



**BOT  
Governance  
Policies**

Ratified at Board Meeting	<b>24<sup>th</sup> June 2021</b>
Next Review Due	<b>2024</b>

# **AQUINAS COLLEGE**

## **Governance Framework**

The following documentation outlines the Board's governance framework and is aligned with the College's Charter values

(The following policy framework supports a governance model that is strategic rather than operational and meets the expectations of effective governance.)

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# Introduction

The School Board of Aquinas College is focussed on the ongoing improvement of student progress and achievement within an environment that provides inclusive education and always reflects our Catholic Character.

*Refer to the New Zealand Curriculum, the New Zealand Disability Strategy, Handbook for BOT's of New Zealand Catholic Integrated Schools, and the United Nations Convention on the Rights of Disabled People.*

To ensure effective school performance, the Board is committed to maintaining 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 of its working relationships.

Governance	Management
<p>The ongoing improvement of student progress and achievement is the Board's focus.</p> <p>Fundamental to integration is the Special Character of the College. This is defined in the Integration Agreement.</p> <p>The Board acts in a stewardship role and is entrusted to work on behalf of all stakeholders. It is accountable for the College'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 College 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>

## Education & Training Act 2020

In developing the above definitions for Aquinas College, the board is mindful of the sections of the Education & Training Act 2020 and the Education (School Board) Regulations 2020 set out below.

The Education & Training Act 2020 came into force on 1 August 2020 and clarifies the governance role of the school board and its primary objectives. Most of the powers and functions of boards are now set out in the Education (School Boards) Regulations 2020, with the principal's role as chief executive specified in section 130 of the Act.

In developing the above definitions for Aquinas College, the Board is mindful of the relevant sections of the Education Act 1989 as set out below.

**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.

In order to carry out effective governance of the College the Board has developed the following policy framework:

## **Charter / Strategic Plan**

The School Board sets the direction for the College through its Strategic Plan.

The Strategic Plan is the result of collaborative thinking and planning. The process is led by the School Board and Senior Leadership Team, and considers information gathered from internal reviews, external reviews including Special Character and ERO, and consultation and engagement with school stakeholders.

The Strategic Plan sets out the priorities for the Board and how we will achieve the objectives.

The School Charter and Strategic Plan (Strategic Plan 2021) is available on the College website.

Review schedule: Triennially

# Board Roles and Responsibilities

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. (See 3 year review programme).

## 1. Board Roles and Responsibilities Policy

The School Board's key areas of contribution are focused on four outcome areas:

1. Representation
2. Leadership
3. Accountability
4. Employer Role

Board actions		Standards
1. Sets the strategic direction and long-term plans and monitors the board's progress against them.	1.1 1.2 1.3 1.4 1.5	The board leads the annual charter/strategic plan review process The board sets/reviews the strategic aims by February each year. The board approves the annual plan and targets and ensures the charter/strategic plan is submitted to the Ministry of Education by 1 March each year Regular board meetings include a report on progress towards achieving strategic aims The charter/strategic plan is the basis for all board decision making
2. Preserves and enhances the Special Character of the College.	2.1 2.2	Special Character is considered in all Board decisions Special Character report is included at every Board meeting as part of the Principal's report
3. Monitors and evaluates student progress and achievement, including students with differing needs.	3.1 3.2 3.3 3.4	The board approves an annual review schedule covering curriculum and student progress and achievement reports Reports are received at each regular board meeting from the principal on progress against the annual plan, highlighting risk/success Information reported to the board is thoughtfully discussed, critiqued and challenged Targets in the annual plan are met, the curriculum policy is implemented and there is satisfactory performance of curriculum priorities
4. Ensures that the school is a safe place for all students and staff.	4.1 4.2	All reasonable steps are taken to eliminate racism, stigma, bullying and any other forms of discrimination Students' rights under the <a href="#">Education &amp; Training Act 2020</a> , the <a href="#">New Zealand Bill of Rights Act 1990</a> and the <a href="#">Human Rights Act 1993</a> are honoured
5. Ensures the school gives effect to Te Tiriti o Waitangi	5.1 5.2 5.3	Plans, policies and local curriculum reflect local tikanga Māori, mātauranga Māori and te ao Māori All reasonable steps are taken to make instruction available in tikanga Māori and te reo Māori Māori students achieve equitable outcomes

