

Taita College Governance Manual

The Rules for our Board

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	Updated/approved
1. Trustee Register	
2. Delegations List	Updated and approved December 2017
3. Charter	Approved and submitted
4. Principal's Performance Agreement	Under development
Part 2. Expectations of trustees	
	Reviewed
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Part 1. Annually updated section

1. Trustee register

Trustee register as at February 201*

	Parent-elected trustee
	Parent-elected trustee
	Parent-elected trustee
	Parent-elected trustee
	Parent-elected trustee
	Co-opted trustee
	Staff trustee
	Principal

2. Delegations

Delegations in the areas of finance, property and employment were approved at the December 2017 Board meeting.

3. Charter

The 2018 Charter was approved by the Commissioner.

4. Principal's performance agreement

A performance agreement with the Principal is in place for June 2018-June 2019.

Part 2. Expectations of trustees

1. Governance and management

The Board governs the school and the Principal manages the school.

Governance	Management
<p>The Board's main focus is student progress and achievement.</p> <p>The Board works on behalf of stakeholders to:</p> <ul style="list-style-type: none">• set direction and goals for the school• monitor the school's performance• report how the school is doing to the government, families and other stakeholders. <p>The Board works through the Principal to achieve its goals.</p> <p>The Board with the Principal is both accountable and responsible for the health and safety of everyone in the school.</p> <p>Areas of responsibility delegated to the Principal are set out in the delegations.</p> <p>Where the Board wishes to have a governance voice in the operation of the school it can set board policies. These can be found in Part 4 of this document.</p>	<p>The Principal with the Board is responsible for the health and safety of everyone in the school and for the education of students.</p> <p>The Principal works with the Board to set goals and direction for the school. The Principal then works with the staff to implement the directions set.</p> <p>The Principal reports progress towards goals and targets to the Board.</p> <p>The Principal must work within delegations and Board policies.</p>

2. Trustee code of behaviour

The Board is committed to ethical conduct in all areas of its responsibility and authority. The Board, and individual members, will conduct themselves in line with the values of the school.

Trustees shall:

1. Ensure the needs of all students and their achievement is paramount.
2. Understand and be loyal to the vision and goals of the school.
3. Represent the school in a positive manner in public.
4. Respect the integrity of the principal and the staff, and the principal's authority to manage the school.
5. Observe the confidentiality of non-public information acquired in their role as trustees and not disclose to other people any information that might be harmful to the school.
6. Be diligent and attend Board meetings prepared for full and appropriate participation in decision making.
7. Actively encourage diversity of opinion and robustness of debate but speak with one voice once decisions have been made. Individual trustees will not act independently of the Board's decision.
8. Speak with one voice through its adopted policies and ensure that any disagreements with the Board's stance are resolved within the Board.
9. Declare and manage any conflicts of interest, financial or other.
10. Recognise that no individual trustee of the Board has authority in any interaction with Principal or staff.
11. Accept that only the chairperson or delegate can speak for the Board.

Adopted by the Board on [date]

I agree to abide by the Code of Conduct

3. Conflict of interest

All staff and board members must declare and manage any conflict of interest between the interest of the school and their own personal, professional, and business interests.

Effectively managing conflicts of interest means being alert to potential as well as actual conflicts of interest and also to *perceptions* of conflicts of interest. Guidance on what is a conflict of interest or perceived conflict of interest is available from the Ministry of Education and should be followed where appropriate.

In the course of board meetings, trustees will let the board know if they, their family or any close associate may receive a benefit or gain from any decision made by the Board. The person with the conflict of interest will leave the meeting for the discussion and will not vote on the question.

4. Role of the Chairperson

The chairperson is elected at the first meeting of the year except in a year when trustee elections are held. In an election year the chairperson is elected at the first meeting of the newly-elected trustees. The roles of the Chairperson are to:

- Manage the work of the Board by ensuring that the focus stays on student achievement
- Ensure that the Board meets its obligations to stakeholders – students, families, government and staff.
- Set the agenda for the meeting in consultation with the Principal.

- Manage the meetings and create an environment where trustees can contribute.
- Represent the Board to the school community and others where needed.
- Maintain an effective working relationship with the Principal.
- Help trustees to understand their role and responsibilities including the importance of things such as standing by collective decisions, observing the code of behaviour and respecting in-committee confidentiality.
- Ensures the principal's performance agreement and review are completed on an annual basis.
- Ensures concerns and complaints are dealt with according to the school's policy and procedures.

The essential and desirable qualities of a board chair include:

- Availability between meetings to meet with the Principal
- Meeting management skills
- Relationship management
 - internally, board members and within the school
 - externally with the school community and wider community
 - with Ngati Toa
- Governance experience
- A calm approach
- An inclusive style
- Integrity
- An ambassador for the school
- A person who upholds the Code of Conduct.

