



St Joseph's Catholic School

Policy Framework 2014

The following documentation outlines the board's governance framework and is aligned with the school's Charter values.

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Part One

The Charter

The board of trustees of St Joseph's Catholic School is focused on the ongoing improvement of student progress and achievement. To ensure effective school performance, the board is committed to maintaining a strong and effective governance of framework that incorporates legislative requirements and good practice which produces confident, knowledgeable young people who have a high level of understanding and feeling about what it is to be a Catholic in the 21st Century.

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

Governance

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.

Board policies are at a governance level and outline clear delegations to the principal. The board and principal form the leadership team 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 continue the board work.

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. The ongoing improvement of student progress and achievement is the board's function.

Management

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 of framework and the law of New Zealand. (For further details see Operational Policies)

In developing the above definitions for St Joseph's Catholic School the board was mindful of the following excerpts from the Education Act 1989:

Education Act 1989, Section 75 and 76, and Section 65

The legal responsibilities of boards of trustees is determined by Section 75 of the Education Act 1989:

S.75 Boards to control management of schools –

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

In order to carry out the effective governance of the school the board has developed the following policy framework.

Schools Charter

Part Two

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 the performance as part of its ongoing monitoring and review cycle.

1. Board Role and Responsibilities Policy

The board of trustees key areas of contribution are: Representation
Leadership
Accountability
Employer Role

The board	Standard
1. Sets the strategic direction and Long-term plans and monitors the board's progress against them.	1.1 The board leads the Charter review process. 1.2 The board sets the strategic aims and approves the annual plan and targets in line with MoE expectations. 1.3 Regular board meetings include a report on progress towards achieving strategic goals. 1.4 The Charter is the basis for all board decision making.
2. Protects the special character of the school	2.1 Special character is obviously considered in all board decisions. 2.2 Special character report is included at every board meeting as part of the principal's report.
3. Monitors financial management of the school and approves the budget.	3.1 Satisfactory performance of the school against budget 3.2 Budget approved by the first meeting of each year.
4. Monitors and evaluates student progress and achievement.	4.1 Reports at each regular board meeting from principal on progress against annual plan highlight risk/success. 4.2 Meet targets in annual plan, implement curriculum policy and satisfactory performance of curriculum education priorities. 4.3 Board review schedule covering curriculum and student progress and achievement reports are followed.
5. Effectively manages risk.	5.1 Attend board meetings having read board papers and reports and ready to discuss them. 5.2 Board meetings have a quorum. 5.3 Remain briefed on internal/external risk environments and take action where needed. 5.4 Identify 'trouble spots' in statements of audit and take action if necessary. 5.5 Ensure that the principal reports on all potential

	and real risks when appropriate and take appropriate action.
6. Ensures compliance with legal requirements.	<p>6.1 New members have read and understood: board member induction pack; and requirements of board members.</p> <p>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.</p> <p>6.3 Accurate minutes of board meetings, approved by board and signed by chair.</p> <p>6.4 Individual staff/student matters are always discussed in public excluded session.</p>
7. Attends board meetings and takes an active role as a trustee.	<p>7.1 Attendance at 80% of meetings (min.)</p> <p>7.2 No unexplained absences at board meetings (3 consecutive absences without prior leave result in immediate step down) Refer Education Act 1989, s104 (1) (c)</p> <p>7.3 Board papers read prior to attending board meeting.</p>
8. Approves major policies and programme initiatives.	8.1 Approved and minuted.
9. Fulfils the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage.	<p>9.1 The Treaty of Waitangi is obviously considered in board decisions.</p> <p>9.2 The board is culturally responsive and inclusive.</p>
10. Approves and monitors personnel policy and procedures and acts as a good employer.	10.1 Become and remain familiar with employment conditions of school, staff employment agreements and award arrangements.
11. Appoints, assesses the performance of and supports the principal.	11.1 Principal's performance management system in place and implemented.
12. Deals with disputes and conflicts referred to the board as per the school's concerns and complaints procedures.	12.1 Successful resolution of any disputes and conflicts referred.
13. Represents the school in a positive, professional manner.	13.1 Code of behaviour adhered to.
14. Oversees, conserves and enhances the resource base.	14.1 Property/resources meet the needs of the student achievement aims.
15. Effectively hands over governance to a new board/trustee at election time.	<p>15.1 New trustees provided with governance manual.</p> <p>15.2 New trustees fully briefed and able to participate following attendance at an orientation programme.</p>

