



Kaikoura High School Policy Framework

GOVERNANCE PROCESSES/PROCEDURES

All policies were reviewed in February 2015,
and will be reviewed annually after this date.

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

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Governance Processes/Procedures

1. Committee Principles

The Board may set up committees/working parties to assist the Board carry out its responsibilities and due process (e.g., staff appointments, finance, property, disciplinary).

Education Act 1989, Section 66

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

The Board must document in the Board minutes and in writing to each committee member the precise powers that are delegated to an individual committee. In addition the same delegation motion must name who has delegated authority.

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.

Board committees:

1. are to be used sparingly to preserve the Board functioning as a whole when other methods have been deemed inadequate.
2. can consist of non-trustees. Committees must have a minimum number of 2 (two) persons, at least one of whom must be a trustee.
3. 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 or the chair.
4. help the Board (not the staff) do its work.
5. other than the Board discipline committee must act through the Board and therefore can only recommend courses of action to the Board and have no authority to act without the delegated authority of the Board.
6. 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.
7. have the Chairperson and Principal as ex officio members.
8. are to have terms of reference drawn up as required. It is suggested that these contain information about the following:
 - purpose
 - committee members
 - delegated authority

The following committees will be established and portfolios defined:

- Review Committee
- Finance Committee
- Property Committee
- Policies Committee
- Disciplinary Committee (*ad hoc, as and when required*)

Review schedule: Annually

1.1 Review Committee Terms of Reference

Purpose:

To monitor, on the Board's behalf, compliance with Board policies and external legislation.

This includes:

1. supporting the Board to review the effectiveness of the Board's governance processes.
2. reviewing the effectiveness of systems for the assessment and management of areas of risk.
3. verifying that mechanisms are in place to ensure compliance with statutory requirements, financial and other.
4. commissioning reviews of specific controls and procedures (financial or non-financial) where so requested by the Board.
5. reporting any problems or reservations arising from the external auditors/reviewers work and any other matters that the external auditors/reviewers note to the attention of the Board.
6. ensuring implementation of the triennial review programme.

Meets:

As required. The chair of this committee will report to the Board as appropriate on the areas covered by the terms of reference and the triennial review programme.

Delegated Authority:

The review committee is formally constituted as a committee of the Board within these approved terms of reference and the delegated authority re the delegations list.

The committee shall be appointed by the Board. The Board may co-opt additional trustees to the committee as and when required.

Members of the management team shall attend meetings when requested. A representative of the external auditors may be requested to attend meetings when appropriate.

The committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any trustee or employee and all trustees and employees are requested to co-operate with any request made by the committee. The Principal will be informed in advance of any such requests.

The committee may recommend that external and independent advice is sought. If the advice is likely to incur costs prior approval must be sought from the Board. [Note: NZSTA provides helpdesk and industrial advice free to trustees and Boards.]

No individual member of the review committee can act without the directive of the committee as a whole

Review schedule: Annually

1.2 Disciplinary Committee Terms of Reference

Purpose:

To ensure that all processes relating to the suspensions of students adhere to the requirements of Education Act 1989, Education Rules 1999 and Ministry of Education Guidelines.

Committee members:

All members of the Board excluding the Principal. The chair of the committee is the Board chairperson or in the chairperson's absence will be determined by the committee. The quorum for the committee shall be two trustees.

Delegated Authority:

That the powers conferred on the Board under Sections 15 and 17 of The Education Act 1989 be delegated to the discipline committee of the Board of Trustees.

The committee, acting in the interests of the School, will:

- act in fairness, without bias or prejudice and with confidentiality
- act within legislation and the MoE guidelines
- act only on written and agreed information, not verbal hearsay
- use processes of natural justice in discipline hearing procedures
- make recommendations on discipline matters to the Board as necessary.

The Board will be kept informed of the number of stand-downs, suspensions, exclusions and expulsions at each Board meeting by the Principal.

Review schedule: Annually

1.3 Finance Committee Terms of Reference

Responsibility of the Board

The Board of Trustees has overall responsibility for the financial management of the school but delegates the day-to-day management of the school's finance and budget to the Principal.

The finance committee as a committee of the Board is responsible for providing guidance to the Principal for financial matters.

