



Newtown School
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Newtown School Policy Framework

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Introduction

The board of trustees of Newtown School is focused on the ongoing improvement of student progress and achievement within an environment that provides inclusive education.

To ensure effective school performance, the board is committed to a strong and effective governance framework that incorporates legislative requirements and good practice.

Governance and Management

The following are the board’s agreed governance and management definitions which form the basis upon which both the working relationships and the board’s policies are developed.

Governance	Management
<p>The ongoing improvement of student progress and achievement is the board’s focus.</p> <p>The board acts in a stewardship role and is entrusted to work on behalf of all stakeholders. It is accountable for the school’s performance, emphasises strategic leadership, sets the vision for the school and ensures compliance with legal and policy requirements.</p> <p>Board policies are at a governance level and outline clear delegations to the principal. The board and principal form the leadership, with the role of each documented and understood. The principal reports to the board as a whole with committees used sparingly and only when a need is identified in order to contribute to board work.</p> <p>The board is proactive rather than reactive in its operations and decision making and does not involve itself in the administrative details of the day to day running of the school.</p>	<p>The board delegates all authority and accountability for the day-to-day operational organisation of the school to the principal who must ensure compliance with both the board’s policy framework and the law of New Zealand. [For detail see Operational Policies]</p>

In developing the above definitions for Newtown School the board is mindful of the following excerpts from the Education Act 1989:

Education Act 1989, (Section 75, 72, 76, 65 and 66)

The Education Act 1989 was revised on 13th June 2013 to better reflect the board’s primary focus of student achievement. The legal and prime responsibility of boards of trustees is determined by Section 75 of the Education Act 1989:

s.75 Functions and powers of boards

(1) A school’s board must perform its functions and exercise its powers in such a way as to ensure that

every student at the school is able to attain his or her highest possible standard in educational achievement.

- (2) Except to the extent that any enactment or the general law of New Zealand provides otherwise, a school's board has complete discretion to control the management of the school as it thinks fit.

s.72 Bylaws –

Subject to any enactment, the general law of New Zealand, and the school's charter, a school's board may make for the school any bylaws the board thinks necessary or desirable for the control and management of the school.

s.76 Principals –

- (1) A school's principal is the board's chief executive in relation to the school's control and management.
- (2) Except to the extent that any enactment or the general law of New Zealand provides otherwise, the principal –
- (a) Shall comply with the board's general policy directions; and
 - (b) Subject to paragraph (a), has complete discretion to manage as the principal thinks fit the school's day to day administration.

s.65 Staff

....A board may from time to time, in accordance with the State Sector Act 1988, appoint, suspend, or dismiss staff.

s66 Delegations

- (1) The governing board of a board may delegate any of the functions or powers of the board or the governing board, either generally or specifically, to any of the following persons by resolution and written notice to the person or persons:
- (a) a trustee or trustees;
 - (b) the principal or any other employee or employees, or office holder or holders, of the board;
 - (c) a committee consisting of at least 2 persons, at least 1 of whom is a trustee;
 - (d) any other person or persons approved by the board's responsible Minister;
 - (e) any class of persons comprised of any of the persons listed in paragraphs (a) to (d).

In order to carry out effective governance of the school the board has developed the following policy framework. This is in 3 parts being:

Part 1 - The Charter is the joint responsibility of the board and management and is the guiding document for everyone involved with the school.

Part 2 - Governance Policies are policies developed and maintained by the board and implemented by the board and management as appropriate.

Part 3 - Operational Policies are policies developed and maintained by management with consultation by the board, and are implemented by management.

Part 1 - The Charter

A charter sets the direction for the school and identifies the priorities the board expects the principal to be leading. The Education Act requires every school's board of trustees to:

- prepare and maintain a charter
- send a reviewed and updated charter to the Ministry of Education every year.

The Newtown School Charter can be found here:

<https://drive.google.com/drive/folders/0By5NXPYfhgrjekdyUHI3R0Zza0E>

Part 2 - Governance Policies

These governance policies outline how the board will operate and set standards and performance expectations that create the basis for the board to monitor and evaluate performance as part of its ongoing monitoring and review cycle. The board will be responsible for the maintenance and implementation of these policies.

