

Papakaio School Board of Trustees

GOVERNANCE MANUAL



Governance Policies & Procedures

**Papakaio School
17 Papakaio Road
15 KRD
OAMARU**

**Papakaio School Governance Manual
First developed October, 2020**



PAPA KAI O

INTRODUCTION

Learning is what schools are all about

Our Board of Trustees is responsible for student achievement and works in partnership with our Principal, teachers, support staff, school community and the government to ensure the best possible educational outcomes for all our students.

The Board of Trustees has the overall responsibility for Papakaio School, which includes certain legal obligations covering responsibility for property and personnel, the proper management of school finances, reporting to the Ministry of Education on Student Achievement and the development of the Charter.

The legal obligations of this Board are set out in a number of different Acts of Parliament, including Education Act 1989 and Education Standards Act 2001. The Board of Trustees fulfils these obligations and works to assure the government that:

- the students at Papakaio School are receiving a high quality standard of education
- national priorities for school education are being addressed at Papakaio School
- resources are being used effectively and efficiently to ensure the highest possible quality learning.

**This Governance Manual outlines how
the Papakaio School Board of Trustees will conduct itself
as it fulfils its obligations to
Papakaio School and the New Zealand Government**

This Manual is supported by Papakaio School's "Policies, Procedures and Guidelines", the full policy framework for the management of the school.

2.

USEFUL LINKS

Trustees can find additional information on trusteeship, governance and school management in:

- The New Zealand School Trustees Association (NZSTA) Handbook (single copy with Board Chair)
- NZSTA booklet: “Trusteeship: A Guide for School Trustees” (the grey booklet issued to all trustees)
- NZSTA website www.nzsta.org.nz
- Te Kete Ipurangi – The Online Learning Centre Website (“TKI”) www.tki.org.nz
(an excellent resource for all aspects of education)
- Ministry of Education information for Boards: <http://www.minedu.govt.nz/Boards.aspx>
- The New Zealand Curriculum Online: <http://nzcurriculum.tki.org.nz/>
- National Standards: <http://nzcurriculum.tki.org.nz/National-Standards>
- The Education Review Office publications and website www.ero.govt.nz
- “Effective Governance – Working in Partnership” booklet for trustees (2010 edition):
<http://www.minedu.govt.nz/Boards/EffectiveGovernance/PublicationsAndResources/EffectiveGovernance.aspx>
- National Education Goals, National Education Guidelines (“The NEG’s”) and National Administration
- Guidelines (“The NAG’s”):
<http://www.minedu.govt.nz/NZEducation/EducationPolicies/Schools/PolicyAndStrategy/PlanningReportingrelevantLegislationNEGSAndNAGS.aspx>
- Papakaio School website: www.papakaio.school.nz
- Papakaio School Charter, including latest Strategic Plan. Annual Plan & Student Achievement Targets

3.

GOVERNANCE VERSUS MANAGEMENT

Governance is about the “big picture”

- setting targets
- seeking assurance
- evaluating outcomes

“Governance” is developing a strategic direction and setting policy for the school.

“Management” is about “the details” – the procedures and actions required for putting the strategy and policy into action.

“Governance is not about attempting to do the Principal’s or teacher’s jobs or to be involved in the day-to-day school administration. Governance is about taking a strategic overview, establishing the Charter which encapsulates the vision and strategic direction for the school, and in ensuring that all students are provided with the best possible teaching and learning opportunities.” STAnews, May 2004.

Trustees are referred to NZSTA’s booklet “Trusteeship – A Guide for School Trustees” for further information on “Governance”.

LEGISLATIVE FRAMEWORK

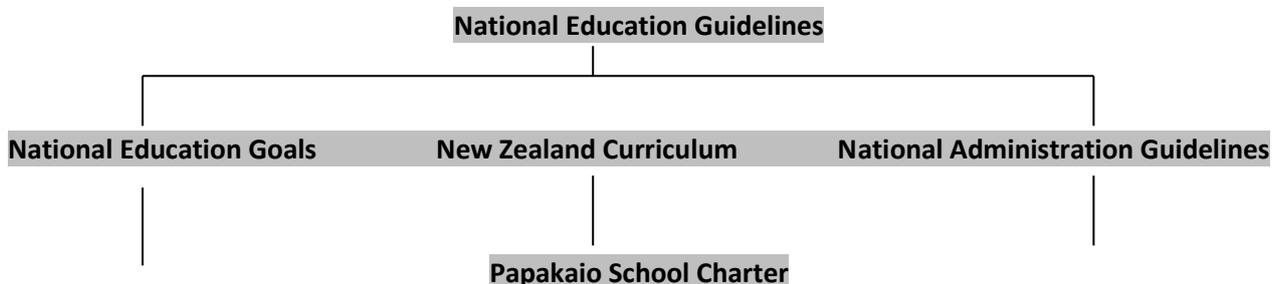
Legislation and regulations establish the framework within which all boards operate. The Education Act 1989 is the major piece of legislation affecting the delivery of education in New Zealand. Boards are also subject to many other Acts and Regulations.