Purpose of the Finance Committee

The finance committee was formed to provide guidance to the Principal in the financial management of the school.

Delegated Authority

The finance committee is responsible to the Board for:

1. recommending, in association with the Principal, an annual operating and capital budget, including professional development budget allocation for the Principal and the staff.
2. determining the level of budgetary discretion available to the Principal.
3. monitoring and reporting on the annual budget via the Principal.
4. reviewing on behalf of the Board accounts passed for payment by the school. Advising on additional funding sources.
5. assisting the Principal to prepare a financial results report, where appropriate, which is to be provided to the Board by the Principal at every Board meeting.
6. recommending changes to financial policy.
7. overseeing the preparation of the annual accounts for Board approval.
8. assisting the Principal in reporting financial performance to parents and the community.
9. providing input into the school's strategic plan.
10. preparing special reports for consideration by the Board.
11. annually reviewing the school's risk management needs and insurance cover, and
12. assessing and making recommendations to the Board on requests for spending on individual items outside of budget.

Review schedule: Annually

Compliance Reporting

The Principal is responsible for reporting and demonstrating budget compliance. Where there is non-compliance, variances are to be reported to the Board with recommendations on the actions required to meet compliance.

Finance Committee Annual Calendar

Date	Action Required
28 February	Finance committee self-review and plan for the year
31 March	Annual accounts prepared and forwarded to the auditors.
30 April	Annual review of 10-year property plan completed by the Property Committee and available as an input document for budgeting purposes. Note: this should also encompass normal cyclical maintenance and capital works
31 May	Community reporting on financial performance
30 June	Ensure any issues raised by the auditor have been addressed
31 August	Annual review of risk management needs and insurances
31 October	Initial annual budget recommendations submitted to the Board
30 November	Concept annual budget submitted to the Board for consideration.
15 December	Annual budget submitted to the Board for approval

Review schedule: Annually
Adopted: 25 February 2015

2. General Schedule of Delegations

Introduction

1. This Schedule of Delegations (the Schedule) was approved by the Board of Trustees (the Board) of Kaikoura High School (the School) at its meeting on 23 February 2016 and became effective at this date. The Schedule sets out those responsibilities that can only be exercised by the Board, the responsibilities delegated to the chief executive (the Principal), and those responsibilities that the Principal can delegate to specified staff positions.
2. The purpose of the Schedule is to ensure that the effectiveness of the governance and management of the School is maintained, to provide an agreed basis by which the School's executive management can exercise its responsibilities, and to enable the responsibilities delegated to be monitored. It is the Board's expectation that delegations made will be properly exercised and the persons who hold such delegations will be held accountable. If these principles are observed then the Board can be certain its responsibilities in terms of the Education Act 1989, the Crown Entities Act 2004 and the Financial Reporting Act 1993 will have been properly fulfilled.
3. If persons who exercise responsibilities on behalf of the Board have any doubts or concerns in the execution of a specific action the expectation is that they will check with the person or group who made the delegation in the first place. The intention of this expectation is that should doubt arise in the exercise of a delegated responsibility it is preferable to verify the bona fides of the intended action rather than make an error of judgement and be held accountable for this.
4. This Schedule does not in itself provide the right to executive management and staff to exercise the responsibilities delegated. The right to exercise these responsibilities must be set out in a Memorandum of Delegations which sets out the delegations and is signed by the parties involved. An outline example is set out at the end of this Schedule.
5. The Principal shall ensure that a copy of each memorandum is safely retained and shall be made available to the Board, the school's auditors and officers of any Court hearing a case related to the School's finances.

Approval

1. This Schedule was unanimously agreed by the Board and approved as a policy document at its meeting held on 23 February 2016.
2. When the Board approved this Schedule it agreed that no variations of this Schedule or amendments to it can be made except by the majority approval of those trustees present at the Board meeting.
3. As part of its approval the Board requires the Principal to circulate this Schedule to all staff and for a copy to be included in the School Policy Manual (copies of which shall be available to all staff). The Board requests that the Principal arrange for all new staff to be made familiar with this Policy and other policies approved by the Board.