Board actions		Standards
6. Appoints, assesses the performance of and supports the principal.	6.1	Principal's performance management system is in place and implemented
7. Approves the budget and monitors financial management of the school.	7.1 7.2	Budget is approved by the first meeting each year Satisfactory performance of financial management against budget is in evidence
8. Effectively manages risk.	8.1 8.2 8.3 8.4	The board has an effective governance model in place The board remains briefed on internal/external risk environments and takes action where necessary The board identifies trouble spots in statements of audit and takes action if necessary The board ensures the principal reports on all potential and real risks when appropriate and takes appropriate action
9. Ensures compliance with legal requirements.	9.1 9.2 9.3 9.4 9.5 9.6	New members read and understand the governance framework including policies, the school charter/strategic plan, board induction pack and requirements and expectations of board members New and continuing members are kept aware of any changes in legal and reporting requirements for the school The board seeks appropriate advice when necessary Accurate minutes of all board meetings are approved by the board and signed by the presiding member Individual staff/student matters are always discussed in public-excluded session Board meetings have a quorum
10. Ensures board members attend board meetings and take an active role.	10.1 10.2 10.3 10.4	Board meetings are effectively run Members attend board meetings having read board papers and reports and are ready to discuss them Attendance at 80% of meetings (minimum) No unexplained absences at board meetings (three consecutive absences without prior leave results in immediate step-down – refer <a href="#">Education &amp; Training Act 2020, schedule 23, clause 12 (1) (c)</a> )
11. Approves major policies and programme initiatives.	11.1 11.2	The board approves programme initiatives as per policies The board monitors implementation of programme initiatives
12. Approves and monitors human resource policy/procedures, which ensures effective practice and contributes to its responsibilities as a good employer.	12.1 12.2 12.3 12.4	The board becomes and remains familiar with the broad employment conditions that cover employees (staff employment agreements and arrangements) The board ensures there are personnel policies in place and they are adhered to The board ensures there is ongoing monitoring and review of all personnel policies The board reports annually on compliance with its personnel policy on being a good employer (including the equal employment opportunities programme)

Board actions		Standards
13. Deals with disputes and conflicts referred to the board as per the school's concerns and complaints procedures.	13.1	Successful resolution of any disputes and conflicts referred is achieved
14. Represents the school in a positive, professional manner.	14.1	Code of conduct is adhered to
15. Oversees, conserves and enhances the resource base.	15.1	Property/resources meet the needs of the school's aims
16. Effectively hands over governance to new board members at election time.	16.1 16.2 16.3 16.4	New board members are provided with induction and a copy of the board's governance manual New board members are fully briefed and able to govern following attendance at an orientation programme Appropriate delegations are in place as per the <a href="#">Education (School Boards) Regulations 2020, regulation 8</a> Board and board members participate in appropriate ongoing professional development

Review schedule: Triennially

# School Board Code of Conduct

The Board is committed to ethical conduct in all areas of its responsibilities and authority. All board members shall agree to:

- Promote and protect the Special Character of the College at all times.
- Put the well-being of students first, respecting their rights and dignity, and nurturing them as individuals.
- Maintain, understand and respect the College's Touchstones of Family, Joy, Prayer, Scholarship, Service and Truth.
- Represent the College community and Proprietor in a positive and professional manner.
- Set policy, delegate management and monitor performance.
- Recognise and respect the distinction between the governance role of the Board and the management role of the Principal and Senior Leadership Team.
- Attend Board meetings prepared for full and appropriate participation in decision making, working co-operatively and building relationships of mutual trust and understanding.
- Recognise that we must represent the Board's collective position accurately, and not act independently of a Board decision.
- Act impartially ensuring no impression of pre-determination or bias is given.
- Respect the principle of fairness, demonstrate high ethical standards, and declare any conflicts of interest.
- Respect and uphold confidentiality of 'in-committee' information.
- Fulfil responsibilities to Board sub-committees that I am appointed to.
- Encourage and value the College community voice in decision making.
- Encourage and develop respectful relationships with staff

Review schedule: Triennially

## Board Member 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 Board Members except the Chair.

Currently at Aquinas College:

- 1 The Chair receives \$75.00 per Board meeting
- 2 Elected Board members receive \$55.00 per Board meeting attended
- 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 Board Members and \$825 for the Chair
- 5 Attendance costs for professional development sessions will be met by the School Board. 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

Review schedule: Triennially

## Conflict of Interest Policy

The standard of behaviour expected at Aquinas College is that all staff and Board Members effectively manage conflicts of interest between the interests of the College 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 purpose of this policy is to protect the integrity of the College decision-making process, to ensure confidence in the College'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.

Any board member who is a member of the board's staff must be excluded from any meeting while the board discusses, considers, considers anything relating to or decides on any matter relating to their own employment or a complaint received against them.

Any board member who is a student enrolled at the school must be excluded from any meeting while the board discusses, considers, considers anything relating to or decides on any matter relating to them as an individual student.