Key legislation includes the National Education Guidelines, which are in three parts:

- National Administration Guidelines (“The NAGs”)
- National Education Goals (“The NEGs”)
- The New Zealand Curriculum (2007)

These three statements can be viewed online – See “Useful Links” at the start of this document.

The Papakaio School Board of Trustees develops and enacts its Charter within this legislative framework. The Board regularly reviews its performance in achieving the goals of the Charter.



- The latest Papakaio School Charter can be viewed via the school’s website :

<http://www.Papakaio.school.nz>

4.

ROLE OF THE BOARD

The Board:

- Defines the purpose of the school
- Sets and reviews the school's goals through its Strategic Plan
- Sets and reviews policies and will set and review procedures when they state "the BOT will"
- Must comply with current legislation and the National Education Guidelines
- Appoints the Principal and assesses their performance in meeting the school's goals
- Supports the Principal in managing the school
- Ensures the school is communicating effectively with its community
- Is not involved with the day-to-day running of the school.

ROLE OF THE PRINCIPAL

The Principal:

- Is the Chief Executive of the school
- Is the educational leader of the school
- Is a full member of the Board
- Provides information and guidance to the Board of Trustees
- Guides the Board of Trustees in decisions about: curriculum, employment, achievement targets, planning and reporting
- Manages the school within the law and in line with Board of Trustees policies and goals
- Oversees the day-to-day running of the school
- Makes recommendations to the Board of Trustees on the appointments of staff
- Oversees teacher appraisals and staff development programmes.

5.

POLICY STATEMENT FOR GOVERNANCE AT PAPAKAIO SCHOOL

From NAG 2:

“Each Board of Trustees with the Principal and teaching staff is required to:

- i. *develop a strategic plan which documents how they are giving effect to the National Education Goals through their policies, plans and programmes, including those for curriculum, assessment and staff professional development.”*

The Board of Trustees ensures that a Charter and Policy framework is established to guide and direct the management of Papakaio School. The Board of Trustees will monitor the implementation of these through a planned process of review and reporting.

Trustees act in the best interests of Papakaio School through the governance role of the Board.

Purpose

- To ensure that Papakaio School Board of Trustees provides sound governance for the school as a professional teaching and learning community.
- To ensure Papakaio School has a clear sense of purpose.
- To set priorities and targets for improvement of learning and achievement in the school .
- To seek assurance from the Principal, through monthly reporting, as to how progress is being made towards Achieving the targets.
- To evaluate information on student outcomes in respect of the targets that have been set.
- To seek assurance from the Principal that the school’s resources are being used optimally to deliver the agreed outcomes, including provision for staff professional development.

Guidelines

1. The Board of Trustees will develop and follow the school’s Charter, incorporating Strategic and Annual Plans.
2. The Board of Trustees will delegate all authority and accountability for the day-to-day operational organisation of the school to the Principal.
3. The Board of Trustees will develop and review the policy framework for the school.
4. The Board of Trustees will monitor and evaluate student learning outcomes .
5. The Board of Trustees will appoint, assess the performance of and support the Principal.
6. The Board of Trustees will manage school resources .
7. The Board of Trustees will work in partnership with its community.
8. The Board of Trustees will exercise governance in a way that fulfils the intent of the Treaty of Waitangi by valuing and reflecting New Zealand’s dual cultural heritage.
9. The Board of Trustees will act as good employers.
10. The Roles of Board and Principal will be clearly defined.
11. Trustees will act according to an accepted Code of Conduct.
12. The Board will operate effectively and efficiently through regular meetings, following accepted Meeting Procedures.
13. New trustees (elected or co-opted) will follow a supportive induction process.
14. The Board will undergo a regular process of Self Review.

6.

