the Board.

Review schedule: Annually

Last Reviewed: February 2015



## **7. Principal's Performance Appraisal Policy**

The principal's performance is appraised on an annual basis with the objective of ensuring high quality educational opportunities for the students of the school. This process will:

1. Ensure that the principal's performance will be formally appraised on an annual basis by the Board chairperson or delegate(s) and, at the Board's choice, either an independent consultant who specialises in education and is able to review the effectiveness of the education provided or other suitable Trustee.
2. Result in a written assessment of the principal's performance on an annual basis, identifying any training/professional development needs for the principal to undertake.
3. There will be three interim reviews, one per each term preceding the annual formal review, between the principal and chairperson or delegate(s) to discuss progress.
4. The criteria for appraisal will be the objectives set in the performance agreement, the objectives being drawn from the school's strategic and annual operating plans, the principal's job description, professional standards and Board policies on operations.
5. If there is any disagreement between the principal and the Board as to the performance objectives, the Board, after considering the principal's input, will amend and confirm the amended objectives or confirm the unchanged objectives. The Board's decision will be final.
6. The Board chairperson or delegate(s) may gather information from staff, parents, or any other relevant members of the larger school community who can provide feedback on how the principal has performed. Evidence may include surveys, self-review, teaching observation (if relevant), interviews, focus groups or documentary evidence.
7. The principal and delegate(s) will meet for a formal interview to discuss whether the performance agreement has been satisfied with the principal given the opportunity to discuss and comment on each criterion before a rating is given. The results will then be drafted into a report by the delegate(s) and sent to the principal. The principal can accept the report or dispute the report. If the report is disputed, the delegate(s) will consider the principal's views before deciding to either amend the report, in accordance with the principal's views, or let the report stand, with the principal's comments attached
8. The chairperson or delegate(s) will present the final report / summary back to the Board the result of the appraisal. This will be discussed in committee with the principal absent. The principal will have the opportunity to address the board prior to exiting the meeting.
9. The performance agreement and results of the appraisal are confidential to the principal, the Board and their agents unless both parties agree to wider distribution.
10. The principal will be informed personally and in writing of the final outcome of the report.
11. In the event of a dispute relating to the appraisal results, the Board may choose to exercise its right to make a final decision or appoint an independent mediator to mediate. Ultimately the Board will have responsibility for any final decision.

Review schedule: Annually

Last Reviewed: February 2016

## **8. The Relationship between the Chairperson and the Principal Policy**

The chairperson is the leader of the Board and works on behalf of the Board on a day to day basis with the principal.

The relationship principles are to be read in line with the following:

1. The Board's agreed governance and management definitions
2. The Board's Roles & Responsibilities Policy
3. The Responsibilities of the Principal Policy
4. The Chairperson's Role Policy
5. The Trustees' Code of Conduct Policy

Relationship principles:

1. A positive, productive working relationship between the principal and the chair is both central and vital to the school.
2. This relationship is based on mutual trust and respect.
3. The two must work as a team and there should be no surprises.
4. The relationship must be professional.
5. Each must be able to counsel the other on performance concerns. The chair supports the principal and vice versa when required and appropriate.
6. There is understanding/acceptance of each other's strengths and weaknesses.
7. Each agrees not to undermine the other's authority.
8. There is agreement to be honest with each other.
9. Each agrees and accepts the need to follow policy and procedures.
10. Each agrees not to hold back relevant information.
11. Each agrees and understands that the chair has no authority except that granted by the Board.
12. Each understands that the chair should act as a sounding Board for the principal, both supporting and challenging, in order to hold the school to account for achieving the goals and targets that have been set.

Review schedule: Annually

Last Reviewed: February 2016

## 9. Meeting Process Policy

The Board is committed to effective and efficient meetings that are focused at a governance level and provide the information the Board needs to be assured that all policies, plans and processes are being implemented and progressing as planned.

Meetings:

1. are based on a prepared annual agenda. The agenda preparation is the responsibility of the chairperson. Extra copies of the agenda of the open (public) session will be available at the school office for the public at least two days before the Board meeting.
2. 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.
3. have the right, by resolution, to 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 (date). Decisions by the Board are fully recorded but remain confidential.

The Board will:

- make the reasons for excluding the public clear
  - reserve the right to include any non-Board member it chooses
4. Can be held via audio, audio and visual, or electronic communication providing:
    - All trustees who wish to participate in the meeting have access to the technology needed to participate, and
    - A quorum of members can simultaneously communicate with each other throughout the meeting

Review schedule: Annually

Last Reviewed: February 2016

## 10. Meeting Procedure Policy

*(an \* denotes legislative requirement)*

Members of the school community are encouraged to take an active interest in the school and its performance and are welcome to attend all Board meetings within the *Public Attending Board Meetings Procedure*

### **General:**

- Meetings are held as per the triennial review schedule with dates confirmed each December for the following year.
- The quorum shall be more than half the members of the Board currently holding office.\*
- Only apologies received from those who cannot be present must be recorded. Trustees who miss three consecutive meetings without the prior leave of the Board cease to be members.
- The chairperson shall be elected at the first meeting of the year except in the Board 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 a conflict or 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.\* A pecuniary interest arises when a Trustee may be financially advantaged or disadvantaged as a result of decisions made by the Board e.g. contracts, pay and conditions etc. A conflict of interest is when an individual Trustee could have, or could be thought to have, a personal stake in matters to be considered by the Board and must be declared by the member as and when it arises.
- Only Trustees have automatic speaking rights.
- The Board delegates [and minutes] powers under Sections 15 & 17 of Education Act to the Disciplinary Committee.
- The Board delegates [and minutes] authority to designated SLT member in the times of absence of the principal.
- The amount the chairperson and other Board members are paid for attendance at Board meetings is set by the Board. Currently the chairperson receives \$75.00 per Board meeting and Board members receive \$55.00 per Board meeting. There is no payment for committee or working party meetings.
- Attendance fees are non-taxable within the agreed non-taxable amounts of \$605.00 annually for Trustees and \$825.00 for the chairperson.
- Board minutes will be taken by a non-Trustee paid on a commercial basis on contract.