In the event that a matter relating to an individual staff member or student is to be discussed in committee at a Board meeting, the Principal will consult with the Chairperson. Prior to the meeting the Principal and/or Chairperson will contact and advise any Board member with a potential conflict of interest or perceived conflict of interest. The Board member may then choose to be excluded while the Board discusses and considers the matter.

Review schedule: Triennially

## Chair's Role Description Policy

- ❖ The Chair presides over Board meetings and ensures that each Board member has a full and fair opportunity to be heard and understood by the other members of the Board and that decisions that are in the best interest of the school, its students and staff are reached.
- ❖ The Chair is the leader of the Board and works on behalf of the Board with the Principal on a day-to-day basis.
- ❖ The Chair establishes and nurtures a positive professional working relationship with the Principal.
- ❖ The Chair represents the Board to the broader community and works in partnership with the Principal to safeguard the integrity of the Board's processes.
- ❖ The Chair often represents the Board to the College and wider community and agencies such as the Ministry of Education, the Diocesan Schools Office and the Education Review Office and carries a responsibility to safeguard the integrity of the Board.

### Delegations

The Board delegates management of the relationship between the Board and the Principal to the Chair.

### The Chair:

- is appointed by election at the first Board meeting of the year except in a triennial Board election year where it shall be at the first meeting of the Board held after the election\*
- acts within Board policy and delegations at all times and not independently of the Board
- works with the Board to develop a cohesive and effective team
- welcomes new Board members, ensures that disclosure of any conflicts of interest is made and the code of conduct is understood (and signed) and leads new member induction
- assists Board members' understanding of their role, responsibilities and accountability, including the need to comply with the Board code of conduct policy
- ensures the work of the Board is completed
- sets the Board's meeting agenda and ensures that all Board members have the required information for informed discussion of the agenda items
- ensures the meeting agenda content is only about those issues that, according to Board policy, clearly belong to the Board to decide
- effectively organises and presides over Board meetings, ensuring that such meetings are conducted in accordance with the Education & Training Act 2020, the Education (College Boards) Regulations 2020, the relevant sections of the Local Government Official Information and Meetings Act 1987 and any Board policies and protocols\*
- ensures interactive participation by all Board members
- represents the Board to external parties as an official spokesperson for the College except for those matters where this has been delegated to another person
- is the official signatory for the Board, including for annual accounts\*
- is responsible for promoting effective communication between the Board and wider community, including communicating appropriate Board decisions
- establishes and maintains a productive working relationship with the Principal
- ensures the Principal's performance agreement and review are completed on an annual basis
- ensures concerns and complaints are dealt with at the appropriate level, according to the school's concerns and complaints procedures
- ensures any potential or real risk to the College or its name is communicated to the Board. This includes any concern or complaint.

*\* Legislative Requirement*

Review Schedule: Annually in November or prior to meeting when Chair is elected

## Staff / Student Representative Role Description Policy

The staff / student representative brings a staff / student perspective to Board discussion and decision making.

As a member of the College Board, the staff / student representative is elected by their peers to serve the interests of the College at governance level. They have equal voice, vote, standing and accountability to any other Board member.

Staff/Student Representative accountability measure	Standard
1. To work within the Board's charter / strategic plan	1.1 The charter / strategic plan is obviously considered in Board decisions
2. To abide by the Board's governance and operational policies	2.1 The staff / student representative has a copy of the Governance Manual and is familiar with all Board policies
3. The staff / student representative is first and foremost a Board Member and must act in the best interests of the students at the College at all times.	3.1 The staff / student representative is not a staff / student advocate 3.2 The staff / student representative does not bring staff / student concerns to the Board
4. The staff / student representative is bound by the Board Members Code of Conduct	4.1 The staff / student representative acts within the Code of Conduct
5. It is not necessary for the staff / student representative 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.

Review schedule: Triennially

## The Relationship between the Board and the Principal Policy

The performance of the College 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 Conduct 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 Board Members.
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 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. The Board is there to critique and challenge the information that comes to it, acting in the best interests of students at the College.
11. The Principal should be able to share their biggest concerns with the Board.

Review schedule: Triennially

# The Relationship between the Chair and the Principal Policy

The relationship between the Chair and the Principal is based on trust, integrity and mutual respect.

A positive, productive working relationship between the Principal and the Chair is both central and vital to the school.

The Chair and Principal should act as sounding Boards, both supporting and challenging, in order to hold the College to account for achieving the goals and targets that have been set.

The Chair has no authority except that granted by the Board. The Chair does not act independently of the Board.