1. Board Roles and Responsibilities Policy

The board of trustees' key areas of contribution are focused on four outcome areas:

**Representation
Leadership
Accountability
Employer Role**

The board	The Standards
1. Sets the strategic direction and long-term plans and monitors the board's progress against them	1.1 The board leads the annual charter review process 1.2 The board sets/reviews the strategic aims by 28 February each year. 1.3 The board approves the annual plan and targets and ensures the Charter is submitted to the Ministry of Education (MoE) by 1 March each year. 1.4 Regular board meetings include a report on progress towards achieving strategic aims. 1.5 The Charter is the basis for all board decision making.
2. Monitors and evaluates student progress and achievement	2.1 The board approves an annual review schedule covering curriculum and student progress and achievement reports. 2.2 Reports at each regular board meeting, from principal, on progress against annual plan, highlight risk/success. 2.3 Targets in the annual plan are met, the curriculum policy is implemented and there is satisfactory performance of curriculum priorities.
3. Appoints, assesses the performance of and supports the principal	3.1 Principal's performance management system in place and implemented. 3.2 Healthy working relationship in place between principal and board on basis of good faith and "no surprises".
4. Approves the budget and monitors financial management of the school	4.1 Budget approved by the first meeting each year. 4.2 Satisfactory performance of school against budget.
5. Effectively manages risk	5.1 The board has an effective governance model in place. 5.2 The board remains briefed on internal/external risk environments and takes action where necessary. 5.3 The board identifies 'trouble spots' in statements of audit and takes action if necessary. 5.3 The board ensures the principal reports on all potential and real risks when appropriate and takes appropriate action.

6. Ensures compliance with legal requirements	6.1 New members have read and understood the governance framework including policies, the school charter, board induction pack and requirements and expectations of board members. 6.2 New and continuing members have kept aware of any changes in legal and reporting requirements for the school. Board has sought appropriate advice when necessary. 6.3 Accurate minutes of all board meetings, approved by board and signed by chair. 6.4 Individual staff/student matters are always discussed in public excluded session. 6.5 Board meetings have a quorum.
7. Ensures trustees attend board meetings and take an active role	7.1 Board meetings are effectively run. 7.2 Trustees attend board meetings having read board papers and reports and are ready to discuss them. 7.3 Attendance at 80% of meetings (min.). 7.4 No unexplained absences at board meetings (3 consecutive absences without prior leave result in immediate step down) Refer Education Act 1989, s104 (1) ©.
8. Approves major policies and school programme initiatives	8.1 Approve programme initiatives as per policies. 8.2 The board monitors implementation of school programme initiatives.
9. Fulfils the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage	9.1 The Treaty of Waitangi is considered in board decisions. 9.2 The board, principal and staff are culturally responsive and inclusive.
10. Approves and monitors human resource policy/procedures which ensures effective practice and contribute to its responsibilities as a good employer	10.1 Becomes and remains familiar with the broad employment conditions which cover employees (i.e. Staff employment agreements and arrangements). 10.2 Ensures there are personnel policies in place and that they are adhered to e.g. Code of Conduct. 10.3 Ensures there is ongoing monitoring and review of all personnel policies.
11. Deals with disputes and conflicts referred to the board as per the school's concerns and complaints procedures	11.1 Successful resolution of any disputes and conflicts referred.
12. Represents the school in a positive, professional manner	12.1 Code of 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 governance manual and induction. 14.2 New trustees fully briefed and able to participate following attendance at an orientation programme. 14.3 Appropriate delegations are in place as per s66 Education Act. 14.4 Board and trustees participate in appropriate professional development.

2. Responsibilities of the Principal Policy

The principal is the professional leader of the school and the board's chief executive working in partnership with the board of trustees. The principal shall not cause or allow any practice, activity or decision that is

unethical, unlawful, and imprudent or which violates the board's Charter or expressed values or commonly held professional ethic.