Richard Cotter

Board Chairperson

On behalf of, and with the authority of the Board on 23 February 2016

2.1 Delegations Retained by the Board

The Board retains for itself and does not delegate to any executive management or staff position the following responsibilities:

- a. Approval of all operating, capital, cash flow and property maintenance budgets and amendments to these budgets;
- b. Commitment of operating expenditure for any invoice in excess of \$5,000;
- c. The commitment or purchase of capital expenditure;
- d. The disposal of fixed assets with a cost price in excess of \$1,000;
- e. The transfer of money between any Board cheque and term deposit account in excess of \$5,000 and for a period longer than 12 months;
- f. The appointment of any permanent staff and the salary and terms of conditions on which they are employed which are *in excess of* positions funded by Ministry of Education salaries grants;
- g. Leave on full pay granted to non-teaching staff to attend training sessions or courses outside the school for a period greater than 4 half-days, also unpaid leave for 5 days or longer during term time;
- h. All discretionary leave requested by teaching staff and the Principal of more than 5 consecutive days.
- i. The termination of employment of any paid employee;
- j. Signing applications for special grants for additional buildings, agreements to build via the Ministry of Education's local office;
- k. Formal communication and agreements with the Minister of Education and any other Minister of the Crown or Member of Parliament;
- l. Responses to the Secretary of Education or any other permanent head of a Government department which was initiated by a report, written communication, request for information or required declaration received from such persons and addressed to the Board or Board Chairperson;
- m. The initiation of any legal actions and any communications in relation to these actions;
- n. Signature of formal or legal agreements which are in the name of the School and which require the involvement of the Board.
- o. The performance management of the Principal;

Note:

These responsibilities are in addition to those specified in Acts and regulations by which the Board is bound.

2.2 Board Delegations to the Principal

The Board delegates to the Principal the responsibilities listed below:

- a. The day-to-day curriculum and resource management of the school and the achievement of the Government's key achievement areas and requirements as specified in official educational policy documents;
- b. The implementation of any other requirements specified by Act of Parliament, the Secretary of Education, any other permanent head of a Government department and for individual and collective employment contracts;
- c. Approval of any orders for goods and services up to the value of \$5,000 and provided such an order will not exceed the Board approved budget allocation for the expenditure item involved;
- d. Transfers to at-call deposits of amounts less than \$5,000 and for periods less than 12 months;
- e. Ordering fixed assets for which the capital expenditure has the prior approval of the Board;
- f. The appointment of teaching staff within the staffing allocation as provided by the Ministry of Education, the appointment of relieving and casual staff provided such appointment is within the budget allocation for this particular person and provided this delegation is not given to any other staff member;
- g. Dealing with the press with respect to school matters. There has to be close and on-going liaison with the Board Chair in this regard whenever such situations arise as some matters may have to be referred to the latter;
- h. To attest employees' performance and determine salary increments as per school procedures and Collective Agreements. The ability to sub delegate the performance management of staff as the principal determines;
- i. The authority to grant discretionary leave without pay to staff (excluding the Principal) up to but not exceeding 5 consecutive days.
- j. To undertake competency procedures in relation to teaching staff in accordance with the relevant Collective Employment Agreement (CEA) through to the completion of the evaluation report as set out in the CEA. The report and any recommendation will then be provided by the Principal to the Board for any decision as set out in the CEA
- k. To undertake any inquiry into a possible breach of discipline. Where the Principal has a conflict of interest, s/he may use an independent investigator to complete the inquiry. In the event the issues under investigation are not resolved informally by discussion or the Principal is of the view that the matter should proceed to the Board, then the Principal may initiate formal disciplinary procedures by forwarding relevant documents to the Board for this purpose
- l. To approve all student trips and courses within New Zealand (as per Section 71 of the Education Act). Such approval will only be given on the completion of RAM

Comment [SG1]: If the breach involves behaviour towards the Principal.

forms where the activity, Board Policy and/or management procedures make this appropriate