## **Relationship principles:**

- The Chair and Principal must work as a team, and there should be no surprises
- The relationship must be professional
- Each must be able to counsel the other on performance concerns
- The Chair supports the Principal and vice versa as appropriate
- Each agrees not to undermine the other's authority
- There is agreement to be honest with each other
- Each agrees and accepts the need to follow policy and procedures
- Neither party will deliberately hold back important information
- Neither party will knowingly misinform the other

Review schedule: Annually

## **Principal's Performance Management Policy**

A fair and transparent performance management process recognises the professionalism of the Principal and the accountabilities of the Board.

Policy 2.2 Principal Performance Review and Procedures can be accessed via the College website

Review schedule: Triennially

# Meeting Protocols and Procedures

The Board of Aquinas College 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:

## Timing of meetings

- Regular meetings will be scheduled in the BOT Reporting Schedule
- 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.

## Agenda and meeting papers

- The Chair is responsible, in liaison with the Principal, for the preparation of an agenda prior to each meeting
- The Principal is to ensure that secretarial services are provided to the Board
- Agenda items are to be notified to the Chair seven days prior to the meeting
- The agenda and Board papers will be circulated to Board members at least five days prior to the meeting
- 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 Board members can read it if required
- The agenda for the part of each meeting that is open to the public will be posted on the Board's section of the College website at least 48 hours prior to the meeting and copies made available at the meeting place for any members of the public
- The agenda is to be collated with the items placed in order and marked with an agenda item number
- Agenda items will reference relevant strategic goals and Board policies
- Late agenda items will only be accepted with the approval of the Board and in rare circumstances where a decision is urgent
- All items in the agenda are to carry a recommended course of action and where appropriate be supplemented by supporting material in the meeting documentation.
- Papers requiring reading and consideration will not normally be accepted if tabled at the meeting.
- The order of the agenda may be varied by resolution at the meeting

## Public participation

- The Board meeting is a meeting open to the public rather than a public meeting
- Only members of the Board have automatic speaking rights
- Public participation is at the discretion of the Board
- Public attending the meeting, including staff members not elected as the staff representative, are given a notice about their rights regarding attendance at the meeting – see C1.1 Public attending Board meetings

## 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 1987 (LGOIMA\*). The wording to be used in the motion to exclude the public is found in Schedule 2A of LGOIMA. The Board must make the reasons for excluding the public

clear. Excluding the public is most often used to ensure privacy of individuals or financially sensitive issues.

- Persons may be asked to remain after the public has been excluded because they possess knowledge that will be of assistance in relation to the matter to be discussed. The Board must pass a resolution that they may remain\*

### **Conduct of meetings**

- A quorum of more than half the members currently holding office is required for the Board to be able to conduct any business\*
- Meetings can be held via audio, audio and visual or electronic communication providing:
  - all Board members 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\*
- Board members will declare any conflict of interest at the beginning of the meeting
- Any Board members with a conflict of interest or pecuniary interest in any issue shall not take part in any debate, deliberation or decision making on such issues. They must be excluded from the meeting for the duration of the debate, deliberation or decision making.\* A pecuniary interest arises when a Board member may be financially advantaged or disadvantaged as a result of decisions made by the Board (contracts, pay and conditions). A conflict of interest is when an individual Board member could have or could be thought to have a personal stake in matters to be considered by the Board
- The Chair shall be appointed by election at the first meeting of the year except in the triennial election year where it will be at the first meeting of the newly elected Board\*
- The elected Chair (or, in their absence, a non-school-based Board member) presides at meetings
- Only apologies received from those who cannot be present must be recorded. Members of the Board 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 Board member must request leave from the Board at a Board meeting, and the Board must make a decision whether or not to grant it
- Points of order are questions directed to the Chair that require an answer or a ruling. They are not open to debate and usually relate to the rules for the running of a meeting
- The Board's normal meeting procedures may be suspended by resolution of the meeting

### **Decision-making process**

- All Board decisions are made in light of Board policy and the Board's primary objectives of ensuring that; every student at the College is able to attain their highest possible standard in educational achievement; the College is an inclusive and safe place for all students and staff; the College gives effect to relevant students' rights and gives effect to Te Tiriti o Waitangi
- All decisions are to be taken by open voting by all Board members present
- In the event of tied voting on a resolution, the Chair may exercise a casting vote in addition to their deliberative vote\*
- 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
- 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

**Minutes**

- Board meeting minutes will be taken by a contracted, paid minute secretary who is not a member of the Board
- The minutes are to clearly show resolutions and action points and who is to complete the action
- Minutes are sent to the Chair for checking within seven working days and distributed electronically to the Board within ten working days. Requests for corrections or amendments should be submitted by email to the Chair as soon as possible to ensure accurate minutes can be confirmed at the next meeting
- Minutes to be tabled for approval should be included in documentation made available to all Board members prior to the meeting. Once minutes are approved as true and correct, recordings of that meeting are to be deleted

**Calling special meetings**

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

*\* Legislative requirement*

Review schedule: Triennially

## ***i) Public attending Board meetings***

The Board fosters open and transparent governance. It welcomes public attendance at and observation of Board meetings. Members of the public include staff, students and parents' families and whānau of the College community who are not members of the Board.