Alongside their professional role, the principal's key contribution to **day-to-day management** of the school is as per the management definition in the introduction to this governance manual.

The principal is responsible for overseeing the implementation of board policy and strategic aims. Where reference is made to the school, management and staff the principal will be responsible for implementation. From time to time the chair of the board acting within delegated authority may issue directions to the principal in policies of the school, in minutes of the board, or by written delegation.

The responsibilities of the principal are to:

1. Meet the requirements of their current employment contract and job description including the 4 areas of practice from the Principals' Professional Standards.
2. Act as the educational leader and day to day manager of the school within the law and in line with all board and school policies.
3. Participate in the development and implementation of their annual performance agreement, and participate in their annual review process.
4. Develop, seek board approval of, and implement an annual plan that is aligned with the board's strategic plan, meets legislative requirements and gives priority to improved student progress and achievement.
5. Use resources efficiently and effectively and preserve assets (financial and property).
6. Put good employer policies into effect and ensure there are effective procedures/guidelines in place.
7. Allocate pay units for appropriate positions.
8. Ensure effective and robust performance management systems are in place for all staff which include performance management reviews, attestations for salary increases and staff professional development.
9. Employ, deploy and terminate relieving and non-teaching staff positions.
10. Employ teaching staff as per the appointments policy.
11. Communicate with the community on operational matters where appropriate.
12. Refrain from unauthorised public statements about the official position of the board on controversial social, political, and/or educational issues.
13. Keep the board informed of all important information related to the school in accordance with the board's reporting policy requirements.
14. Act as Protected Disclosures Officer and ensure procedures are in place to meet the requirements of the Protected Disclosures Act 2000.
15. Appoint, on behalf of the board, the Privacy Officer and the Designated Person for Child Protection and any other roles required in accordance with specific policies.

Only decisions made by the board acting as a board are binding on the principal unless specific delegations are in place. Decisions or instructions by individual board members, committee chairs, or committees are not binding on the principal except in rare circumstances when the board has specifically authorised it.

The principal is not restricted from using the expert knowledge of individual board members acting as community experts.

3. Disciplinary Process in Relation to the Principal Policy

In the event the board receives a complaint regarding the principal or determines that policy violation(s) may have occurred in the first instance the board will consider whether this may be dealt with in an informal manner (as per the employment agreement provisions that apply to the principal). Where the board considers the degree and seriousness of the concern or violation(s) sufficient to warrant initiating a disciplinary or competency process, the board shall seek the support and advice in the first instance from an NZSTA adviser to ensure due process is followed.

4. Principal Professional Expenses Policy

A budget for professional expenses and for professional development will be established annually in accordance with the principal's professional development plan contained in their performance agreement and be included in the budget. Any overseas trips for professional development must be approved by the board of trustees at least one term in advance of the event.

Professional development expenses may include but are not confined to: continuing education, books and periodicals, mentoring, and attendance at professional conferences.

5. Reporting to the Board Policy

The principal reports to the board as a whole and keeps it informed of the true and accurate position of the outcomes of curriculum; teaching and learning; financial position; and all matters having real or potential legal considerations and risk for Newtown school. This reporting supports the board in its strategic decision-making and risk management by also requiring the principal to submit any monitoring data required in a timely, accurate and understandable fashion. 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. The principal must ensure that they report, in a timely and comprehensive manner, on:

1. significant trends, implications of board decisions, issues arising from policy matters or changes in the basic assumptions upon which the board's strategic aims are based.
2. the following management areas for each board meeting:
 - principal's management report including:
 - i. strategic matters
 - ii. student progress and achievement
 - iii. personnel matters
 - iv. delivery of the curriculum
 - v. finance and property matters
3. significant changes in staffing, programmes, plans or processes that are under consideration.
4. financial variance against budget in line with the board's expectations.
5. stand-downs, suspensions, exclusions and expulsions on a per meeting basis.
6. roll variance against year levels and reasons on a per meeting basis.
7. non-compliance of a board policy.
8. recommended changes in policies community engagement including areas of possible bad publicity or community dissatisfaction.
9. any other matter requested by the board and within the specified timeframe.