Comment [SG2]: We need to check our procedure/policy on this

- m. The right to authorise expenditure up to the limits specified in the School Budget subject to any restrictions that the Board might from time to time impose.
- n. The principal may further delegate to nominated budget-holders (e.g. Team Leaders, Curriculum Leaders) the right to authorise expenditure up to the limits specified in a particular section of the school budget (e.g., curriculum budget for a specified area)
 - a) The budget-holder shall annually acknowledge the limits to which he or she can authorise expenditure prior to incurring costs, and shall manage the budget to keep within those limits and any other restrictions on expenditure (e.g., Principal's authorisation for all items over \$250, no more than 25% of budget expended in any quarter)
 - o **Monitoring**
 - o Budget-holders are charged with the responsibility of ensuring that they do not exceed limits in their budgets without the approval of the Principal
 - o The budget-holder shall annually acknowledge the limits to which s/he can authorise expenditure prior to incurring such costs, and shall manage the budget to keep within those limits and any other restrictions on expenditure (e.g., Principal's authorisation for all items up to \$250, for all items over \$250 requires Finance Committee Approval; no more than 25% of budget expended in any quarter).
- o. Communication with parents, officials, representatives of educational organisations and other firms and organisations with whom the Principal deals as part of their curriculum and resource management responsibilities; and
- p. Delegation in writing to specified staff positions of responsibilities according to the format set out below.

Notes:

These responsibilities complement those responsibilities and achievements specified in the Principal's annual performance agreement with the Board.

During any absence of the Principal from the School for more than 5 days these delegations shall be exercised by the Acting Principal with the separate and prior approval of the Board Chairperson. In such an absence the Acting Principal shall sign a copy of this Schedule.

I have read and understood this Schedule of Delegations. I accept responsibility for the proper execution of the delegations assigned to me as Principal and I will exercise these in terms of the requirements set out in the Board's Schedule of Delegations.

Signed by:

John Tait - Principal

Dated 23 February 2016

2.3 Principal's Delegations to Specified Positions

Comment [b3]: This delegation should be prepared as a separate Memorandum of Delegation

With the Board's delegation to me as Principal and with the Board's approval for me to delegate to a specified staff position I delegate to the position of Acting Principal the *Deputy Principal, or in their absence a Senior Member of Staff* *except where the board at its discretion otherwise determines; and that, in particular, the Acting Principal be delegated the powers of the Principal pursuant to Section 14 of the Education Act 1989 and the rules promulgated regarding this section of the Act.*"

Comment [SG4]: We don't have an Assistant Principal

- a) The day-to-day curriculum and resource management of the school and the achievement of the Government's key achievement areas and requirements as specified in official educational policy documents;
- b) The day-to-day management of health and safety
- c) The implementation of any other requirements specified by Act of Parliament, the Secretary of Education, any other permanent head of a Government department and for individual and collective employment contracts;
- d) Approval of any orders for goods and services up to the value of \$500 and provided such an order will not exceed the Board approved budget allocation for (name of budget item or sub-budget item);

Signed by the Principal

_____ (full name)

on theday of.....20..

I accept responsibility for the proper execution of the delegations assigned to me as (name of position) and I will exercise these in terms of the requirements set out in the Board's Schedule of Delegations. I acknowledge that I cannot further delegate those powers delegated to me by the Principal.

Signed by

_____ (full name)

_____ (name of position)

Dated.....day of.....20

With the Board's delegation to me as Principal and with the Board's approval for me to delegate to a specified staff position I delegate to the position (name of position) the following responsibilities:

1. Approval of any orders for goods and services up to the value of \$500 and provided such an order will not exceed the Board approved budget allocation for (name of budget item or sub-budget item);
2. [List here any other responsibility within the Principal's delegation.]

These delegations are to be exercised in terms of page X of the Board's Schedule of Delegations.

3. School Delegations List

Date of Minuted Delegation	Personnel Delegations can be to a person or a committee. Committees must have a minimum of 2 persons, at least one of whom must be a trustee	Delegated Authority See individual Committee Terms of Reference in the Board's Governance Manual	Term of Delegation Note: Delegation ceases at the date below, by earlier resolution of the Board, or, if no date, is ongoing
10/2/2015	Disciplinary Committee All current trustees bar the Principal, the Staff and Student Rep. The committee will have a quorum of 3.	That the Disciplinary Committee members are delegated authority to implement the Board's Disciplinary Committee Terms of Reference.	
10/2/2015	Finance Committee Richard Cotter Thomas Kahu Principal	That the Finance Committee members aforementioned are delegated authority to implement the Board's Finance Committee Terms of Reference.	
10/2/2015	Property Committee Richard Cotter Bob Goodyer Nick Parkinson Principal	That the Property Committee members aforementioned are delegated authority to implement the Board's Property Committee Terms of Reference.	
10/2/2015	Policies/Review Committee Lyn Bentley Rawiri Manawatu Nick Parkinson Cheyenne Laugesen	That the Policies/Review Committee members aforementioned are delegated authority to implement the Board's Policies Committee Terms of Reference.	