A copy of the following procedures will be provided to members of the public attending meetings so that they understand the rules that apply and are to be followed unless otherwise authorised by the Board:

- Board meetings are not public meetings but meetings held in public
- If the meeting moves to exclude the public (usually to protect the privacy of individuals), members of the public will be asked to leave the meeting until this aspect of business has been concluded
- Members of the public may be given copies of the meeting agenda and associated reports
- Members of the public may request speaking rights on a particular item that is on the agenda. Preferably, this request will have been made in advance. Public participation is at the discretion of the Board
- Speakers shall be restricted to a maximum of 3 minutes each per subject, with a time limit of 15 minutes per interest group
- No more than three speakers will be permitted on any one agenda item
- Speakers are not to question the Board and must speak to the agenda item
- Board members will not address questions or statements to speakers
- Speakers shall not be disrespectful or offensive or make malicious statements or claims
- If the person presiding over the meeting believes that any of these conditions have been breached or the speaker has gone over time, they may be asked to finish

Review schedule: Triennially

## ***ii) Meeting Agenda***

A typical Board meeting agenda may be as follows:

- Welcome
- Opening Prayer
- Apologies
- Declaration of Conflicts of Interest
- Confirmation of Minutes of last Board Meeting
- Matters Arising
- SLT Reporting and / or Faculty Review Presentation (as per schedule)
- Principal's Report
  - Catholic Character
  - Learning and Wellbeing
  - Whanau and Community Engagement
  - Our Culture
  - Facilities and Resources
  - Personnel
  - Compliance
  - General
  
- Finance and Property Report
- Policy Review Committee Report
- Correspondence
- General Business
- Call for Business for next meeting
- In-Committee
- Closing Prayer

Review schedule: Triennially

# Board Induction Policy

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

1. New Board Members will receive a welcome letter on their joining the Board which includes:
  - Where and when they can pick up their governance folder
  - The suggested date of the induction
  - An outline of what will be covered in the induction meeting
  - The date of the next Board meeting
  - Chair and Principal contact details
2. New Board Members will be issued with a governance manual (electronically or in hard copy) containing information regarding the College:
  - Charter/Strategic Plan– including the annual/operational plans
  - Policies
  - The current budget
  - The last ERO report
  - The last annual report
  - The triennial review programme
  - Minutes of the last three open Board meetings
  - Any other relevant material
3. New Board members will be invited to attend an induction, facilitated by the Chair or delegate, which will include:
  - Introduction to the Board's strategic goals, strategic plan and an explanation of their importance
  - Explanation of Board policy and other material in the governance folder
  - Summary of any opportunities or risks facing the Board
  - Overview of the requirements of the Chair role with reference to policy
  - Discussion of the Board's code of conduct – Board members to sign and agree to work within the Board's code
  - Outline of current Board professional development
  - Overview of first Board meeting including delegations

The Principal and Chair or delegate will brief all new members on the organisational structure of the school.

The Principal will conduct a site visit of the school.

New Board members are to be advised of the professional development that is available from NZSTA and other relevant providers.

After three months on the Board, the effectiveness of the induction process is to be reviewed by the Chair with the new members.

The review will include the following aspects:

▪ **Did you feel welcomed onto the Board?**

Very welcome	Welcome	Not very welcome
Comment:		

- **Did you receive all necessary information in a timely manner?**

Very timely

Timely

Not very timely

Comment:

- **Did you find the induction with Principal and Board Chair to be effective?**

Very effective

Effective

Not very effective

Comment:

Please comment on how we could improve this induction process:

Review schedule: Triennially

## **Board Review Policy**

The Board's self-review cycle is detailed in the annual workplan.

The performance of the Board is measured by the outcomes from;

- the annual report
- the triennial review programme
- the Catholic Character Review Report
- the Education Review Office (ERO) report
- any other means deemed appropriate by the Board

Review schedule: Triennially

## Committee Policy

Regulation 9 of the Education (College Boards) Regulations 2020 allows the Board to appoint committees/working parties to assist it to carry out its responsibilities and due process (e.g. staff appointments, finance, property, disciplinary).