6. Trustees' Code of Behaviour Policy

The board is committed to ethical conduct in all areas of its responsibilities and authority. Trustees shall:

1. Understand, maintain and reflect the values and goals of Newtown 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 they 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 committee/working party of the board in any interaction with the principal or staff.
12. Recognise that only the chair (working within the board's agreed chair 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.

7. Trustee Remuneration and Expenses Policy

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 Newtown School;

- 1 The chair may claim \$75.00 per board meeting.
- 2 Elected board members may claim \$55.00 per board meetings.
- 3 There is no payment for working group/committee meetings.
- 4 Attendance fees are non-taxable within the agreed non-taxable amounts of \$605 annually for trustees and \$825 for the chair.
- 5 Attendance costs for professional development sessions will be met by the board of trustees. Prior approval must first be sought.
- 6 All other reimbursements are at the discretion of the board and must be approved prior to any spending occurring.

8. Conflict of Interest Policy

Newtown Schools expects 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 ability to protect the integrity and reputations of board members and meet legislative requirements. 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 board meetings, 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 meeting for the discussion and will not be permitted to vote on the question.

The staff trustee will be considered to have a conflict of interest when the Board needs to address any issue pertaining to the Principal's performance or that of a senior staff member. The Chair will have discretion to ask the staff trustee to not be present for the duration of these discussions.

9. Chair's Role Description Policy

The chair of Newtown 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. Day to day relationships between the board and the principal are delegated to the chair and the chair and the principal must engage with each other and undertake their respective functions in a professional manner and in good faith.

The Chair:

1. Is elected at the first board meeting of the year except in a triennial trustee election year where it shall be at the first meeting of the board.*
2. Welcomes new members, ensures that the conflict of interest disclosure is made and the code of behaviour is understood and signed, and leads new trustee induction.
3. Assists board members' understanding of their role, responsibilities and accountability including the need to comply with the Trustees' Code of Behaviour policy.
4. Leads the board members and develops them as a cohesive and effective team.
5. Ensures the work of the board is completed.
6. Ensures they act within board policy and delegations at all times and do not act independently of the board.
7. Sets the board's agenda and ensures that all board members have the required information for informed discussion of the agenda items.
8. Ensures the meeting agenda content is only about those issues which according to board policy clearly belong to the board to decide.
9. 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.*
10. Ensures interactive participation by all board members.
11. 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 and is the official signatory for the annual accounts.*
12. Is responsible for promoting effective communication between the board and wider community including communicating appropriate board decisions.
13. Establishes and maintains a productive working relationship with the principal.
14. Ensures the principal's performance agreement and review are completed on an annual basis.
15. Ensures concerns and complaints are dealt with according to the school's concerns and complaints procedures.
16. Ensures any potential or real risk to the school or its name is communicated to the board. This includes any concern or complaint.

* *Legislative Requirement*

10. Staff Trustee Role Description Policy

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 and discussion.

The staff trustees role on the Board is intended to provide a staff perspective in board discussions. 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 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 staff 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 necessary for the staff trustee to prepare a verbal or written report for the board unless specifically requested to from the board.	5.1 No regular reports received unless a request has been made by the board on a specific topic.
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11. Principal's Performance Management Policy

It is the policy of the Newtown School Board of Trustees to establish a performance agreement with the principal each year* and review the principal's performance on an annual basis. The objective of the review is to ensure every student at Newtown School is able to attain his or her highest possible standard in educational achievement.