Review schedule: Triennially

2. Trustees' Code of Behaviour Policy

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

1. Maintain and understand the values and goals of the school.
2. Protect the special character of the school.
3. Ensure the needs of all the students and their achievement is paramount.
4. Be loyal to the school and its mission.
5. Publicly represent the school in a positive manner.
6. Respect the integrity of the principal and staff.
7. 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.
8. Be diligent and attend board meetings prepared for full and appropriate participation in decision making.
9. Ensure that individual trustees do not act independently of the board's decisions.
10. Speak with one voice through its adopted policies and ensure that any disagreements with the board's stance are resolved within the board.
11. Avoid any conflicts of interests with respect to their fiduciary responsibility.
12. Recognise the lack of authority in any individual trustee or subgroup of the board in any interaction with the principal or staff.
13. Recognise that only the chairperson (working within the board's agreed chairperson role description or delegation) or a delegate working under written delegation, can speak for the board.
14. Continually self-monitor their individual performance as trustees against policies and any other current board evaluation tools.
15. Be available to undertake appropriate professional development.

I _____, have read and understood this code of Behaviour Policy and agree to follow and abide by it to the best of my ability.

Signature

Date

Review schedule: Triennially.

3. Conflict of Interest Policy

The standard of behaviour expected at St Joseph's Catholic School is that all staff and board members effectively manage conflicts of interest between the interests of the school on one hand, and personal, professional, and business interests on the other. This includes managing potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

The purposes of this policy are to protect the integrity of the school's decision-making process, to ensure confidence in the school's integrity, and to protect the integrity and reputations of staff and board members.

In the course of meetings or activities, staff and board members will disclose any interests in a transaction or decision where their family, and/or partner, employer, or close associates will receive a benefit or gain. After disclosure, the person making the disclosure will be asked to leave the room for the discussion and will not be permitted to vote on the question.

Review schedule: Triennially

4. Chairperson's Role Policy

The chairperson of St Joseph's Catholic School safeguards the integrity of the board's processes and represents the board of trustees to the broader community. The chair ensures that each trustee has a full and fair opportunity to be heard and understood by the other members of the board in order that collective opinion can be developed and a board decision reached. The board's ability to meet its obligations and the plans and targets it has set are enhanced by the leadership and guidance provided by the chair.

The Chair:

1. Welcomes new members, ensures that the conflict of interest disclosure is made and the code of behaviour is understood and signed, and leads new trustee induction
2. Assists board members' understanding of their role, responsibilities and accountability including the need to comply with the Trustees' Code of Behaviour Policy
3. Leads the board members and develops them as a cohesive and effective team
4. Ensures that the work of the board is completed
5. Ensures that they act within board policy and delegations at all times and do not act independently of the board
6. Sets the board's agenda and ensures that all board members have the required information for informed discussion of the agenda items
7. Ensures that the meeting agenda content is only about those issues which according to board policy clearly belong to the board to decide
8. Effectively organises and presides over board meetings ensuring that such meetings are conducted in accordance with the Education Act 1989, the relevant sections of the Local Government Official Information and Meetings Act 1987 and any relevant board policies
9. Ensures interactive participation by all board members
10. Represents the board to external parties as an official spokesperson for the school except for those matters where this has been delegated to another person/s
11. Is responsible for promoting effective communication between the board and wider community including communicating appropriate board decisions
12. Establishes and maintains a productive working relationship with the principal
13. Ensures that the principal's performance agreement and appraisal are completed on an annual basis
14. Ensures that concerns and complaints are dealt with according to the school's concerns and complaints procedures
15. Ensures that any potential or real risk to the school or its name is communicated to the board. This includes any concern or complaint

Review Schedule: Annually in November

5. Staff/Student Trustee Role Description Policy

The staff/student trustee fulfils legislative requirements relating to board composition. The role of the staff/student trustee is to bring a staff/student perspective to board decision making.

As a trustee the staff/student trustee has equal voice, vote, standing, and accountabilities as all other trustees.