5. Expectations of trustees

The Board of Taita College have agreed their expectations of trustees include:

- Attendance
- Preparation
- Enthusiasm and positive participation
- To be here for every student
- To be visible and accessible to the school community
- To represent the College positively in the community
- Confidentiality when it is required
- Collective responsibility and ownership of board decisions.

6. Role of the staff trustee

Every board is required to have a staff trustee. The role of the staff trustee is to bring a staff perspective to board discussion and decision-making.

The staff trustee is required to serve the broader interests of the school in the same way as other trustees and has equal voice, vote, standing and accountabilities as all other trustees.

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.

7. Role of the student trustee

Every secondary school board is required to have a student trustee. The student trustee brings a student perspective to board discussion and decision-making.

It is not necessary for the student trustee to prepare a verbal or written report for the board unless specifically requested by the board

Most of the issues that concern students and may be brought to the attention of the student trustee are operational issues. It can be useful for the student trustee to have a regular meeting with the Principal, away from the board meeting, to discuss these issues.

8. Co-option

A board is able to co-opt additional trustees up until one fewer than the number of parent-elected trustees. Taita College currently has six parent-elected trustees so up to five trustees could be co-opted. Co-option is for a fixed term of any length but which shall not extend beyond the next triennial trustee election.

Co-option is a tool used to

- fill an identified skills gap within the Board or a Committee
- reflect the ethnic and socio-economic diversity of the student body of the school
- maintain the balance of male and female trustees
- reflect the character of the school and its community.

9. The relationship between the Board and the Principal

The Board and the Principal form the leadership team and an effective relationship between them is critical to the school's success. Some requirements for an effective relationship between the Board and the Principal are that:

1. The 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 (unless specifically requested by the Board) 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 Board and Principal must work as a team and there should be no surprises.
8. Neither party will deliberately hold back important information or knowingly misinform the other.
9. The Board must maintain a healthy independence from the Principal in order to fulfil its role. The Board is there to critique and challenge the information that comes to it, acting in the best interests of students at the school.
10. The Principal should be able to share their biggest concerns with the Board.

10. Expectations for principal reporting

The Principal reports to the board as a whole and keeps it informed about student achievement, teaching and learning, the school's financial position and any other matters of importance to the performance of the school. The Board governs on the basis of information supplied by the Principal. For that reason the Principal must:

1. Annually provide a report on College performance against charter goals and targets (Analysis of Variance).
2. Report to the Board throughout the year on:
 - a. student achievement
 - b. progress towards strategic and annual goals
 - c. financial performance, including banked staffing balance.

3. Inform the Board of changes in personnel and any issues relating to staffing that have governance implications.
4. Report on any stand-downs or suspensions at the following meeting.
5. Report any non-compliance of Board policy.
6. Provide any information requested by the Board within the specified timeframe.

Principal reporting needs to be in plain language and not overly complex or lengthy.

11. Complaints policy and procedure

The Taita College Complaints Policy and Procedure was approved on 19 March 2018 and can be found in the policy folder.

Part 3 How the Board works

Meeting rules

Before the meeting

1. Meetings are scheduled regularly and advertised in advance.
2. The agenda is provided in advance. Trustees wanting to put things on the agenda should inform the Chairperson or Principal.
3. Papers needing discussion or decisions must be circulated before the meeting so that they can be considered.
4. Action lists from the previous meeting have been circulated in advance (usually with the minutes of that meeting) so people are reminded of jobs they need to complete.

At the meeting

1. A minute taker is responsible for recording decisions, and, if there is a reason to do so, noting key points of the discussion.
2. Start on time and confirm the finish time with those attending.
3. Open with karakia, prayer or words of welcome as appropriate.
4. Confirm the agenda including any appropriate additions.
5. Follow the agenda.

Recording

Minutes will generally include:

- meeting time, date and venue
- names of those present and any apologies
- name of meeting chair or facilitator
- the matters for discussion, agreed action points or decisions made, the person responsible for those actions and completion dates
- date, time and venue of next meeting.

Unless there's a particular reason to do so, it's not necessary to record discussion.

After the meeting

After the meeting:

1. Confirm any action plans and follow-ups
2. Get the minutes checked by the Chair and Principal.
3. Circulate the minutes. Initially, soon after the meeting, and again prior to the next meeting with the agenda and reports for that meeting.

Decision making

The Board will make decisions by consensus. Where this is not possible a vote will be taken and majority rule will prevail. If votes are tied the Chairperson has a second, casting vote.