PAPAKAIO SCHOOL TRUSTEES CODE OF CONDUCT

Each trustee, in carrying out their duties, agrees to adhere to the following Code of Conduct

Each trustee will:

1. ensure that the needs of the students and their learning are given full consideration in planning, developing, resourcing and implementing the school's curriculum
2. ensure that all students are provided with an education which respects their dignity, rights and individuality, and which challenges them to reach the highest standards of personal achievement
3. serve their school and their community to the best of their ability and be honest, trustworthy, loyal and fair in all matters relevant to their roles and responsibilities
4. respect the integrity of staff, the Principal, parents and students
5. maintain the confidentiality and trust vested in them
6. not disclose to any other person information that might be harmful to the school.
7. ensure strict confidentiality of papers and information related to the Board's position as employer
8. ensure that individual trustees do not act independently of the Board and its decisions
9. recognise that only the Chairperson or a trustee nominated by the Board can speak for the Board
10. accept that the Principal is the professional leader of the school who is responsible to the Board of Trustees
"All elected, appointed and co-opted trustees, whether they are parent, proprietor, staff or student 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 outcomes for all concerned." New Zealand School Trustees Association
11. undertake an annual self-evaluation and led by the Chairperson to discuss the Board's efficacy and how it may be improved.

RESPONSIBILITIES OF PAPAKAIO SCHOOL TRUSTEES

Trustees act in the best interests of Papakaio School through the governance role of the Board.

The following key responsibilities define the expectations of a member of this Board.

Each trustee will:

1. abide by the Code of Conduct
2. attend Board of Trustees meetings and read agenda papers and reports beforehand
3. contact the Board Secretary or Chairperson to tender an apology if unable to attend a meeting
4. accept special delegations as required and will abide by the relevant Job Description
5. attend sub-committee meetings as required and will convey apologies if unable to get to any such meeting
6. make every effort to attend other Board meetings or functions held as necessary from time to time
7. catch up with information from missed meetings by reading the minutes and/or speaking with the Chairperson
8. contribute thoughts and ideas and will listen to and respect those expressed by other Board members
9. abide by the collective decisions of the Board and respect the confidentiality of information
10. make every effort to participate in any training programme agreed to by the Board.

MEETING PROCEDURES

Papakaio School Board of Trustees is committed to effective and efficient meetings.

- **Purpose:** to discuss school business in a public forum and to make and record decisions relating to the governance and management of Papakaio School. Meetings are held with the expectation that trustees have prepared for them and will participate fully in all discussions within the principles of acceptable behaviour
- **Date and Time:** meeting dates are set in advance (as part of the Annual Plan). Meeting dates and start times can be varied with the agreement of trustees and with due public notice. **Notice of meeting** is given on minutes of the previous meeting, in the Papakaio School newsletter, via e-mail and by circulation of the agenda.
- **Visitors:** Board meetings are held in public and visitors are welcome. Visitors will be given “speaking rights” at the discretion of the Chairperson. Visitors can request that a particular topic be discussed but due notice must be given. In extreme circumstances, new topics can be added to the agenda at a meeting, but only at the Chairperson's discretion. Visitors are requested to restrict their input to the topic in which they have a particular interest. The agenda may be varied to allow them to speak early in the meeting and then let the Board move on to other matters. Visitors attending the meeting will be given a notice about their rights to participation in the meeting.
- **Agenda:** meetings will be based on a prepared agenda, developed by the Chairperson in consultation with the Principal and circulated to all trustees at least two working days prior to a meeting.
- Trustees should advise the Chairperson or Principal if they wish items to be included on the agenda. The Chairperson reserves the right to include or exclude any item of business. The **order of the Agenda** may be varied by general agreement of the Board.
- **“No surprises in General Business”:** *the integrity and effectiveness of the Board relies on there being adequate time for trustees to consider issues prior to a meeting. Raising issues without forewarning, particularly if they are contentious, will reduce the Board's ability to make good decisions and can damage relationships.*
- **Reports must be submitted to the Board Secretary no less than 4 days prior to a meeting.** Reports can be sent in by e-mail. Late reports will be accepted only at the discretion of the Board Chair.
- **Circulation of Board papers:** the agenda, all reports, minutes of the previous meeting, correspondence and any additional material will be circulated to trustees at least four working days prior to a meeting. Copies of the agenda and all papers for the open (public) session of a Board meeting will be available for public viewing at the Office and at the meeting place. Reports are not read out at the meeting. Trustees are expected to prepare for meetings by reading all reports in advance.
- **Attendance & Apologies:** an apology for non-attendance of a Board meeting should be given to the Chairperson or Secretary as soon as possible. A trustee who misses three consecutive Board meetings without prior leave will cease to be a member of the Board. A standard apology for non-attendance does not constitute “prior leave”. A formal request for leave must be made to the Board Chairperson.
- **Discussion at Board meetings:** discussions will be centred around the topic in question. Open and honest dialogue is encouraged, but with respect for the views of others. The aim of any discussion should be to enable an informed decision to be made at the conclusion. The Chairperson will limit the length of discussions to suit the importance of the subject matter. Only one person at a time shall speak.