Staff/Student Trustee accountability measure	Standard
1. To work within the board's Charter	1.1 The charter is obviously considered in board decisions
2. To abide by the board's governance and operational policies	2.1 The staff/student trustee has a copy of the Governance Manual and is familiar with all board policies
3. The staff/student trustee is first and foremost a trustee and must act in the best interests of the students at all times.	3.1 The staff/student trustee is not a staff/student advocate 3.2 The staff/student trustee does not bring staff/student concerns to the board
4. The staff/student trustee is bound by the Trustee Code of Behaviour	4.1 The staff/student trustee acts within the code of behaviour
5. It is not expected that the staff trustee act as a union delegate	5.1 The staff trustee does not bring staff issues to the board
6. It is not necessary for the staff/student trustee to prepare a verbal or written report for the board unless specifically requested to from the board	6.1 No regular reports received unless a request has been made by the board on a specific topic

Review Schedule: Triennially

6. The Relationship between the Board and the Principal Policy

The performance of the school depends significantly on the effectiveness of this relationship and as such a positive, productive working relationship must be developed and maintained. The board and the principal for 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 boards agreed Code of Behaviour should be read alongside this policy.

1. This relationship is based on mutual respect, trust, integrity and ability.
2. The relationship must be professional.
3. The principal reports to the board as a whole rather than to individual trustees.
4. Day to day relationships between the board and the principal are delegated to the chair.
5. All reports presented to the board by the staff arrive there with the principal's approval and the principal is accountable for the contents.
6. There are clear delegations and accountabilities by the board to the principal through policy.
7. The two must work as a team and there should be no surprises.
8. Neither party will deliberately hold back important information
9. Neither party will knowingly misinform the other.
10. The board must maintain a healthy independence from the principal in order to fulfil its role.
11. The principal should be able to share their biggest concerns with the board

Review Schedule: Annually

7. Principal's Performance Appraisal Policy

The Principal's performance is appraised on an annual basis with the objective of ensuring high quality educational opportunities for the students of the school. This process will:

1. Ensure that the principal's performance will be formally appraised on an annual basis by the board chairperson or delegate(s) and, at the board's choice, either and independent consultant who specialises in education and is able to review the effectiveness of the education provided or other suitable trustee.
2. Result in a written assessment of the principal's performance on an annual basis, identifying any training/professional development needs for the principal to undertake.
3. There will be three informal meetings during the review period between the principal and chairperson or delegate(s) to discuss progress.
4. The criteria for appraisal will be the objectives set in the performance agreement, the objectives being drawn from the school's strategic and annual operating plans, the principals job description, professional standards and board policies on operations
5. If there is any disagreement between the principal and the board as to the objectives, the board, after considering the principal's input, will amend and confirm the amended objectives or confirm the unchanged objectives. The board's decision will be final.
6. The board chairperson or delegate(s) may seek feedback on the principal's performance from staff, parents, or any other person/s who are in the position of providing feedback on how the principal has performed.
7. The chairperson or delegate(s) will report back formally once a year to the board a summary report on the result of the appraisal. This will be discussed in committee with the principal absent.
8. The performance agreement and results of the appraisal are confidential to the principal, the board and their agents unless both parties agree to wider distribution.
9. In the event of a dispute relating to the appraisal results, the board may choose to exercise its right to make a final decision or appoint an independent mediator to mediate. Ultimately the board will have responsibility for any final decision.

Review Schedule: Triennially

8. The Relationship between the Chairperson and the Principal Policy

The chairperson is the leader of the board and works on behalf of the board on a day to day basis with the principal.

The relationship principles are to be read in line with the following:

1. The board's agreed governance and management definitions
2. The board's Roles and Responsibilities Policy
3. The Responsibilities of the Principal Policy
4. The Chairperson's Role Policy
5. The Trustees' Code of Behaviour Policy

Relationship principles:

1. A positive, productive working relationship between the principal and the chair is both central and vital to the school.
2. This relationship is based on mutual trust and respect.
3. The two must work as a team and there should be no surprises.
4. The relationship must be professional.
5. Each must be able to counsel the other on performance concerns.
6. The chair supports the principal and vice versa when required and appropriate.
7. There is an understanding/acceptance of each other's strengths and weaknesses.
8. Each agree not to undermine the other's authority.
9. There is an agreement to be honest with each other.
10. Each agree and accept the need to follow policy and procedures.
11. Agree not to hold back relevant information.
12. Agree and understand that the chair has no authority except that granted by the board.
13. Understand that the chair should act as a sounding board for the principal both supporting and challenging in order to the school to account for achieving the goals and targets that have been set.