Resolving conflict

There are times when it can be difficult to make decisions during a meeting. There is no single right way to resolve conflict that may arise during meetings, but some key elements should be observed:

- allow enough time to deal with conflict
- define the issue in terms that are clear, neutral and acceptable to all parties in conflict
- use reflective listening to explore the issues: summarise what is being said at regular intervals
- have parties identify their points of view and what their ideal solutions would be.

Trustee remuneration

The Board has the right to set the amount that the chair and other board members are reimbursed for attendance at board meetings in recognition that these fees cover the expense of attending board meetings. The Principal, as a member of the board is entitled to the same payment as all other trustees except the chair. Currently at Taita College;

1. The chair receives \$75.00 per board meeting
2. Elected board members receive \$55.00 per board meetings
3. There is no payment for working group/committee meetings
4. Attendance fees are non-taxable up to \$605 annually for trustees and \$825 for the chair
5. Attendance costs for professional development will be met by the school and must be approved by the Board first.
6. All other reimbursements must be approved by the Board prior to any spending occurring

Board committees

The Board may set up committees/working parties to assist the board carry out its responsibilities. A boards can delegate any of its powers to a committee except the power to borrow money.

1. Board committees can include non-trustees. Committees must have a minimum number of 2 persons, at least one of whom must be a trustee.
2. With the exception of a board discipline committee, committees must act through the board and can only recommend courses of action to the board. Committees have no authority to act without the delegated authority of the board.
3. Should have terms of reference which outline the purpose, delegated authority and current membership of the committee.

When the powers held by the Commissioner are returned to the Board Taita College will need:

- a finance committee
- an ad-hoc student discipline committee
- an annually appointed Principal Performance Management committee.

1. Finance Committee terms of reference

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

Purpose of the Finance Committee

The Finance Committee is responsible for providing guidance to the principal on financial matters.

Delegated authority

The Finance Committee is responsible to the Board for:

- Recommending, in association with the Principal, an annual budget.
- Recommending the level of budgetary discretion available to the principal.
- Reviewing accounts passed for payment by the school.
- Assisting the principal to prepare a financial report to be provided to the Board by the Principal at every board meeting.
- Recommending changes to financial policy.
- Overseeing the preparation of the annual accounts for board approval.
- Annually reviewing the school's insurance cover.
- Assessing and making recommendations to the board on requests for spending on individual items outside of budget.

2. Student Discipline Committee

Purpose of the Student Discipline Committee

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

Delegated authority:

That the powers conferred on the board under Sections 15 and 17 of The Education Act 1989 are delegated to the Discipline Committee of the Board of Trustees. The Committee 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.

Committee members

Can be any member of the Board excluding the Principal. The chair of the committee is the Board Chair or other parent-elected trustee. The Committee will aim for three members; the quorum for the committee shall be two trustees.

3. Principal Performance Management Committee

Purpose of the Principal Performance Management Committee

Taita College Board is the employer of all staff and the direct employer of the Principal. In order for the Principal to perform to his/her best he/she needs a performance management framework that includes clear expectations, proper support and robust appraisal

Delegated authority

The Principal Performance Management Committee is delegated to:

- negotiate an annual performance agreement with the Principal setting the Principal's goals for the year
- ensure the Principal's professional development needs are met
- ensure the Principal has an annual performance review conducted either by delegated member(s) of the board or by an independent consultant with expertise in principal appraisal.
- ensure a summary report of the Principal's appraisal is tabled at the Board in-committee.

Part 4 Taita College Operational Policy Framework

Governance Policy	Approved	Draft
Governance Manual (Rules for the Board)	July 2018	
Delegations	December 2017	
Operational Policy		
NAG 1 Curriculum and achievement		
Achievement reporting to BoT		
Maori student achievement		
Safe environment and behaviour management		
NAG 2 Planning and reporting		
Reporting to the Board		
Reporting to parents and community		
Concerns and complaints	March 2018	
School review		
Nag 3 Personnel and Employment		
Staff Code of Conduct		
Staff appointments	January 2018	
Principal performance management	July 2017	
Staff performance management	July 2017	
Staff discretionary leave	March 2018	
Staff personnel files		
Protected disclosures (required)	July 2017	
Prevention of and response to sexual harassment	July 2017	
Privacy		
Nag 4 Finance and property		
Cash management procedures	December 2017	
Budget development		
Credit card policy and procedures	December 2017	
Segregation of duties	December 2017	
Theft and fraud prevention	December 2017	
Sensitive expenditure policy and procedures	December 2017	
Travel policy and procedures	December 2017	
Koha policy		Dec 2017
Nag 5 Health and safety		
Health and safety		
Management of suspected abuse or neglect		
Physical restraint and seclusion	July 2017	
Nag 6 Other requirements		
Nag 7 Charter		
Charter including strategic and annual plan	January 2018	
Nag 8 Analysis of variance		
Analysis of variance		