1. The review process will occur annually, providing a written record of how the principal has performed as per the terms of the performance agreement and identifying professional development needs.
2. The principal's performance will be formally reviewed on an annual basis by duly delegated member(s) of the board and optionally, at the board's choice, an independent consultant who specialises in education.
3. Those delegated or contracted to perform the review process shall have written formalised instructions specifying the responsibilities of the role.
4. There will be an interim mid-year review before the annual formal review, between the principal and chair or delegate(s) to discuss progress.
5. The principal will be reviewed on the criteria set forth in the performance agreement: performance objectives, professional standards, learning and development objectives and fulfilment of additional duties which require concurrence payment.
6. If the principal and the board disagree on the performance objectives, the board, after considering the principal's input, will amend the disputed objectives or confirm the unchanged objectives. The board's decision will be final.
7. The board chair, delegate(s) and consultant may gather information from staff, trustees, parents, or any other relevant members of the larger school community who can provide feedback on how the principal has performed. Evidence may include surveys, self-review, teaching observation (if relevant), interviews, focus groups or documentary evidence.
8. The principal and delegate(s) will meet for a formal interview to discuss whether the performance agreement has been satisfied with the principal given the opportunity to discuss and comment on each criterion before a rating is given. The results will then be drafted into a report by the delegate(s) and sent to the principal. The principal can accept the report or dispute the report. If the report is disputed, the delegate(s) will consider the principal's views before deciding to either amend the report, in accordance with the principal's views, or let the report stand, with the principal's comments attached.
9. The chair/delegate(s)/consultant will present the final report/summary back to the board the result of the review. The principal may/may not be present at the presentation and/but will have the opportunity to address the board. The principal will then exit and further discussion may continue among the board.
10. The principal will be informed personally and in writing of the final outcome following the report discussion.
11. The performance agreement and results of the review are confidential to the principal, the board and their agents unless both parties agree to wider distribution.

* Legal requirement

12. 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 as agreed by the Board. The agenda preparation is the responsibility of the chair. Sufficient copies of the agenda of the open (public) session will be posted on the board of trustees' notice board 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.
4. Can be held via audio, audio and visual, or electronic communication providing:
 - all trustees who wish to participate in the meeting have access to the technology needed to participate, and
 - a quorum of members can simultaneously communicate with each other throughout the meeting.

13. Board Induction Policy

The board is committed to ensuring continuity of business and a smooth transition when trustees join the board. Therefore,

1. New trustees will receive a welcome letter (or email) on their joining the board which includes:
 - How they can access the governance folder
 - The suggested date of the induction
 - The date of the next board meeting
 - Chair and principal contact details
2. New trustees will be issued with a governance manual containing copies of the school's:
 - Charter – including the strategic and annual/operational plans
 - Policies
 - The current budget
 - The last Education Review Office report
 - The last annual report
 - The triennial review programme
 - Any other relevant material
3. The chair or delegate will meet with new board members to explain board policy and other material in the governance manual.
4. The principal and chair or delegate, will brief all new members on the organisational structure of the school.
5. The principal will conduct a site visit of the school.
6. New board members are to be advised of the professional development that is available from NZSTA and other relevant providers.
7. After three months on the board, the effectiveness of the induction process is to be reviewed by the chair with the new members. The following form may be used for this purpose:
https://docs.google.com/document/d/1smIV685Rq9dPElIf_sTlvWmtCHFEdgSwy34xFsDfWnw/edit

14. Board Review Policy

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

- the annual report
- the triennial review programme
- the Education Review Office report
- any other means deemed appropriate by the board

The Board should, at least annually, evaluate the effectiveness of its meetings by using this form
<https://docs.google.com/document/d/1XyZqyK08qhxPXoWeU9rahBFwXccT1EofZ8FkwXK-MnY/edit>

15. Committee Policy

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

Section 66 of the Education Act 1989 gives the board the authority to delegate any of its powers to a special committee, except the power to borrow money.

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 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. 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

16. Property and 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 on financial matters.

Purpose of the Finance Committee

The finance committee is 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
12. Assessing and making recommendations to the board on requests for spending on individual items outside of budget.

17. Staff Appointments Policy

1. To assist in the appointment of quality staff to any vacancy which may arise, appointment committees with expertise relevant to the vacancy, will be selected to carry out the appropriate appointment procedures which will be convened on the following basis:
 - a. Appointment of the deputy-principal and senior teachers will involve an appointment committee consisting of the principal, the board chair and a further trustee (should the board feel the need to include one).
 - b. Unless determined otherwise by the board, appointment of all other teachers, part time teachers, long term relieving teachers, and non teaching staff will be the responsibility of the principal in consultation with the board chair or delegate where deemed necessary.
 - c. Appointment of the principal is the responsibility of the board which will determine the process.