Review schedule: Annually

9. Meeting Process Policy

The board is committed to effective and efficient meetings that are focused at a governance level and provide the information the board needs to be assured that all policies, plans and processes are being implemented and progressing as planned. Meetings:

1. Are based on a prepared annual agenda. The agenda preparation is the responsibility of the chairperson. Sufficient copies of the agenda of the open (public) session will be posted on the board of trustee's 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.

Review Schedule: Triennially

10. Meeting Procedure Policy

(An * denotes legislative requirement)

Members of the school community are encouraged to take an active interest in the school and its performance and are welcome to attend all board meetings within the Public Attending Board Meetings Procedure (see p. 20).

Board Meetings;

General:

- Meetings are held as per the triennial review schedule with the dates confirmed each December for the following year.
- 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 for prior leave. To obtain prior leave a trustee must request leave from the board at a board meeting and the board must make a decision.
- The chairperson shall be elected at the first meeting of the year except in the general election year where it will be at the first meeting of the newly elected board.*
- The chairperson may exercise a casting vote in the case of equality of votes, in addition to his/her deliberative vote.*
- Any trustee with a conflict or pecuniary interest in any issue shall not take part in any debate on such issues and may be asked to leave the meeting for the duration of the debate.* A pecuniary interest arises when a trustee may be financially advantaged or disadvantaged as a result of decisions made by the board. e.g. Contracts, pay and conditions etc. A conflict of interest is when an individual trustee could have, or could be thought to have, a personal stake in matters to be considered by the board.
- Only trustees have automatic speaking rights.
- The board delegates [and minutes] powers under Sections 15 & 17 of the Education Act to the Disciplinary Committee.
- The board delegates [and minutes] authority to the deputy principal in times of absence of the principal.
- The amount the chairperson and other board members are paid for attendance at board meetings is set by the board. Currently the chairperson receives \$75 per board meeting and board members receive \$55 per board meeting. There is no payment for committee or working party meetings.
- Attendance fees are non-taxable within the agreed non-taxable amounts of \$605 annually for trustees and \$805 for the chairperson.
- Board minutes will be taken by an elected secretary or a non-trustee paid on a commercial basis on contract. The choice will be made by each new board as to their preference.

Time of meetings:

- Regular meetings commence at 7pm and conclude by 9:30pm.
- A resolution for 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 the delivery of notice to the chairperson 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 chairperson.
- Public attendants the meeting are given notice about their rights regarding attendance at the meeting. Public Attending Board Meetings Procedure(see p.20).

Motions/amendments:

- A motion is a formal proposal for consideration. All motions and amendments moved in debate must be seconded unless moved by the chairperson and are then open for discussion. *
- Motions and amendments once proposed and accepted may not be withdrawn without the consent of the meeting. *
- No further amendments may be accepted until the first one is disposed of. *
- The mover of a motion has right of reply. *
- A matter already discussed may not be reintroduced at the same meeting in any guise or by way of an amendment. **

Tabling Documents:

- When written information is used in support of a discussion, it should be tabled so that it can be examined by those present. It then forms part of the official record.

Correspondence:

- The board should have access to all correspondence. Correspondence that requires the board to take some action should be photocopied/scanned and distributed prior to the meeting. Other correspondence can be listed and tabled so that trustees can read it if required.

Termination of debate:

- All decisions are to be taken by open voting by all trustees present.

Lying on the table:

- When a matter cannot be resolved, or when further information is necessary before a decision can be made, the matter can be left unresolved for future discussion.

Points of order:

- Points of order are questions directed to the chair which require an answer or a ruling. They are not open to debate and usually relate to the rules for the running of a meeting.

Suspension of meeting procedures:

- The board's normal meeting procedures may be suspended by resolution of the meeting.

Agenda:

- Agenda items are to be notified to the chair 3 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 agended as separate meeting items.
- All items in the agenda are to carry a recommended course of action and where appropriate supplemented by supporting material in the agended documentation.
- The agenda is to be collated with the agenda items placed in the agenda order and marked with the agenda number.
- Papers requiring reading and consideration will not normally be accepted if tabled at the meeting.
- Papers and reports are to be sent to the board 3 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 7 working days of the board meeting before being distributed to trustees within 10 working days of the meeting.