8.

- **Voting at Board meetings:** Voting will generally be **oral**. Trustees are reminded that they will abide by the collective decisions of the Board.
- **Minutes of the Board meeting:** the written account of the meeting following a standard format. Minutes will record main points of discussion and all decisions.
Copies of the unconfirmed minutes are circulated to trustees shortly within 48 hours after each meeting (via e-mail).
Additional copies of the unconfirmed minutes are circulated with Board papers prior to the next meeting.
Unconfirmed minutes are not available for circulation to the public although key decisions may be shared with the school community (if appropriate) via the Chairperson, Principal and/or school newsletter.
Once confirmed, the master copy of the minutes is signed and all pages and attached reports initialled by the Chairperson. The complete record is filed in **"Papakaio School Board of Trustees Minutes"** folder in the Office. This file is available to the public during school hours. "In committee" minutes are filed separately and kept in the School safe. Copies of all minutes are made available to the school's auditor.
- **"in committee" (exclusion of the public from a Board meeting):** the Board has the right, by resolution, to exclude the public and news media from the whole or part of the Board meeting in accordance with the Local Government Official Meetings and Information Act 1987. Decisions by the board are fully recorded but remain confidential. The Board will pass the motion to move "into committee" (exclude the public) whenever it needs to protect the personal privacy of an individual or to discuss sensitive financial issues eg. personnel issues, wage claims, contract tenders. The Board needs to make the reasons for excluding the public clear and reserves the right to include any non-board member it chooses.
- **To move "into committee", the relevant motion is:**

"That, under section 48 (1) of the Local Government Information and Meetings Act 1987, to protect personal privacy, the public be excluded from this meeting from this point in the proceedings (time). The general subject for each matter to be discussed is (topic)" Moved: Chairperson (no second required)

Any visitors or trustees that declare a conflict of interest will be asked to leave the meeting at this point.
At end of the "in committee section", the motion to return to open session is:

"That the Board moved back into "open session" at (time)." Moved: Chairperson (no second required)

- **"in committee"** minutes follow the same format as main minutes, but are filed separately and kept in the School safe. "in committee" minutes and any relevant papers are not circulated outside of the meeting. "in committee" minutes will be confirmed at the next available "in committee" session. Matters arising from these minutes may be discussed then or may form part of open session business at a future Board Meeting (e.g. confirmation of an appointment or resolution of a complaint).
- **Conflict of Interest:** from time to time situations may arise in which individual trustees could have, or could be thought to have, a personal stake in matters to be considered by the Board. A trustee who identifies a conflict of interest must declare it before any discussion of the matter begins.

A trustee should:

- Publicly declare a conflict of interest, state the general nature of the interest, and have the declaration recorded in the minutes.
- Withdraw from the meeting while the matter is discussed
- Not vote on the matter; and
- Not discuss the matter with the Board or attempt to influence any vote.

Pecuniary Interest: arises when a trustee may be financially advantaged or disadvantaged as a result of decisions made by the Board. In such cases the trustee concerned must leave the meeting while the topic is under discussion and a decision is made.

BOARD MEETINGS – LEGAL REQUIREMENTS

Papakāio School Board of Trustees is required to abide by the following legislation with regard to its meetings. All other meeting procedures are developed at the discretion of the current Board.

Preparation for Meetings

- **Timing of Meetings:** Board meetings to be held at least every three months (Education Act 1989 Sixth Schedule Clause 8)
- **Public Notice of Meetings:** The Board shall take all reasonable steps to ensure that parents of students enrolled at schools that the Board administers can readily find out within a reasonable time before those meetings, where and when meetings of the Board are to be held. (*Local Government Official Information and Meetings Act (LGOIMA) Amendment 1991 Section 4/7*)
- **Availability of Agendas and Reports** Board members should receive the agenda and Board papers at **least two days** before the meeting. Members of the public are entitled to inspect the agenda and papers at the school office at least two clear working days before the meeting. Note: “**in committee**” papers are exempt from this entitlement. (*Local Government Official Information and Meetings Act Amendment 1991 Section 5*)

Conduct of Meetings

- **Meetings Open to the Public** (Section 47)
- includes the news media (Section 29a)
- the agenda and relevant papers to be available (Section 49 b and c)
- chairperson can require a member of the public to leave in the interests of maintaining order (Section 50) (*Local Government Official Information and Meetings Act 1987*)

10.