Review schedule: Annually

Reviewed: 25 February 2015

4. Concerns & Complaints Procedure

Rationale

Kaikoura High School needs to have in place procedures to enable concerns and complaints from students, teachers, parents and the community to be notified and dealt with in an efficient and effective manner.

Principles

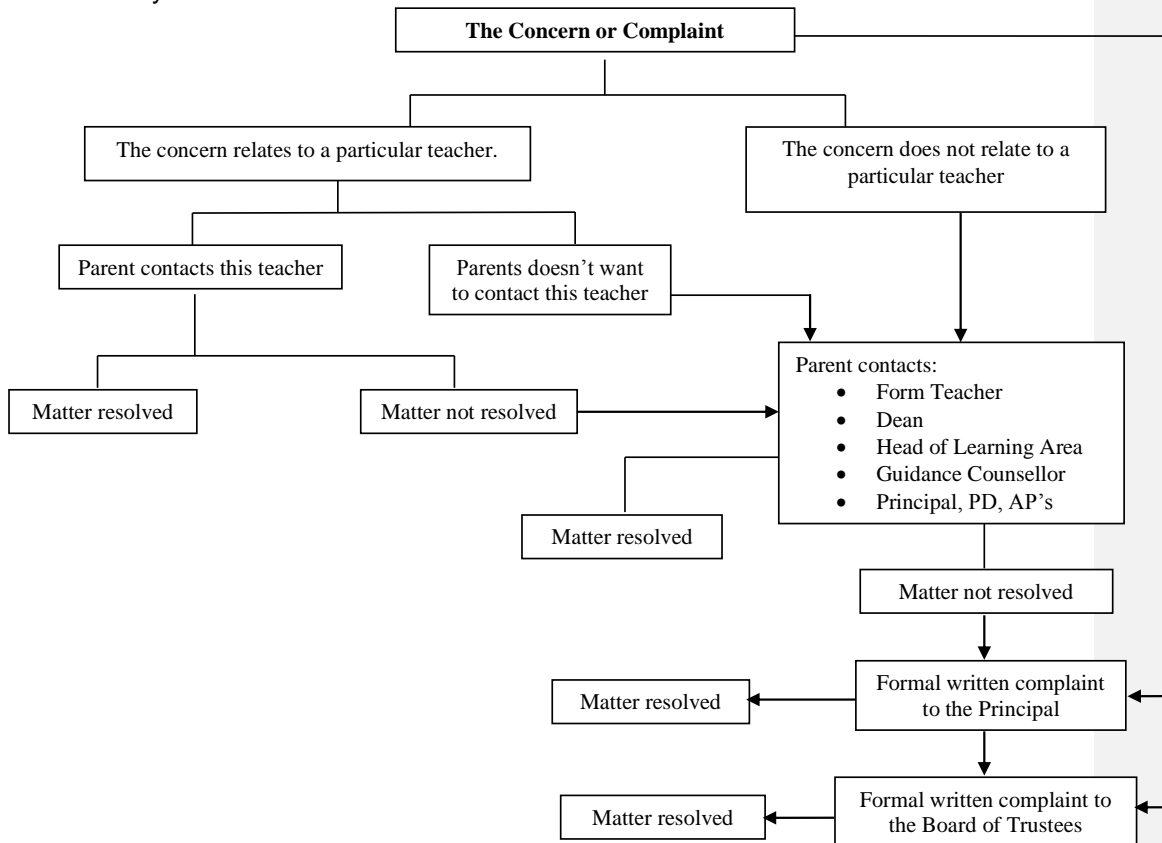
Concerns or complaints received will be dealt with in such a way that ensures:

- That the principles of natural justice will apply.
- The process will be transparent.
- The matter will be acknowledged within 24 hours and dealt with as soon as is possible.
- The matter will remain confidential to the parties concerned.
- All parties will be treated with respect.