### **Time of meetings:**

- Regular meetings commence at 4.00pm and conclude by 6.30pm.
- A resolution for an extension of time may be moved but will not normally exceed 30 minutes.
- 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 a quorum of Trustees currently holding office.

### **Exclusion of the public:**

- The meeting may, by resolution, exclude the public (going into committee) and news media from the whole or part of the proceedings in accordance with the New Zealand

Local Government Official Information and Meetings Act 1987 unless specifically asked to stay. The wording to be used in the motion to exclude the public is found in Schedule 2A of that Act. Excluding the public is most often used to ensure privacy of individuals or financially sensitive issues.\*

**Public participation:**

- The Board meeting is a meeting held in public rather than a public meeting.
- Public participation is at the discretion of the chairperson.
- Public attending the meeting are given a notice about their rights regarding attendance at the meeting. *Public Attending Board Meetings Procedure*

**Motions/amendments:**

- A motion is a formal proposal for consideration. All motions and amendments moved in debate must be seconded unless moved by the chairperson and are then open for discussion.\*
- 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\*

**Tabling documents:**

- When written information is used in support of a discussion, it should be tabled so that it can be examined by those present. It then forms part of the official record.

**Correspondence:**

- The Board should have access to all correspondence. Correspondence that requires the Board to take some action should be photocopied/scanned and distributed prior to the meeting. Other correspondence can be listed and tabled so that Trustees can read it if required.

**Termination of debate:**

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

**Lying on the table:**

- When a matter cannot be resolved, or when further information is necessary before a decision can be made, the matter can be left unresolved for future discussion.

**Points of order:**

- Points of order are questions directed to the chair which require an answer or a ruling. They are not open to debate and usually relate to the rules for the running of a meeting.

**Suspension of meeting procedures:**

- The Board's normal meeting procedures may be suspended by resolution of the meeting.

**Agenda:**

- Agenda items are to be notified to the chair 10 days prior to the meeting.
- Late items will only be accepted with the approval of the Board and in rare circumstances where a decision is urgent.
- The order of the Agenda may be varied by resolution at the meeting.

- Papers requiring reading and consideration will not normally be accepted if tabled at the meeting.
- Papers and reports are to be sent to the Board along with the agenda five working days before the meeting.

Sample Agenda:

### Kaikoura High School

<b>Board of Trustees Meeting Agenda – date</b>			
	<b>Policy Reference:</b>	<b>Led by:</b>	<b>Time:</b>
<u>1. Administration</u> 1.1 Present 1.2 Apologies 1.3 Declaration of interests			
<u>2. Decisions</u> 2.1 Strategic decisions made if required	Policy Reference		
<u>3. Discussions</u> 3.1 Ongoing summary of progress to date in relation to annual plan 3.2 Exploration of special issue or project eg budget, principal performance agreement/appraisal, delegations			
<u>4. Monitoring</u> 4.1 Board discussion 4.2 Expert presentation 4.3 Data analysis 4.4 Exploration of key result area eg goals 4.5 Finance and Audit Report			
<u>5. Identify Agenda Items for Next Meeting</u>			
<u>6. Administration</u> 6.1 Confirmation of minutes 6.2 Correspondence			
<u>7. Meeting Closure</u> 7.1 Comments on meeting procedures and outcomes 7.2 Preparation for next meeting			
Note 1: Correspondence is listed on the back of the agenda Note 2: List of current delegations attached to agenda			

Review schedule: Triennially

**Minutes:**

The principal is to ensure that secretarial services are provided to the Board.

The minutes are to clearly show resolutions and action points and who is to complete the action.

A draft set of minutes is to be completed and sent to the chair for approval within 10 working days of the Board meeting before being distributed to Trustees within five working days of the meeting.

**Public Attending Board Meetings Procedure:**

Welcome to the Kaikoura High School Board of Trustees meeting. We welcome public presence at our meetings and hope that you enjoy your time observing our Board meeting.

In order that you understand the rules that apply to members of the public attending our meetings please read the following:

1. Board meetings are not public meetings but meetings held in public.
2. If the meeting moves to exclude the public (usually this is to protect the privacy of individuals) then you will be asked to leave the meeting until this aspect of business has been concluded.
3. Members of the public may request speaking rights on a particular subject that is on the agenda. Preferably this request has been made in advance. Public participation is at the discretion of the Board.
4. Speakers shall be restricted to a maximum of 3 minutes each per subject, with a time limit of fifteen minutes per subject.
5. Speakers are not to question the Board and must speak to the topic.
6. Board members will not address questions or statements to speakers.
7. Speakers shall not be disrespectful, offensive, or make malicious statements or claims.
8. If the chair believes that any of these have occurred or the speaker has gone over time they will be asked to finish.

**Please note:**

Members of the public include staff and parents of the school who are not Trustees on the Board.

Review schedule: Annually

Last Reviewed: February 2015





is presented to the Board.

### **Board Review**

The performance of the Board is measured by the outcomes from:

- the annual report
- the triennial review programme
- the ERO report
- any other means deemed appropriate by the Board

Review schedule: Annually

Last Reviewed: February 2015