Unless specified otherwise in the Education & Training Act 2020, Regulation 8 of the Education (College Boards) 2020 gives the Board the authority to delegate any of its functions or powers to a person (as specified in the regulation) or committee, except the power to borrow money.

Delegations must be made by resolution of the Board and should be notified to the delegate(s) in writing, along with terms of reference.

A person who has been delegated functions or powers of the Board may not sub-delegate to another person without prior written consent of the Board.

Anyone to whom a sub-delegation has been made, is subject to the same restrictions and terms of reference as the original delegate.

No one may exercise any of the Board's functions or powers without delegation.

Board committees:

- Are to be used sparingly to preserve the Board functioning as a whole when other methods have been deemed inadequate
- Can include non-Board members but at least one committee member must be a member of the Board
- 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 presiding Board member
- Assist the Board chiefly by preparing policy alternatives and implications for Board deliberation
- Are intended to assist the Board and not to advise or carry out the work of staff
- Must act through the Board and can only recommend courses of action unless they hold delegated authority to act on the Board's behalf
- Are to have terms of reference drawn up as required, usually containing information as to their:
  - purpose
  - membership
  - delegated authority

The Board will maintain a record of current delegations.

Aquinas College School Board currently has the following standing committees

- Policy Review Committee
- Student Disciplinary Committee
- Finance and Property Committee

Any other committees established for special purposes should conform to the above principles.

Review schedule: Triennially

## ***a) Policy Review Committee Terms of Reference***

### **Purpose:**

To review, on the Board's behalf, the currency and effectiveness of policy and draft recommended changes to policy content for the Board. This includes:

1. evaluation of policy effectiveness;
2. ensuring alignment with best practice guidelines from MoE and NZSTA
3. confirming compliance with legislation;
4. coordinating community consultation and capturing feedback
5. ensuring alignment with strategic plan priorities
6. reflection of special character
7. implementation of the triennial review programme.

### **Committee Members:**

At least two Board Members, including at least one Proprietors Representative; the Staff and Student Representatives and should include the Principal or their delegate.

### **Meets:**

As required in alignment with the Board Review Cycle. The Chair of this committee will report to the Board as appropriate on the areas covered by the terms of reference and the triennial review programme.

### **Delegated Authority:**

The Policy Review Committee is formally constituted as a committee of the Board within these approved terms of reference and the delegated authority re the delegations list.

The committee shall be appointed by the Board. The Board may co-opt additional board members to the committee as and when required.

Members of the management team shall attend meetings when requested.

The committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any Board Member or employee and all Board Members and employees are requested to co-operate with any request made by the committee. The Principal will be informed in advance of any such requests.

The committee may recommend that external and independent advice is sought. If the advice is likely to incur costs prior approval must be sought from the Board.

No individual member of the Policy Review Committee can act without the directive of the committee as a whole.

Any amendments to policy must be ratified by the Board.

Review schedule: Triennially

## ***b) Student Disciplinary Committee Terms of Reference***

### **Purpose**

To ensure that all processes relating to the suspension of students adhere to the requirements of the Education and Training Act 2020, Education (Stand-down, Suspension, Exclusion and Expulsion) Rules 1999 and Ministry of Education guidelines.

### **Committee members**

All members of the Board excluding the Principal.

The Board's Chair shall preside over student suspension meetings or, in their absence, another non-College based Board member determined by the committee.

The quorum for the committee shall be three Board members.

### **Delegated authority**

Under Clause 8 of the Education (College Boards) Regulations 2020, certain powers of the Board shall be delegated to the student behaviour management committee of the Board. The committee will:

- Review the Principal's decision to suspend
- If the Principal's decision to suspend is upheld, make recommendations to the Board or decide the outcome according to committee as delegated
- Uphold the principles of natural justice in suspension meeting procedures
- Act in fairness, without bias or prejudice and with confidentiality
- Act within legislation and the Ministry of Education guidelines and student (human) rights set out in the New Zealand Bill of rights Act 1990 and the Human Rights Act 1993
- Act only on written and agreed information, not hearsay

The Board will be kept informed by the Principal of the number of stand-downs, suspensions, exclusions and expulsions at each Board meeting.

Review schedule: Triennially

## **c) Finance and Property Committee Terms of Reference**

### **Purpose**

The Finance and Property Committee is formed to assist the Principal with the financial management of the school.

### **Scoping**

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

As a committee of the Board, the Finance and Property Committee is responsible to assist and review financial and property management decisions with the Principal and refer key decisions to the full School Board for ratification.