People making complaints will be encouraged to contact the person being complained of in the first instance.

People wishing to make a formal complaint will be expected to do so in writing to the Principal or a Board of Trustee representative. All such complaints will be documented and filed for future reference.

Procedures for complaints will be communicated to students, teachers and parents annually.



GUIDELINES

What to do if a person has a concern?

If a person has a concern and it is a matter involving a teacher they should: try to contact the teacher and discuss the matter with her/him. The best way to do this is to phone the school office (319 5138) or write a note to the person concerned. Most teachers will be teaching when you phone and so won't be available to answer your call immediately. If they can't take your call, you should leave a message for the teacher to contact you or make an appointment to see the teacher.

Expect to hear back by the next day. Please ensure you leave information with the school office about the best time to contact you. If you write please ensure that a contact phone number is included. If you would prefer a written reply then we will try to reply within three days.

Once your concern has been considered and an answer provided or an action taken by the School, and you are not satisfied that your concern has been adequately remedied, then you may wish to take your concern further.

What if a person does not feel able to talk to the teacher concerned or it is about a matter, which does not involve a particular teacher?

If your concern is about a matter which a person does not feel able to talk about to the teacher directly, or which is about a matter which does not involve a particular teacher then they have a number of alternatives:

They could phone or write to:

- The Form Teacher
- The Curriculum Area Leader of the subject concerned
- The Dean
- A senior leader: the Principal (Mr Werner van Aswegen), or the Deputy Principals (Ms Gayle Cameron and Mrs Jo Fissenden).

The School office can give you the names of people you should be contacting.

Procedure for making a formal complaint

- If a person is not satisfied that they have got answers for their concerns and wish to make a formal complaint here is the procedure they should follow:
- Write down the complaint giving details of what is being complained about. Include details of efforts made to resolve the matter. Include names and contact phone numbers.
- Take your written complaint to the Principal or another member of the school's senior administration if the Principal is absent. Ask for assistance at the school office if you are unsure how to go about delivering your complaint. If you prefer you can hand your complaint to a member of the Board of Trustees who will deliver your complaint for you to the Principal. The school office can tell you how to get in touch with a member of the Board of Trustees.

- When the Principal receives a complaint, he will discuss the matter with the person complaining before deciding what further action should be taken. If you want somebody else to accompany you when you discuss the matter you are welcome to do so.
- The Principal will talk to the person about whom the complaint has been made as well as interviewing anybody else who may have had a part to play in the incident or who may have seen what happened. Written statements will usually be taken.
- The Principal will decide what steps will be taken as a result of the investigation. You will be informed of the outcome of the investigation.
- Depending on the nature of the complaint, the matter may be referred to the Board of Trustees for consideration and action.
- Your complaint will be treated in confidence. However, in the interests of natural justice the person about whom a complaint is made must have the opportunity to hear all details about the complaint and to reply to it.

Appeals

Any person who makes a complaint and is not happy with the outcome can appeal to the Board of Trustees. Any final report back will be as detailed as is possible bearing in mind the need for some issues to be dealt with confidentially by the Board of Trustees in a closed meeting.

Ratified: Board of Trustees Meeting – 25 February 2015
Review date – March 2017

Signed Signed
Chairperson **Principal**

COMPLAINTS AND CONCERNS PROCESS

Being proactive in providing the School community with a good process for handling concerns and complaints prevents misunderstandings. Parents, caregivers and the wider community have the right to have their concerns and complaints treated respectfully and actioned in a fair and timely way.

The School strives to:

- Provide fair and equitable procedures for handling complaints and concerns
- Ensure consistency for handling complaints and concerns by all staff and Board of Trustee members
- Ensure proper standards of integrity, conduct and concern for the dignity and rights of pupils and their parents or caregivers are observed at all times.