Review schedule: Triennially

Public Attending Board Meetings Procedure

Welcome to the St Joseph's Catholic School board of trustees meeting. We welcome public presence at our meetings and hope that you enjoy your time observing our board meeting.

In order that you understand the rules that apply to members of the public attending our meetings please read the following:

1. Board meetings are not public meetings but meetings held in public.
2. If the meeting moves to exclude the public (usually this is to protect the privacy of individuals) then you will be asked to leave the meeting until this aspect of business has been concluded.
3. Members of the public may request speaking rights on a particular subject that is on the agenda. Preferably this request has been made in advance. Public participation is at the discretion of the board.
4. Speakers shall be restricted to a maximum of 3 minutes each per subject, with a time limit of fifteen minutes per interest group.
5. No more than ____ speakers on any one topic.
6. Speakers are not to question the board and must speak to the topic.
7. Board members will not address questions or statements to speakers.
8. Speakers shall not be disrespectful, offensive, or make malicious statements or claims.
9. If the chair believes that any of these have occurred or the speaker has gone over time they will be asked to finish.

Please note: Members of the public include staff and parents of the school who are not trustees on the board.

Review schedule: Triennially

Meeting Agenda

A typical agenda will be as follows.

Present:	
Apologies:	
Opening Prayer:	
Declarations of Conflict of Interest:	
Strategic Discussion:	
Subcommittee Updates:	
Policies:	
Consent Agenda:	
Correspondence:	
Minutes:	
General	
Closing Prayer:	
Meeting Closed:	
Next Meeting:	

Evaluation of meeting on [date] chaired by [name]

1. How well did we accomplish the results we expected from this meeting based on the set agenda?

Not at all Very well
1 2 3 4 5

Comment:

2. How satisfied are you with how the team worked as a group?

Not at all Very well
1 2 3 4 5

Comment:

3. How satisfied are you with your participation and contribution as an individual?

Not at all Very well
1 2 3 4 5

Comment:

4. Is there anything that you believe would improve our meeting process?

Name: (Optional).....

Review schedule: Triennially

11. Board Review of Governance

Board Induction

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 on their joining the board which includes:
 - Where and when they can pick up their 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
 - Policies
 - The current budget
 - The last ERO report
 - The last annual report
 - The triennial review program
 - Any other relevant material
 3. The chairperson or delegate will meet with new board members to explain board policy and other material in the governance manual.
 4. The principal and chairperson or delegate, will brief all new member 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 chairperson 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 help improve this induction process:

Trustee Review

Trustees will participate in the review of board governance policies as per the triennial review schedule.

Chairperson Review

The board chair's position will be reviewed annually in November. The Chairperson's Role Policy will form the basis of this review and will be sent to all trustees. Once collated these results will be shared with the chair and recommendations included in the review report that is presented to the board.

Board Review

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

- The annual report
- The triennial review programme
- The ERO report
- Any other means deemed appropriate by the board

Review schedule: Triennially

Governance Processes/Procedures

1. Committee Principles

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

Education act 1989, section 66

-gives the board the authority to delegate any of its powers to a special committee except the power to borrow money.

The board must document in the board minutes and in writing to each board member the precise powers that are delegated to an individual committee. In addition the same delegation motion must name who has delegated authority. For example, the committee can:

- a) Investigate and report their findings to the board
- b) Investigate and make any recommendations based on findings to the board.
- c) Investigate, come to conclusions based on what they have discovered and have the power to act upon those conclusions then report to the board what they did.

Board committees:

1. Are to be used sparingly to preserve the board functioning as a whole when other methods have been deemed to be inadequate.
2. Can consist of non-trustees. Committees must have a minimum 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. have the chair and principal as ex officio members'
8. 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

The following committees are currently established:

- property committee

Review schedule: Triennially

1.1 Review Committee Terms of Reference

Purpose:

To monitor, on the board's behalf, compliance with board policies and external legislation.