The Finance and Property Committee is committed to its obligations of the Proprietor and the Crown as set out in the Private Schools Conditional Integration Act and the Integration Agreement.

### **Delegated Authority**

The Finance and Property Committee is responsible to the Board for:

1. Recommending, in association with the Principal, an annual operating and capital budget.
2. Reviewing the Business Manager's report as part of the Board reporting schedule and then presenting a financial and property report to the Board each meeting.
  - a. Monitoring expenditure against the annual budget.
  - b. Reviewing on behalf of the Board accounts passed for payment by the school.
  - c. Reviewing Health & Safety trends of all personnel on school premises.
3. Advising on additional funding sources.
4. Recommending changes to financial policy.
5. Ensuring the preparation of the annual accounts for Board approval.
6. Providing input into the school's strategic plan.
7. Preparing special reports for consideration by the Board.
8. Annually reviewing the school's insurance cover.
9. Assessing and making recommendations to the Board on improvement projects and requests for spending on individual items outside of budget.
10. Working in consultation with the Proprietor to establish a 10-year property maintenance plan.
11. Reviewing the condition of the school's buildings and grounds and funding of unbudgeted maintenance or capital works.
12. Maintain a procedural manual to be reviewed biennially in line with *Policy 4.1 Finance*.

### **Finance and Property Committee Annual Calendar**

<b>Month</b>	<b>Action Required</b>
February	Revise annual budget (if required) submitted to Board for approval
March	Annual accounts prepared and forwarded to auditors Review Procedural Manual (biennially)
May	Annual accounts finalised and published to MOE and Community
June	Ensure any issues raised by the auditor have been addressed
August	Property Walkthrough
September	Review of Insurance renewal
November	Initial annual budget and capital recommendations submitted to the Board

Review schedule: Triennially

## ***d) Funding Approval Committee Terms of Reference***

### **Purpose:**

To review and approve, on the Board's behalf, applications for external funding in a timely manner.

### **Committee Members:**

The Principal, the Staff Representative and the Business Manager.

### **Meets:**

As required.

### **Delegated Authority:**

The Funding Approval Committee is formally constituted as a committee of the Board within these approved terms of reference and the delegated authority re the delegations list.

The committee shall be appointed by the Board. The Board may co-opt additional board members to the committee as and when required.

The committee is authorised by the Board to approve, decline or request to modify any funding applications within its terms of reference.

It is authorised to seek any information it requires from any Board Member or employee and all Board Members and employees are requested to co-operate with any request made by the committee. The Principal will initiate any such requests.

No individual member of the Funding Approval Committee can act without the directive of the committee as a whole.

A summary of applications approved by the committee must be presented to the Board for ratification at the next scheduled meeting.

Review schedule: Triennially

## Aquinas College Delegations List

Date of Minuted Delegation	Personnel	Delegated Authority	Term of Delegation <b>Note:</b>
23/02/2017 Reviewed: 24/02/2022	<p><b>Policy Review Committee</b></p> <p>Clare Sokimi (PR) Ruth Dunne (PR) Amy Rogers (PR) Matt Dalton (P) Tbc (SR) Khushman Khakh (SS)</p>	See individual Committee Terms of Reference in the Board's Governance Manual	Delegation ceases at the date below, by earlier resolution of the Board, or, if no date, is ongoing
23/02/2017 Reviewed: 24/02/2022	<p><b>Student Disciplinary Committee</b></p> <p>All current Board Members bar the Principal</p>	That all current Board Members bar the Principal are delegated authority to be members of the Board's Disciplinary Committee acting under the Terms of Reference for this committee.	
23/02/2017 Reviewed: 24/02/2022	<p><b>Finance and Property Committee</b></p> <p>Chris Phayer (PE) Scott Kahle – Chair (PE) Colleen Lowe (PE) Steve McGregor (PE) Rod Way (PE) Matt Dalton (P)</p>	That the Finance Committee members are delegated authority to be members of the Board's Finance and Property Committee acting under the Terms of Reference for this committee.	
27/06/2021 Reviewed: 24/02/2022	<p><b>Funding Approval Committee</b></p> <p>Matt Dalton (P) At least one other Board Member</p>	That the Funding Approval Committee members are delegated authority to be members of the Board's Funding Approval Committee acting under the Terms of Reference for this committee.	
16/03/2017 Reviewed: 24/02/2022	<p>DP (Deputy Principal – Senior School) DP (Deputy Principal – Middle School + DRS) AP (Assistant Principal) x 2</p>	That the Board directs, except where the Board, at its discretion, otherwise determines, the Deputy Principal or Assistant Principal, in the absence of the Principal from duty for periods not exceeding two weeks and for the full period or periods of such absence, perform all the duties and powers of the Principal.	