- **Right to exclude the public:** The public can only be excluded from all or part of the meeting by the resolution of the Board on one or more of the following grounds:
 - good reason to withhold information (e.g. personnel matters)
 - when disclosure of information is against the law or in contempt of court
 - when the meeting is to consider an Ombudsman's recommendation with regard to a request for information under the Official Information Act. (*Local Government Official Information and Meetings Act Amendment 1991, Section 6*)

When one or more of the above criteria is met, the decision to move into committee must be taken in the public part of the meeting and the motion recorded in the minutes as per Section 2A of the LGOIMA. The Act also makes provision for people with relevant knowledge or expertise to remain at the meeting if appropriate. **See Meeting Procedures – “in committee”.**

From Education Act 1989 Sixth Schedule Clause 8:

- **Quorum:** No business shall be transacted at any meeting of a Board unless more than half the trustees then holding office are present (Item 4). Education Act 1989 Sixth Schedule Clause 8
- **Who presides:** The chairperson, if present, otherwise a trustee (not being the Principal or a staff or student representative) appointed by the Board at the meeting (Item 5).
- **Voting:** Every question before a Board shall be decided by a majority of the votes cast on it by trustees (item 6 & 7). Chairperson (or acting Chair) has a deliberative vote and where votes cast are equal, also has a casting vote. Note: it is good practice for a casting vote to be used in an uncontroversial way - for instance, to retain the status quo.
- **Conflict of interest:** A trustee can be excluded from a meeting if s/he:
 - has a pecuniary interest in any matter before the Board
 - is a staff member and a complaint, or matters relating to their employment, is being discussed.
 - is an enrolled student and matters relating to him/her as an individual student are discussed.However, any of the above may attend any meeting of the Board for the purposes of giving evidence, making submissions or answering questions (Item 8 – 11).
- **Meeting procedure:** Every Board shall determine its own procedures (Item 12)

Follow-up after meetings

- **Right of the Public to Inspect or Receive Copies of Minutes:** The public can inspect, take notes from or receive copies of minutes of meetings (except for those held “in committee”). The public may seek “in committee” minutes through the provisions of the Official Information Act 1982 (Local Government Official Information and Meetings Act 1987 Section 51)

11.

MEETING TERMINOLOGY

Trustees may find the following definitions of use:

Agenda: a list of items to be covered at the meeting, which is sent to the Board and made available to the public.

Amendment: motions can be amended during discussion. Formal meeting procedures requires that an amendment must be proposed, seconded and voted on before it becomes the substantive motion.

In committee: section of the meeting in which sensitive and/or confidential matters are discussed. The public is excluded. Rules for doing this are set out in the Local Government Official Meetings and Information Act 1987.

Minutes: permanent, written record of the business conducted at the meeting. Sent out to trustees in draft or unconfirmed form following the meeting and reviewed and confirmed at the beginning of the next.

Matters arising: matters noted in the minutes requiring action. Bringing them up is a means of checking that the actions have been taken.

Motion: a formal proposal that is moved and seconded before discussion and voting. Voting can be oral ("all those in favour?"), a show of hands or secret ballot. A vote may not be necessary if the chair is able to gauge consensus. When the whole Board is in agreement the motion is described as Agreed; when it is decided on a split vote it is Carried.

Moving reports: the correct motion for trustee reports is that they be "received". Financial records are "accepted". Only the minutes are "approved".

Moving from the Chair: motions put by the Chair do not require seconding. Usually relate to procedural matters eg. moving into committee, rather than for voting on key issues.

Notice of Meeting: stating date, time and place of the meeting and sent to all Board members and made known to the school community.

Points of Order: questions directed to the Chairperson requiring an answer or ruling, usually relating to meeting procedure.

Quorum: minimum number of trustees that must be present before the meeting ie. more than half of those currently holding office.

Standing Orders: the set of rules adopted by a Board to run their meetings, often the Model Standing Orders (MP 9204: 1993) of the Standards Association of New Zealand *, or an adaptation of these.

Tabling Documents: when written material is available in support of an item being discussed, "tabling" it makes it part of the official records of the meeting.

BOARD CORRESPONDENCE

Inwards Correspondence:

Correspondence addressed to the Board is received through the School Office. Correspondence will be opened by the Principal unless addressed to Chairperson or an individual trustee.

Correspondence of particular interest will be copied and circulated to all trustees, either as soon as received or prior to a Board meeting. The Principal, in consultation with the Board Secretary and Board Chair, makes the decision on which items should be circulated.

Correspondence, not circulated previously, will be tabled at the next meeting for all trustees to view if they wish.