This includes:

1. Supporting the board to review the effectiveness of the board's governance processes.
2. Reviewing the effectiveness of systems for the assessment and management of areas of risk.
3. Verifying that mechanisms are in place to ensure compliance with statutory requirements, financial and other.
4. Commissioning reviews of specific controls and procedures (financial or non-financial) where so requested by the board.
5. Reporting any problems or reservations arising from the external auditors/reviewers work and any other matters that the external auditors/reviewers note to the attention of the board.
6. Ensuring implementation of the triennial review programme.

Committee Members:

[At least 2 trustees; excludes the board chair and excludes the principal]

Meets:

As required. 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 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 trustees to the committee as and when required.

Members of the management team shall attend meetings when requested. A representative of the external auditors may be requested to attend meetings when appropriate.

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 trustee or employee and all trustees 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. [Note: NZSTA provide a helpdesk and industrial advice free to trustees and boards.]

No individual member of the review committee can act without the directive of the committee as a whole.

Review schedule: Triennially

1.2 Disciplinary Committee Terms of Reference

Purpose:

To ensure that all processes relating to the suspensions of students adhere to the requirements of Education Act 1989, Education Rules 1999 and Ministry of Education Guidelines.

Committee members:

All members of the board excluding the principal. The chair of the committee if the board chairperson or in the chairperson's absence will be determined by the committee. The quorum for the committee shall be two trustees.

Delegated Authority:

That the powers conferred on the board under Sections 15 and 17 of The Education Act 1989 be delegated to the discipline committee of the board of trustees. The committee will:

- Act in fairness, without bias or prejudice and with confidentiality
- Act within legislation and the MoE guidelines
- Act only on written and agreed information, not verbal hearsay
- Use processes of natural justice in discipline hearing procedures
- Make recommendations on discipline matters to the board as necessary.

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

Review schedule: Triennially

1.3 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 for 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 for:

1. Recommending, in association with the principal, an annual operating and capital budget, including professional development 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 parent 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, and
12. Assessing and making recommendations to the board of requests for spending on individual items outside of budget.

Review schedule: Triennially

Compliance 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.

Finance Annual Calendar

Date	Action Required
28 February	Finance committee self-review and plan for the year
31 March	Annual accounts prepared and forwarded to the auditors.
30 April	Annual review of 10-year property plan completed by the property committee and available as an input document for budgeting purposes. Note: this should also encompass normal cyclical maintenance and capital works
31 May	Community reporting on financial performance
30 June	Ensure any issues raised by the auditor have been addressed
31 August	Annual review of risk management needs and insurance
30 September	Annual plan available as input document for preparation of the budget
31 October	Initial annual budget recommendation submitted to the board
30 November	Revised annual budget (if required) submitted to the board for approval

Review schedule: Triennially

St Joseph's Catholic School Delegations List

Date of Minuted Delegation	Personnel Delegations can be to a person or a committee. Committees must have a minimum of 2 persons, at least one of whom must be a trustee	Delegated Authority See individual Committee Terms of reference in the Governance Manual	Term of Delegation Note: Delegation ceases at the date below, by earlier resolution of the board, or , if no date, is ongoing
Xx/xx/xxxx	Disciplinary Committee All current trustees bar the principal	That the Disciplinary Committee members aforementioned are delegated authority to implement the board's Disciplinary Committee Terms of Reference, as outlined in the Governance Manual	
Xx/xx/xxxx	Finance Committee [name] (T/)	That the Finance Committee members aforementioned are delegated authority to implement the boards Finance Committee Terms of Reference as outlined in the Governance Manual.	
Xx/xx/xxxx	Deputy Principal/Assistant Principal	That the board directs that, except where the board, at its discretion, otherwise determines, the deputy principal or assistant principal shall, in the absence of the principal from	

		duty for periods not exceeding 2 weeks and for the full period or periods of such absence, perform all the duties and powers of the principal.	
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Notes:

[T] = Trustee

Review schedule: Annually

Complaints Process

Governance Policy Complaints

Rationale

It is important that the concerns of students, staff, parents/whanau, and members of the school community are recognised and resolved in a spirit of fairness and justice.