2. The board delegates responsibility to the principal on all matters relating to the management of staff in the expectation that they will be managed in a sound, fair, and respectful manner in accordance with the current terms of employment documents and identified good practice. Therefore, the principal must ensure:
 - a. that all employment related legislative requirements and school policies are applied in the management of staff.
 - b. all employees their rights to personal dignity and safety and ensure that matters are resolved in an appropriate and fair manner.
 - c. a smoke free environment is provided.
 - d. that employment records are maintained and that all employees have written employment agreements appropriate to the nature of their position.
 - e. that performance agreements are established for all staff and that reviews are undertaken annually.
 - f. a suitable professional development programme, which takes into consideration the requirements of the strategic and annual plans, is provided as part of each employee's performance agreement.
 - g. that employee leave is effectively managed and reported so
 - i. that the risk of financial liability is minimised, operational needs are met, and the needs of individual staff are considered.
 - ii. board approval is sought for any requests for discretionary staff leave with pay.
 - iii. board approval is sought for any requests for discretionary staff leave without pay of longer than 4 days.
 - iv. board approval is sought for any requests for staff travelling overseas on school business.
 - v. the board is advised of any staff absences longer than 3 school days.
 - h. the requirements of the Health and Safety at Work Act 2015 are met.
 - i. advice is sought as necessary from NZSTA advisors where employment issues arise.

18. Financial Reporting

The principal is responsible for financial 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.

19. Newtown School Delegations

Records of all current delegations must be kept up to date in the register of delegations linked below. Ad-hoc delegations to persons are recorded in the meeting minutes and carried forward as a note on future minutes until the delegation is exercised or it expires.

[Register of Newtown School Delegations](#) (saved in BOT/Governance Docs)

20. Concerns and Complaints Process

1. Any pupil, parent, staff member or community member can decide to raise a complaint, concern or provide feedback about any matter involving the school. Where possible this should first be directed to the staff member involved. However, where this is not appropriate any such communication should be directed to the Principal. If the principal has a conflict of interest the communication should be addressed to the board chair.
2. The communication may be provided verbal or in writing but, depending on the nature of the complaint, the principal may advise the person raising the concern that it is necessary to submit the concern in writing. The principal must keep records of any concern, complaint or feedback whether provided verbally or in writing. If a staff or Board member receives a concern, complaint or feedback, they should communicate this to the principal or the board chair depending on the circumstances.
3. All complaints, concerns and feedback received by the Principal should be addressed in a timely manner with the best outcomes for the students of Newtown School. All concerns, complaints and/or feedback however significant or trivial will be responded to in some way by the person receiving the communication (whether a staff member or the principal).
4. If the complaint, concern or feedback involves a serious issue including but not limited to, allegations of wrongdoing by a member of staff, the withdrawal of a student from school due to a complaint against the school, a risk to health and safety and/or an incident of violence or harrasment, then the Principal shall discuss the issue with the board chair who will ordinarily raise the issue with the board at the next meeting, unless special circumstances arise.
5. In cases where there is potential for disciplinary or other action, or public liability, the board chair will be notified as soon as possible and advice from STA sought.

21. Privacy Policy

1. The school requests information from parents to enable effective administration and to ensure the welfare of students and their families. This information is regarding children, parents and caregivers, and contains names, contact information, dates of birth, medical history, financial records and emergency contact numbers and email addresses and other relevant details from time to time.
2. This information is kept on a computer database and in folders of various types in the office, staffroom, medical room and classrooms. Every endeavor is made to keep the information both safe and private.

