

Governance Policies

1. Board Roles & Responsibilities Policy

The board of trustee's key areas of contribution are:

Representation
Leadership
Accountability
Employer Role

The Board	Standards
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 are briefed and understand 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 seeks appropriate advice when necessary. 5.3 Accurate minutes of all board meetings are documented, approved by board and signed by chair. 5.4 Individual staff/student matters are always discussed in committee.
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. Fulfils the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage	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 Ensures Principal's performance management system in place & implemented.
11. Deals with disputes and conflicts referred to the board as per the school'	11.1 Successful resolution of any disputes and conflicts referred.
12. Represents the school in a positive, professional manner	12.1 Code of behaviour adhered to.
13. Oversees, conserves and enhances the resource base	13.1 Property/resources meet the needs of the student achievement aims.
14. Effectively hands over governance to new board/trustees at election time	14.1 New trustees provided with all relevant information to enable them to actively participate in board activities in an informed manner.

Review schedule: Triennially



TRUSTEES' CODE OF BEHAVIOUR POLICY

2. Trustees' Code of Behaviour 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. Ensure the needs of all students and their achievement is paramount.
3. Be loyal to the school and its mission.
4. Publicly represent the school in a positive manner.
5. Respect the integrity of the principal and staff.
6. 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.
7. Be diligent and attend board meetings prepared for full and appropriate participation in decision making.
8. Ensure that individual trustees do not act independently of the board's decisions.
9. Speak with one voice through its adopted policies and ensure that any disagreements with the board's stance are resolved within the board.
10. Avoid any conflicts of interest with respect to their fiduciary responsibility.
11. Recognise the lack of authority in any individual trustee or subgroup of the board in any interaction with the principal or staff.
12. 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.
13. Continually self-monitor their individual performance as trustees against policies and any other current board evaluation tools.
14. Be available to undertake appropriate professional development.

Review schedule: Triennially



CONFLICT OF INTEREST POLICY

3. Conflict of Interest Policy

The standard of behaviour expected at Newstead Model Country 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.

The purposes of this policy are to protect the integrity of the school decision-making process, to ensure confidence in the school's integrity, and to protect the integrity and reputations of staff and board members. Upon or before election or appointment, each person will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and will be updated as appropriate.

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: Triennially

4. Chairperson's Role Policy

The chairperson of Newstead Model Country 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, ensures that the conflict of interest disclosure is made and the code of behaviour is understood, and guides the new trustee.
2. Assists board members' understanding of their role, responsibilities and accountability including the need to comply with the Trustees' Code of Behaviour 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



THE RELATIONSHIP BETWEEN THE BOARD AND THE PRINCIPAL POLICY

5. 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 and Responsibilities of the Board policies along with the board's agreed Code of Behaviour 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 is required to share their biggest concerns with the board, and the board will ensure they create a culture where the principal feels supported in doing so.

Review schedule: Annually



PRINCIPAL'S PERFORMANCE APPRAISAL POLICY

6. 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 informal meetings (as needed) during the review period 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 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 seek feedback on the principal's performance from staff, parents, or any other person/s who are in the position of providing feedback on how the principal has performed.
7. The chairperson or delegate(s) will report back formally once a year to the board a summary report on the result of the appraisal. This will be discussed in committee with the principal absent.
8. 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.
9. 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: Triennially

7. 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 Behaviour 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.
6. The chair supports the principal and vice versa when required and appropriate.
7. There is understanding/acceptance of each other's strengths and weaknesses.
8. Each agree not to undermine the other's authority.
9. There is agreement to be honest with each other.
10. Each agree and accept the need to follow policy and procedures.
11. Each agree not to hold back relevant information.
12. Each agree and understand that the chair has no authority except that granted by the board.
13. Each understand 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



MEETING PROCESS POLICY

8. 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. Sufficient copies of the agenda of the open (public) session will be posted on the school website and available at the meeting place for the public.
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.

Decisions by the board are fully recorded but remain confidential. The board needs to:

- make the reasons for excluding the public clear
- reserve the right to include any non-board member it chooses

Review schedule: Triennially

9. 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.

Board meetings

General:

- Meetings are held as per schedule agreed by the board.
- 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. An apology does not meet the requirement of prior leave. To obtain prior leave a trustee must request leave from the board at a board meeting and the board must make a decision.
- The chairperson shall be elected at the first meeting of the year except in the general election year where it will be at the first meeting of the newly elected board.*
- The chairperson may exercise a casting vote in the case of equality of votes, in addition to his/her deliberative vote.*
- Any trustees with 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.
- 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 the deputy principal 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.
- Attendance fees are non-taxable within the agreed non-taxable amounts of \$605 annually for trustees and \$825 for the chairperson.

Special meetings:

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

Public participation:

(see *Public Attending Board Meetings Procedure*)

- 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.
- 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 Local Government Official Information and Meetings Act 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.*

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 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.
- All matters requiring a decision of the board are to be agended as separate meeting items.
- All items in the agenda are to carry a recommended course of action and where appropriate supplemented by supporting material in the agended documentation.
- 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 before the meeting.

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 before being distributed to trustees.

Review schedule: Triennially

Public Attending Board Meetings Procedure

The chairperson will ensure that members of the public attending board meetings are advised of 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 interest group.
5. No more than three speakers on any one topic.
6. Speakers are not to question the board and must speak to the topic.
7. Board members will not address questions or statements to speakers.
8. Speakers shall not be disrespectful, offensive, or make malicious statements or claims.
9. 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: Triennially

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: Triennially