Purpose

To make a genuine effort to ensure that all complaints are investigated fairly at the earliest opportunity, and in a manner which respects all parties concerned

Guidelines

1. The school will make a genuine effort to resolve all concerns and complaints.
2. Anyone with a concern is encouraged to discuss the matter directly with the person involved as soon as possible, to prevent issues escalating.
3. Concerns will be dealt with by the school using the process set out in the Procedure for Concerns.
4. If the concern is not resolved through this process, a formal complaint may be made. This must be done in writing to either the Principal or the Chairperson of the Board of Trustees. The process set out in the Formal Complaints Procedure will be followed once a complaint has been received. It is helpful for the complaint to include as many details as possible, including details of efforts to resolve the issue.
5. Complaints against any staff member will be dealt with using the management procedure for dealing with complaints against staff.
6. For any other complaint, when the Principal or Chairperson receives the complaint, they will contact the person who has sent it to discuss further action.
7. Depending on the nature of the complaint, the matter may be referred to the Board of Trustees for consideration and action.
8. Any complaint will be treated in confidence, however, any person included in a complaint must be informed of the details of the complaint and be given an opportunity to address the complaint.
9. If a complainant is not satisfied with the outcome, they may appeal to the Board of Trustees, or the Ministry of Education.

References:

Management Complaints Policy S12
Procedure for Concerns
Formal Complaints Procedure

Procedure for Concerns

For Students

Students are encouraged to talk directly to their teachers whenever a problem arises. They should approach the teacher at a suitable time. Issues are easiest to resolve when dealt with promptly.

For Parents/Whanau

Classroom Issues

1) If you have a concern about a classroom matter you should firstly try to contact the class teacher and discuss the matter with her/him. Do this by phoning the school office (07 8849480) or writing or emailing to the teacher concerned. Teachers are unlikely to be available to answer calls, since they will normally be teaching. A message should be left with the school office asking the teacher to return your call.

2) Teachers will, wherever possible, return calls by the end of the school day. You should ensure that you leave information with the school office about how and when to contact you. Contact phone numbers should also be included if the concern has been made in writing. The school will, wherever possible, respond to written concerns within three working days.

3) If the response provided by the school does not fully address your concerns, you may wish to take the matter further by making a formal complaint (see Formal Complaints Procedure)

Other Concerns

If you have a concern about a matter which you do not feel able to discuss with the teacher directly or which does not involve a particular teacher, you may phone or write to one of the following (the school office can give you their names):

1. The Principal
2. The Deputy Principal.
3. The Director of Religious Studies
4. The Parish Priest.

For Other Members of the Community

If you have a concern about a student, please contact the school principal or Deputy Principal.

If you have a concern about an adult member of the school community, first contact the person directly as soon as possible. If this does not resolve the matter, you may contact the principal or the chairperson of the board of trustees.

In all cases, if a concern is not resolved, a formal complaint may be laid.

Formal Complaints Procedure

In some cases, such as if your concern can not be resolved, you may wish to make a formal complaint.

1. Write down your complaint giving details of the issue, including details of efforts that have been made to resolve the matter. Include your name and contact phone number.
2. Address your written complaint to the Principal, or to the Chairperson of the Board of Trustees if the complaint is about the Principal. Ask for assistance at the school office if you are unsure how to go about delivering your complaint.
3. When a complaint is received, the principal (or the Chairperson of the Board of Trustees) will discuss the matter with you before deciding what further action should be taken. You may have a support person with you when you discuss the complaint, if you wish.
4. The complaint will be investigated by talking to the person about whom the complaint has been made and interviewing anybody else who may have had a part to play in the incident. Written statements will normally be taken.
5. The Principal will decide what steps will be taken as a result of the investigation and will ensure that a record of the process is kept.
6. You will be informed of the outcome of the investigation.
7. Depending on the nature of the complaint, the matter may be referred to the Board of Trustees for consideration and action.
8. Your complaint will generally be treated in confidence. However, in the interests of natural justice any persons included in a complaint must have the opportunity to hear all details about the complaint and reply to it. They may be accompanied by a support person during discussion of the complaint if they wish.
9. If you are dissatisfied with the outcome of the complaint you may write to the Board of Trustees for a review of the complaint. A review should be completed by the Board within 28 days of the referral.
10. Parents may complain to the Ministry of Education if they are not satisfied with this complaints process. In this situation, the school will liaise with the New Zealand School Trustees Association.
11. Complaints about the Board of Trustees (not individual trustees) may be directed to the Office of the Ombudsman

