
Macleans College - POLICIES & DIRECTIVES

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Governance

INTRODUCTION:

To ensure effective school performance, the Board of Trustees of Macleans College is committed to maintaining a strong and effective governance framework that is legally compliant and incorporates best practice.

The following Board of Trustees of Macleans College principles form the basis upon which the working relationships and the Board's policies are developed:

1. Ongoing improvement of student progress and achievement is paramount.
2. 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.
3. Board policies are at a governance level and outline clear managerial delegations to the Principal. The Board does not involve itself in the administrative details of the day-to-day running of the school.
4. The Board is proactive rather than reactive in its operations and decision making.

BOARD OF TRUSTEES' ROLES AND RESPONSIBILITIES:

The Macleans College Charter is the primary policy document for the school and provides the foundation on which decisions will be made by the Board.

The Board sets the school's strategic direction and long term plans in the Charter, and monitors progress against them through the annual Charter review process. The Board ensures that the Charter is submitted as required by the Ministry of Education each year. The Board will regularly review the school's progress against the Charter's strategic aims.

The Board of Trustees will:

1. Set the strategic direction and long term plans and monitor progress against them;
2. Monitor and evaluate student progress and achievement;

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3. Appoint, assess the performance of, and support the Principal;
4. Approve the budget and monitor financial management of the school;
5. Effectively manage risk;
6. Ensure compliance with legal requirements;
7. Ensure trustees attend Board meetings and actively participate;
8. Make decisions on and monitor major policy and programme initiatives;
9. Fulfil the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage;
10. Approve and monitor human resource policy and practice to ensure Macleans College operates as a good employer;
11. Effectively deal with disputes and conflicts which are referred to the Board in accordance with the Complaints Policy;
12. Represent the school in a positive and professional manner and positively promote Macleans College in the community;
13. Consult with students, families and the local community to ensure the school reasonably and appropriately reflects their needs and aspirations;
14. Oversee, conserve and enhance the resource base of the school; and
15. Effectively hand over governance to new Board members and trustees as they are appointed and elected.

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PRINCIPAL'S ROLES AND RESPONSIBILITIES:

The Principal is the professional leader of Macleans College, and will work in partnership with the Board of Trustees. The Board delegates to the Principal the day-to-day management of Macleans College. The responsibilities of the Principal are to:

1. Meet the requirements of the current job description;
2. Meet the requirements of their employment agreement including the 4 areas of practice from the Principals' Professional Standards;
3. Act as the educational leader and day to day manager of the school within the law and in line with all Board policies;
4. Participate in the development and implementation of their annual performance agreement, and participate in their annual review process;
5. Develop, seek Board approval of, and implement annual plan that is aligned with the Board's strategic plan, meets legislative requirements and gives priority to improved student progress and achievement;
6. Use resources efficiently and effectively and preserve assets (financial and property);
7. Put good employer policies into effect and ensure there are effective procedures/guidelines in place;
8. Allocate pay unit for appropriate positions;
9. 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;
10. Employ, deploy and terminate relieving and non-teaching staff positions;
11. Employ teaching staff as per the appointments policy;
12. Communicate with the community on operational matters where appropriate;
13. Refrain from unauthorised public statements about the official position of the Board on controversial social, political, and/or educational issues;

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14. Keep the Board informed of information relevant to its role;
15. Report to the Board as per the Board's reporting policy requirements;
16. Act as Protected Disclosures Officer and ensure procedures are in place to meet the requirements of the Protected Disclosures Act 2000; and
17. Appoint, on behalf of the Board, the Privacy Officer and EEO Officer.

REPORTING TO THE BOARD:

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; property and resource matters; and all matters having real or potential legal considerations and risk for our school. Thus the Board is supported 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. Therefore, the Principal must ensure that they:

1. Inform the Board of 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. Submit written reports covering the following management areas for each Board meeting – Strategic aims, personnel, finance, property, variance, KPI's, student progress and achievement, and curriculum;
3. Inform the Board in a timely manner of any significant changes or issues in staffing, programmes, plans or processes that are under consideration;
4. Submit any monitoring data required in a timely, accurate and understandable fashion;
5. Report and explain financial variance against budget in line with the Board's expectations;
6. Report on the number of stand-downs, suspensions, exclusions and expulsions on a per meeting basis;
7. Report and explain roll variance against year levels and reasons on a per meeting basis;
8. Present information in a suitable form – not too complex or lengthy;
9. Inform the Board when, for any reason, there is non-compliance or potential non-compliance of a Board policy or legislative/ regulatory requirement;

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10. Recommend changes in Board policies when the need for them becomes known;
11. Highlight areas of possible bad publicity or community dissatisfaction;
12. Coordinate management/staff reports to the Board and present to the Board under the Principal's authority;
13. Regularly report on the implementation of the annual plan and progress towards meeting student achievement targets; and
14. Report on any matter requested by the Board and within the specified timeframe.

BOARD OF TRUSTEES' CODE OF BEHAVIOUR:

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

1. Maintain and understand the values, goals and cornerstones of Macleans College;
2. Ensure the needs of all students and their achievement is paramount;
3. Be loyal to and support the school and its mission; an expectation that they will have their children attend the school during their children's secondary school years.
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 is resolved within the Board;

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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; and
14. Be available to undertake appropriate professional development.

DELEGATIONS:

Macleans College Board of Trustees will implement annual delegations from the Board to the Principal.

CONFLICT OF INTEREST:

The standard behaviour expected at Macleans College 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 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 the 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.

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CHAIRPERSON'S ROLES AND RESPONSIBILITIES:

The Chair of Macleans College 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. Responsibilities of the Board Chairperson are as follows:

1. The Chair is elected at the first Board meeting of the except in a triennial trustee election year where it shall be at the first meeting of the Board;
2. To welcome new members, ensures that the conflict of interest disclosure is made and the Governance Policies are understood, and leads new trustee induction;
3. Assist Board members' understanding of their role, responsibilities and accountability including the need to comply with the Governance Policies;
4. Leads the Board members and develops them as a cohesive and effective team;
5. Ensure the work of the Board is completed;
6. Ensure they act within the broad policy and delegations at all times and do not act independently of the Board;
7. Set the Board's agenda and ensure that all Board members have the required information for informed discussion of the agenda items;
8. Ensure the meeting agenda content is only about those issues which according to Board policy clearly belong to the Board to decide;
9. Effectively organise and preside over Board meetings ensuring that such meetings are conducted in accordance with the Education Act 1989 and any relevant Board policies;
10. Ensure 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;

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12. Promoting effective communication between the Board and wider community including communicating appropriate Board decisions;
13. Establish and maintain a productive working relationship with the Principal;
14. Ensure the Principal's performance agreement and review are completed on an annual basis;
15. Ensure concerns and complaints are dealt with according to the school's concerns and complaints procedures; and
16. Ensure any potential or real risk to the school or its name is communicated to the Board. This includes any concern or complaint.

BOARD OF TRUSTEES' MEETINGS:

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 chair. Sufficient copies of the agenda of the open (public) session will be posted on the Board of Trustees' notice board and are 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 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.