Notes for guidance:

- While minor issues may be able to be discussed in a quick informal chat with a staff member, normally in order for both parties to give the matter full attention, arranging a time to discuss the matter is the preferred option.
- If the concern/complaints procedure has not been followed the Board will normally return any written or verbal concern or complaint to the complainant and ask that they follow the procedure first.
- All complaints shall be documented on a Complaints Record Sheet and filed by the Principal or in the case of a complaint against the Principal filed by the Chairperson of the Board.
- All business concerning the complaint and action resulting from it will be held “in committee”.
- Complaints against staff will be handled by the Principal (or his/her delegated representative) according to the relevant CEA and principles of natural justice.
- All formal complaints against the Principal should be submitted in writing to the Board of Trustees and signed by the complainant.

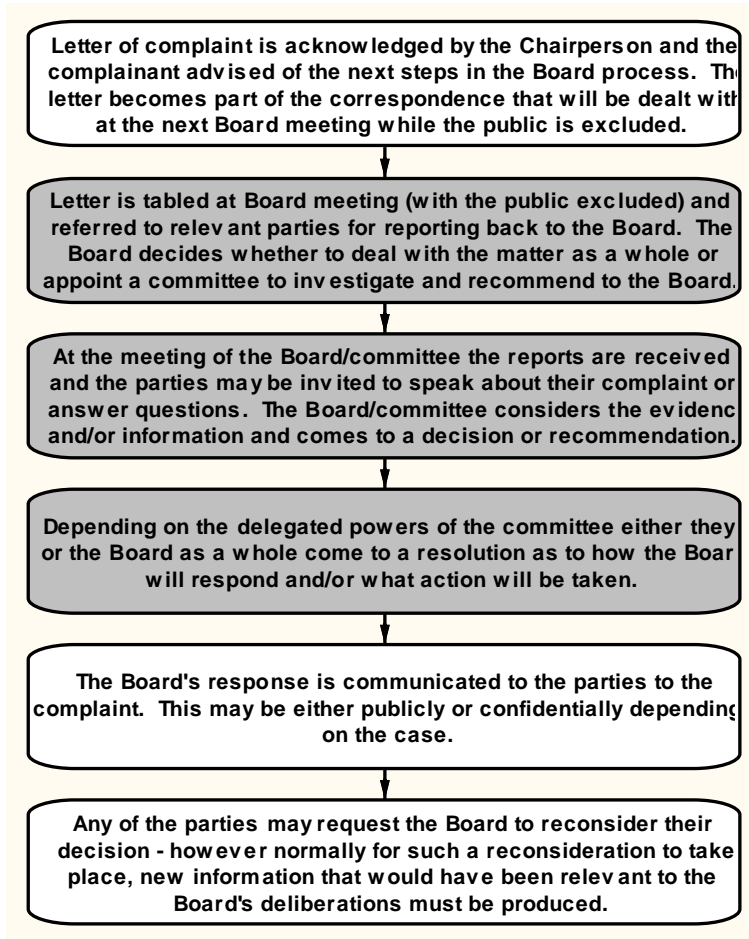
Board Process

Notes for guidance:

- The Board needs to formally receive a complaint in order to act on it. If a complaint is serious enough for the board to deal with, it is serious enough to be put in writing.
- Anyone with concerns about expressing the matter clearly in writing should seek guidance from the Board Chair, who can assist.
- All parties to a complaint may bring a support person to any meeting to which they are invited by the Board to discuss the matter.

The attached diagram shows the Board process once the complaint has been received.

STAGE 2- BOARD PROCESS



* - shaded area denotes "public excluded meetings"

COMPLAINTS AND CONCERNS PROCEDURES [Board Process]

GENERAL GUIDELINES:

- Complaints will be dealt with according to correct procedures
- Complaints are to be handled with integrity, sincerity and understanding, following up and reporting back where necessary.
- All parties involved will be informed of the nature of the complaint as soon as possible.
- Objective discussion will be encouraged to achieve early resolution if possible.
- Complaints, which require follow-up, will be recorded by the Principal and will be available to the Board of Trustees.
- Where a complaint involves an allegation of misconduct on the part of a staff member either the Principal or the Chairperson, as appropriate, will contact NZSTA and school's insurer at an early stage.