(This excludes items that will be discussed “in committee” – these will be available only at the meeting and any copies made will be collected in and destroyed once discussed. The master copy will be filed after the meeting.)

Significant mail is scanned and sent to BOT members.

Correspondence Outward:

All outward correspondence will be on school letterhead.

All outward correspondence will be approved by the Board and will be recorded on the Correspondence Report.

The Board Secretary will prepare most correspondence but individual trustees, in carrying out their specific duties, may send out correspondence from time to time. It is important that this is recorded on the Correspondence Report and copies of all significant letters are kept in the Board Correspondence file.

A **Correspondence Report** is presented to the Board at each meeting, with items highlighted for discussion or action. The appropriate **resolution** is that *inwards correspondence is received and outwards correspondence approved*.

Annual Meeting – Annual Report

The Education Amendment Act 2006 has removed the need for Board of Trustees“ to have an Annual Meeting.

The Board of Trustees is still required to produce an Annual Report and must notify its school community of where and when the Annual Report is available for inspection. The Annual Report includes Annual Financial Statements, Audit Report, completed Annual Plan and analysis of Student Achievement targets for the year ended.

The Chairperson and/or Principal can include their own reports,, if they choose.

The Board of Trustees is required to submit copies of the Annual Report to the Ministry of Education by 31 May following year-end.

In lieu of the Annual General Meeting, the Board shall, at its first of the year (or the first meeting of the newly-elected Board – except in a tri-ennial election year).

- Elect the Chairperson
- Allocate trustee portfolios as required
- Confirm position of Privacy Officer
- Confirm position of Board Secretary (unless an appointed staff member)

13.

MEETING FEES

- The Board agrees to set the BOT fees in line with the recommendation by STA.
- The Principal, as a member of the Board, is entitled to the same payment as all other trustees except the Chairperson.
- Trustees receive fees for each meeting they attend.
- Meeting fees are paid on Trustee Payment Schedules prepared by the Board Secretary and processed by School Support Limited in December following the last meeting for the year.

Payments are made by direct credit.

TRUSTEES WITH SPECIAL RESPONSIBILITIES

- Chairperson
- Personnel
- Property
- Staff Representative
- Finance

CHAIRPERSON

At Papakaio School, the role of the Chairperson is important in ensuring the ongoing success of our Board and school. The Chairperson is the leader of the Board and carries overall responsibility for the integrity of the Board's processes. The Chairperson is re (elected) each year at the first meeting for the year or following the tri-ennial elections.

In addition to the general responsibilities of all trustees the Chairperson has the following responsibilities:

- Provides leadership for the Board
- Acts as spokesperson for the Board
- Monitors the work of the Board
- Leads the board members and develops them as a cohesive and effective team
- Supports other trustees in their roles
- 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
- Meets regularly with the Principal to build a working relationship based on trust, honesty, respect and support
- Prepares the agenda (in consultation with Principal)
- Prepares reports as required
- Is signatory to contractual obligations
- Ensures that the Principals Performance Agreement and Appraisal are completed on an annual basis
- Ensures good communication is established and maintained between the Board of Trustees and the wider community
- Works with Principal to write and present the Annual Report
- Ensures that any potential or real risk to the school or its name is communicated to the Board.
This includes any concerns or complaints

14.

The Board Chairperson and Principal work most effectively together when:

- They work in partnership towards the same goals
- They are able to make informed decisions
- All other trustees know and understand the roles of the Board and the Principal (i.e. the governance/management roles are defined and their individual responsibilities are known)
- There is mutual respect and a climate of trust and openness and harmony
- The Chairman and Principal establish a positive working relationship through regular meetings
- There are no surprises!
- Agreed tasks are completed
- Mediation/support is sought earlier rather than later

The success of our school is dependent on a relationship of trust and support between Board and Principal.

HEALTH & SAFETY:

In addition to the general responsibilities of all trustees, trustees are equally responsible for Health and Safety and will:

- Support the Principal with health & safety matters as required, including ensuring processes are in place to identify and rectify hazards.
- Support review of NAG 5 policies procedures and guidelines
- Work alongside the Property representative (Nag 4 (b))

Reporting: It is expected that the Principal will report to the Board as required (many topics will be covered in the Principal's Report).

PERSONNEL:

In addition to the general responsibilities of all trustees, the trustee with responsibility for Personnel will:

- Support the Principal with personnel & pastoral care matters as required.
- Support review of NAG 3 policies procedures and guidelines & relevant employment legislation & collective agreements

Reporting:

It is expected that the trustee with responsibility for Personnel will report to the Board as required.