3. Newtown School abides by the Privacy Act 1993, including Principle 5 which reads as follows:

Storage and security of personal information

An agency that holds personal information shall ensure:

- a. *that the information is protected, by such security safeguards as it is reasonable in the circumstances to take, against:*
 - i. *loss;*
 - ii. *access, use, modification, or disclosure, except with the authority of the agency that holds the information; and*
 - iii. *other misuse; and*
 - b. *that if it is necessary for the information to be given to a person in connection of the provision of a service to the agency, everything reasonably within the power of the agency is done to prevent unauthorised use or unauthorised disclosure of the information.*
4. Information Privacy Principle 5 applies to information held by the school, regardless of when the information was obtained.

22. Trustee Register

<https://docs.google.com/document/d/1lcatAaHUu08lhYsfzJT1EXhmWF48B-AFSfFXKEfZZgw/edit>

Part 3 - Operational Policies

These operational policies outline how the school will be managed and set standards and performance expectations that create the basis for the board to monitor and evaluate the performance of the principal and staff. The principal will be responsible for the maintenance and implementation of these policies, with the supervision of the board.

1. Curriculum Delivery Policy

Delivery of the curriculum shall foster student progress and achievement and meet all board expectations and legislative requirements. Therefore the principal must ensure:

1. achievement of the Charter aims and targets
2. compliance with the National Administration Guidelines
3. there is a focus on the national priority groups of Maori, Pasifika and students with special learning needs in school planning and reporting
4. that board approval is sought before changes to the school curriculum requiring increased expenditure or significant changes to programmes or staffing are made

2. Staff Management Policy (draft)

3. [Child protection policy](#)

4. School Rules and Culture (draft)

5. [Health & Safety Policy](#)

6. Priority Learners Policy (draft)

7. Emergency Management Policy ([link to policy](#))

8. [Financial Management Policy](#) (draft)

<i>Policy Approved by</i>	<i>Date of Approval</i>	<i>Date of Next Review</i>
<i>Board of Trustees</i>	<i>7 December 2016</i>	<i>December 2018</i>

Once approved policy will be uploaded to the school website to enable access to staff and the wider school community.

Appendix – Board Meetings

A. Board of Trustees Meeting Procedure Policy

Members of the school community are encouraged to take an active interest in the school and its performance and are welcome to attend all public sessions of board meetings. When required, Newtown School board meetings follow the relevant formal processes set out below.

General:

- Meetings are held every month.
- Board minutes will be taken by a non trustee paid on a commercial basis on contract.
- 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 chair 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 chair 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. 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 and 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 chair and other board members are paid for attendance at board meetings is set by the board.

Time of meetings:

- Regular meetings commence at 6.00 pm and conclude by 9.00 pm.
- A resolution for an extension of time may be moved but will not normally exceed 30 minutes.
- Any business remaining on the agenda at the conclusion of the meeting is transferred to the following meeting.

Special meetings:

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

Exclusion of the public:

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

Public participation:

- The board meeting is a meeting held in public rather than a public meeting.
- Public participation is at the discretion of the board.
- Public attending the meeting are given a notice about their rights regarding attendance at the meeting.

Motions/amendments:

- A motion is a formal proposal for consideration. All motions and amendments moved in debate must be seconded unless moved by the chair 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:

- If consensus is not reached on a matter, 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 preferably at least two days prior to the meeting.
- Late items will only be accepted with the approval of the board and in rare circumstances where a decision is urgent.
- The order of the agenda may be varied by resolution at the meeting.
- All matters requiring a decision of the board are to be considered as separate agenda items.
- All items in the agenda are to carry a recommended course of action and where appropriate be supplemented by supporting material in the agenda item's documentation.
- The agenda is to be collated with the agenda items placed in the agenda order and marked with the agenda number.
- Papers requiring consideration at that meeting will not normally be accepted if tabled at the meeting.
- Papers and reports are to be sent to the board no less than five working days 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 within five working days of the board meeting before being distributed to trustees within ten working days of the meeting.

*Legislative requirement

B. Public Attending Board Meetings Procedure

The board of trustees welcomes public presence at board meetings and hopes that members of the public enjoy their time observing board meetings.

In order that members of the public understand the rules that apply to then attending board meetings these procedures will be advised to members of the public and followed unless otherwise authorised by the board.

- 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 The board may limit the number of 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, students and parents of the school who are not trustees on the board.