PROCEDURES

1. Complaints by parents/caregivers should be referred directly to the staff member concerned in the first instance. Please contact the staff member concerned by phone to arrange a suitable appointment.
2. On receiving or becoming aware of complaint, the staff member may wish to have the Principal present.
3. Where complaints by parents/caregivers cannot be resolved by the staff member or the parent/caregiver feels action taken is inappropriate, then the parent/ caregiver should refer the complaint to the Principal.
4. Where the Principal is unable to resolve the complaint after discussion with the parent/ caregiver and the staff member concerned, then any of these parties may refer the matter in writing to the Board of Trustees.
5. When an initial concern is considered serious, nothing prevents the complainant lodging a complaint directly in writing to the Board, or the Principal requesting that the concern be submitted in writing to the Board.
6. Except in exceptional circumstances, the Board of Trustees will not accept any complaint unless it is in writing and a reasonable attempt has been made to resolve it with the Principal and staff member concerned.
7. All complaints to the Board of Trustees should be directed to the Board Chairperson or in their absence any other Board member.
8. All complaints in writing must be specified and signed. Where a complaint is too general, detail sufficient to enable the employee to identify the particular incident or matter will be sought.
9. The Board will refer any complaint to the Principal. Where appropriate the Principal will be asked for a report on the complaint. In all cases the response will be carefully considered by the Principal or Board of Trustees.
10. Complaints will be dealt with according to the relevant employment contract and principles of natural justice will be adhered to in dealing with any complaint.
11. The staff member(s) concerned will be advised of their right to representation.
12. All cases of serious complaint will be fully documented by the Principal or Board of Trustees.
13. Nothing prevents any part of this complaints procedure from being treated as part of a disciplinary process.

COMPLAINTS AGAINST THE PRINCIPAL

GUIDELINES:

- Discussion between Board Chairperson and Principal may resolve matters of concern (informal complaint)
- If a formal complaint is to be lodged it should be submitted in writing to the Board of Trustees and signed by the complainant.
- The Board will acknowledge the complaint and inform the complainant of any actions taken in resolution.
- Where the Board considers that the resolution is reasonable and effective, the complainant and the Principal should be advised by the Board that no further action is intended.
- If the Board is not satisfied, the full Board or a sub-committee of the Board will follow the procedures established to implement this policy.

- If the complainant is not satisfied, the Board Chairperson should advise the complainant of further avenues e.g. Human Rights Commission, Ombudsman etc.
While formal procedures are available as a last resort, every effort should be made by all concerned to resolve the matter informally. The Chairperson of the Board has a key role in facilitating such a resolution.
- Complaints are to be handled with integrity, sincerity and understanding, following up and reporting back where necessary.

PROCEDURE:

1. All formal complaints against the Principal should be submitted in writing to the Board of Trustees and signed by the complainant.
2. Copies of the letter of complaint should be given to the principal for a written response.
3. The Board will acknowledge the complaint and inform the complainant of any actions taken in resolution.
4. Where the Board considers a resolution is reasonable and effective, the complainant and the Principal should be advised by the Board that no further action is intended.
5. If the Board is not satisfied, the full Board or a sub-committee of the Board may discuss the complaint and recommend actions to the Principal. The Principal should be invited to respond to the Board's recommendations.
6. In the case of allegations, which have disciplinary implications, the Board should convene a sub-committee to investigate and report only on the substance of the complaint.
7. The sub-committee should report in writing to the Board detailing all parties consulted and the content of any written submissions. The sub-committee may offer a recommendation to the Board.
8. The Principal should be invited to respond to the report.
9. In discussion at a Board meeting of the Principal's response, the Principal may make a statement, answer questions but not be present during the discussion on action on the complaint.
10. The Principal may be represented at all meetings with the Board, or sub-committee of the Board by a professional or union advocate of his / her choice.
11. All business concerning the complaint and action resulting from it will be held 'in committee'.
12. Any member of the Board of Trustees who is personally involved in the complaint shall take no part in the discussion about it but may submit a statement on the matter. No person with any personal involvement in the complaint shall be a member of any committee of inquiry.

This policy was formally adopted by the Kaikoura HighSchool Board of Trustees on 23 May 2016.

Date of Adoption

Signed:

Chairperson, Board of Trustees