PROPERTY:

In addition to carrying out the general responsibilities of all trustees, trustees are equally responsible for Property and will:

- Support the Principal with property matters and issues as required.
- Support review of NAG 4 (b) policies procedures and guidelines and the 10 Year Property Plan
- Work alongside Health & Safety representative (Nag 5)

[It is the responsibility of the principal to see that the day-to-day property tasks are carried out. Strategic property planning is a Board function.]

Reporting:

It is expected that the trustee responsible for Property will report to the Board as required (many topics will be covered in the Principal's Report).

15.

The staff trustee fulfils legislative requirements relating to board composition. The role of the staff trustee is to bring a staff perspective to board decision making.

As a trustee the staff 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.

Staff Trustee accountability measure	Standard
1. To work within the board's Charter	1.1 The Charter is obviously considered in board decisions
2. To abide by the board's governance and operational policies	2.1 The staff trustee has a copy of the Governance Manual and is familiar with all board policies
3. The staff 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 trustee is not a staff advocate 3.2 The staff trustee does not bring student concerns to the board
4. The staff trustee is bound by the Trustee Code of Behaviour	4.1 The staff trustee acts within the code of 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 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.

Finance

In addition to carrying out the general responsibilities of all trustees, the trustee representing the Finance Committee will:

- Assist with all budgeting requirements as per the Finance Committee Terms of Reference Policy and the Financial Planning Policy
- Oversee regular checks of internal financial procedures as recommended by school auditor
- Lead review of finance policies and procedures (NAG4a)
- Annual Review of Staff Usage Expenditure (SUE) Reports (with Chairperson)

Reporting:

It is expected that the trustee for Finance will report to the Board as required.

[The Principal will present the monthly finance reports each Board meeting.]

INDUCTION PROCESS FOR NEW TRUSTEES:

New trustees, whether elected or co-opted, will be given support and information to assist them into their new roles.

Suggested Process:

1. Personal welcome from Board Chair & Principal
2. Letter of welcome from Board Secretary (on behalf of whole Board), with information on:
 - a. Upcoming meetings (with times and locations)
 - b. Process for receiving Board papers and submitting apologies
 - c. Board meeting fees and payment schedules
 - d. Contact details for Board and Secretary
3. Information pack (trustee book bag!) containing:
 - a. Governance Manual & Charter
 - b. NZSTA guidebook (the little red book)
 - c. Ministry of Education information packs (usually available at time of election)
 - d. Ministry of Education Board membership forms
 - e. Direct credit information for Education Services
 - f. Previous three or four months Board minutes
 - g. Any other current information or publications that will be useful.
4. Trustee Training Opportunities
5. On-going support of new trustees by Chairperson and other Board members.

(Papakaio School Policies, Procedures and Guidelines are available on the school website, along with the latest Charter and this Governance Manual).

New trustees should be reassured that the Board is aware of the scale of this new role and that it will take time for the new member to become fully “up-to-speed”. The Board Chair will remain in close contact with the new trustee, especially during first few meetings, to make sure that they understand the various processes, are up-to-date with Board business, and are feeling involved and valued.

SELF REVIEW

NAG 2 requires that Papakaio School Board of Trustees maintains an on-going programme of Self Review.

The relevant process for the review of policy, procedure, curriculum and student achievement are included in “*Papakaio School Policies and Procedures & Guidelines*”.

Self Review enables the Board to assess and evaluate its progress towards its strategic goals. Review will enable the Board to “celebrate achievement and set new goals” & “identify areas of weakness and take strategic action”.

The Board will review the Charter, the Strategic Plan, Annual Plan, student achievement and policies across a three-year timetable. The Principal will lead the review process.

Individual review committees will be made up of the Principal, staff and, sometimes, trustees, for each area under discussion.

For each area under review, the Board will receive a **Review Report**.

From this report, the Board should be able to see:

- “How well are we doing?” (**collected data**)
- “How do we know?” (**results**)
- “So what will we do next?” (**recommendations**)

Some **key questions** for the Board to ask are:

- Is all compliance covered?
- Is what we planned actually happening?
- Is the budget appropriate?
- Are resources adequate?
- What successes should we celebrate?
- What improvements are required?

The Board should be guided by the professional knowledge of the Principal and staff in planning for improvement. Recommendations that are given are formally accepted by the Board and recorded on the Annual Plan. Policy and/or procedural statements are updated as necessary.