## Concerns and Complaints Process

Policy 3.1 Concerns and Complaints provides staff members, parents/caregivers, and the wider College community with clear guidelines for raising and resolving concerns and complaints.

Policy 3.1 Concerns and Complaints along with the following supporting documents can be accessed via the College website:

- Overview of the Concerns and Complaints Process (Flowchart)
- Concerns and Complaints Procedure
  - Guidelines for Raising Concerns
  - Procedure for Formal Complaints
    - ❖ Investigation of a Formal Complaint or Serious Allegation

Review schedule: Triennially

# Board Member Register

This register will be updated when any Board Member joins or leaves the Board or the Board opts into or out of mid-term election cycle.

Approved Number of Elected Parent Representatives = 5

Mid-term election cycle Yes/No Date of board meeting where change was made:

Name	Email	Position on Board [Chair CH, Trustee T, Commissioner CMR, Member ME]	Type of member [Note 1]	Start date	Left the Board date	Current Term expires
Michael Cooney	-	BM	PA	10.2.2003	01.12.2017	
Ray Scott	-	BM	Principal	19.4.2010	01.12.2017	
Margie Cooper	-	BM	PA	26.9.2011	31.05.2018	
James Houghton	-	BM	EL	27.6.2013	27.02.2019	
John MacKay	-	BM	EL	27.6.2013	27.02.2019	
Mary Washer-Merrill	-	BM	PA	27.6.2013	30.05.2019	
Scott Kahle	<a href="mailto:skahle@aquinas.school.nz">skahle@aquinas.school.nz</a>	BM	EL	30.6.2016		Election 2022
Chris Phayer	<a href="mailto:cphayer@aquinas.school.nz">cphayer@aquinas.school.nz</a>	BM	EL	30.6.2016		Election 2022
Colleen Lowe	<a href="mailto:clowe@aquinas.school.nz">clowe@aquinas.school.nz</a>	BM	EL	30.6.2016		Election 2022
Therese Ford-Cartwright	<a href="mailto:TFordCartwright@aquinas.school.nz">TFordCartwright@aquinas.school.nz</a>	BM	PA	25.8.2016		31.08.2023
Pete Nicholson	-	BM	Staff Rep	30.6.2016	30.05.2019	
Ben Sokimi	-	BM	Student Rep	01.11.2017	28.08.2019	
Matt Dalton	<a href="mailto:mdalton@aquinas.school.nz">mdalton@aquinas.school.nz</a>	BM	Principal	01.01.2018		
Clare Sokimi	<a href="mailto:csokimi@aquinas.school.nz">csokimi@aquinas.school.nz</a>	BM	PA	01.02.2018		31.08.2023
Cecilia Winters	-	BM	PA	01.05.2018	27.08.2020	
Steve McGregor	<a href="mailto:smcgregor@aquinas.school.nz">smcgregor@aquinas.school.nz</a>	CH	EL	27.06.2019		Election 2022
Paula Skelton	-	BM	Staff Rep	27.06.2019	24.06.2021	
Zac McKay	-	BM	Student Rep	31.10.2019	31.09.2019	
Amy Rogers	<a href="mailto:arogers@aquinas.school.nz">arogers@aquinas.school.nz</a>	BM	PA	27.06.2019		31.08.2023
Rod Way	<a href="mailto:rway@aquinas.school.nz">rway@aquinas.school.nz</a>	BM	EL	27.06.2019		Election 2022
Ruth Dunne	<a href="mailto:rdunne@aquinas.school.nz">rdunne@aquinas.school.nz</a>	BM	PA	24.09.2020		31.08.2023
India Mahy	<a href="mailto:india.mahy@aquinas.school.nz">india.mahy@aquinas.school.nz</a>	BM	Student Rep	29.10.2020	30.09.2021	30.09.2021
Khushman Khakh	<a href="mailto:khushman.khakh@aquinas.school.nz">khushman.khakh@aquinas.school.nz</a>	BM	Student Rep	01.10.2021		30.09.2022
Richard Cameron	<a href="mailto:rcameron@aquinas.school.nz">rcameron@aquinas.school.nz</a>	BM	Staff Rep	01.08.2021	02.12.2021	31.05.2022

Note 1: Elected, Selected, Co-opted, Staff Rep, Student Rep, Proprietor's Appointee, Principal

Review schedule: Annually

## **Board Annual Workplan**

The board's triennial review schedule is based on annually updated workplans.

A copy of the current workplan and BOT Reporting Schedule is available via the College website.

Review schedule: Triennially