STUDENT ACHIEVEMENT

An important area for the Board is planning & reporting on student achievement. The aim is to improve student outcomes by setting annual targets for student achievement, against National Standards, and monitoring progress towards these goals. The targets form part of the Charter. Each target is set by the Principal and teaching staff and will be supported by new actions – increased resources, professional development, additional staffing – and the Board provides support through the budget and resourcing. Each trustee should know the current targets for the school!

The Board will receive reports on progress towards the targets, and will in turn report to the school community through Achievement Reports and the Annual Report. The key questions for Self Review apply to student achievement.

An important role for the Board is communicating the achievement data to the school community and encouraging the closer involvement of families in their children's education.

BOARD REVIEW OF GOVERNANCE

Papakaio School Board of Trustees will also review its own performance. Board Review of Governance will occur **annually**, coinciding with the update of the Annual Plan at the end of the year.

- **Chairperson:** the Board Chairperson will evaluate his/her effectiveness and performance in discussion with individual trustees and the Principal.

*It is envisaged that these will be **informal, confidential chats** between the Board Chair and each trustee, with no formal written record required beyond minuting that each has occurred.*

Whole Board : the Chairperson will co-ordinate a review of the effectiveness of the whole Board. The basis of this review will be the Annual Plan and the Governance Policies & Procedures set out in this manual. Issues may arise from the informal chats with trustees (above). Review may involve a survey of school community and staff. A significant incident at the school - sudden staff changes or an accident, for example - may also initiate a review.

Key indicators for Board Performance may include:

- progress towards achieving Annual Plan
- relationships within Board
- relationships between Board, Principal and staff
- relationships between Board and school community
- complaints & commendations received
- survey results
- level of community support of Board events e.g. forum
- level of community support of trustee elections
- trustee conduct
- trustee workload & monthly reports
- uptake of Board training opportunities
- attendance of meetings
- length & effectiveness of meetings

READING THE FINANCE REPORT

BACKGROUND

A key role of Papakaio School Board of Trustees is school finance. In accordance with NAG 4 (a), Boards are ultimately responsible for the allocation of school funds and are required to monitor school spending. The Board will authorise the Principal to control the financial transactions of the school. Trustees are required to *“seek assurance from the Principal that the school’s resources are being used optimally to deliver the agreed outcomes...”*

The Finance Report, received at each Board meeting, provides the information that will enable trustees to gain this assurance. All trustees will have an opportunity to question any financial transactions made on their behalf.

EXECUTION

School Support Ltd (Dunedin) provides financial services to Papakaio School. This service includes making payments on behalf of the School and in addition preparing monthly and annual accounts. School Support Services will provide a monthly financial report to the School which encompasses details of monthly financial transactions, analysis of budget to actual income and expenditure, analysis of working capital available, funds held and a summary of the School’s financial position.

The Finance Committee members made up of the Principal, Chairperson and Finance representative are to receive a full copy of these reports from School Support Ltd giving each the opportunity to independently view the report and report back on the information received if required. Trustees that do not receive the full report can view them upon request. The Principal is responsible for collating information and providing to the Board of Trustees a Finance Report. The Finance Report will contain a summary of the information received from School Support Ltd.

The Board gives full authority to the Principal to pay accounts on its behalf. The Principal has authority to commit expenditure during each year within the confines of the annual budget and accepted Board policies which include, but are not limited to, the Financial Management Policy and Financial Condition Policy.

WHAT THE FINANCE REPORT WILL IDENTIFY

In each Finance Report, trustees will see:

- A Statement of Financial Performance showing a comparison to budget
- A Statement of Financial Position
- Reporting and explaining financial variance against budget in line with the Board's expectations
- Key financial achievements from the previous month (if any)
- Expectations for the month ahead (if any)
- Significant matters and/or risks that require the Board's attention (if any)

COMPONENTS OF THE FINANCE REPORT REQUIRING INDIVIDUAL IDENTIFICATION

Fixed Asset transactions: we are required to highlight any transactions that involve the purchase, sale or disposal of fixed assets. "Fixed Assets" are defined as any capital items, including classroom equipment, furniture, appliances, etc of value greater than \$500 excluding GST. School Support Ltd maintains a full register of fixed assets. Their total value influences our financial position and is used to calculate depreciation and insurance.

Donations: we are required to highlight any donations received by the school.

Grants and Funding: The Board is required to approve any applications to trusts and societies for funding. Trustees will be given information on grants as they are received.

Fundraising: The Board of Trustees is required to approve any fundraising projects that are being carried out by, or on behalf of, the school. The Board's Finance Committee can approve events where the cost to the school is less than \$300. Events that will require greater funding must be approved by the whole Board. The Board will also receive an analysis of actual income and expenditure once the event is completed.