Supporting Governance Documentation

1. Trustee Register

Name	Phone/Email	Position on board	Type of member [Note 1]	Start date	Current term expires

Note 1: Elected, selected, co-opted, staff trustee, student trustee, and proprietor's appointee, principal

2. Triennial Review Programme

Year: 20xx Review	Area for Review	Board Meeting Dates							
Strategic Review	Charter								
	Strategic aims								
Regular Review	Policy								
	Board related, e.g. New trustee induction								
	Principal performance								
	Curriculum								
	Budget								
Emergent Review	National standards								
	New gov. initiatives								
	New local initiatives								
Other									

Year: 20xx Review	Area for Review	Board Meeting Dates							
Strategic Review	Charter								
	Strategic aims								
Regular Review	Policy								
	Board related, e.g. New trustee induction								
	Principal performance								
	Curriculum								
	Budget								
Emergent Review	National standards								
	New gov. initiatives								
	New local initiatives								
Other									

Year: 20xx	Area for Review	Board Meeting Dates							
Strategic Review	Charter								
	Strategic aims								
Regular Review	Policy								
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	Principal performance								
	Curriculum								
	Budget								
Emergent Review	National standards								
	New gov. initiatives								
	New local initiatives								
Other									

Part 3

Operational Policies

The principal is the professional leader of the school and works in partnership with the board of trustees. As the board's chief executive 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.

The principal's key contribution is day-to-day management of the school as per the management definition in the introduction to this governance manual.

1. Responsibilities of the Principal Policy

The principal is responsible for overseeing the implementation of board policy including the Charter. Reference in documentation to the school, management and staff is to be read as "principal" for responsibility for implementation. From time to time the chairperson of the board acting within delegated authority may issue discretions 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 the current job description
2. Meet the requirements of 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 board policies.
4. Develop an annual plan that is aligned with the board's strategic plan and meets both legislative requirements and any MoE expectations.
5. Seek approval from the board each year for the annual plan so that MoE expected dates can be met...
6. Implement the annual plan and give priority to the school's annual targets.
7. Use resources efficiently and effectively.
8. Put good employer policies into effect and ensure that there are effective procedures/guidelines in place.
9. Approve staff attestation for salary increments.
10. Allocate pay units for management positions.
11. Oversee staff appraisals and staff professional development.
12. Hire, deploy and terminate relieving and auxiliary staff positions.
13. Hire teaching staff as per the appointments policy.
14. Preserve assets (financial and property).
15. Communicate with the community on operational matters where appropriate.
16. Limit public statements about the official position of the board on controversial social, political, and/or educational issues to what the board has formally adopted as positions of record.
17. Keep the board informed of information important to its role.
18. Report to the board on the compliance or lack of with their policies.
19. Organise operations within the boundaries of prudence and ethics established in board policies on operations and the Charter
20. Act as Protected Disclosures Officer and ensure procedures are in place to meet the requirements of the Protected Disclosures Act 2000." [see STA Link 2001/01]
21. Appoint, on behalf of the board, the Privacy Officer and EEO Officer.

Only decisions made by the board acting as a board are binding on the principal. 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 relationship is one of trust and support with expectations documented in the relationship policy. Both parties work to ensure “no-surprises”.

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

Review schedule: Triennially

2. 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) has (have) occurred and the board judges the degree and seriousness of the concern or violation(s) to warrant initiating a disciplinary process, the board shall seek free advice in the first instance from an NZSTA industrial adviser and follow due process.

Review schedule: Triennially

3. Principal Professional Expenses Policy

A budget for professional expenses and for professional development will be established annually and be included in the budget. Spending within budget occurs at the discretion of the principal except in the case of overseas professional development. All overseas trips for professional development must be approved first 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.

Review schedule: Triennially

4. 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 our school. Thus the board is supported in its strategic decision-making and risk management. Therefore, the principal may not fail to:

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 at each board meeting:
 - principal's management report including:
 - i. Strategic Aim Report
 - ii. Personnel Report
 - iii. Finance Report
 - iv. Variance Report
 - v. Key Performance Indicators

And,

- the coordination and approval of the following reports:
 - i. Student Progress and Achievement Report
 - ii. Curriculum Report
3. inform the board in a timely manner of any significant changes in staffing, programmes, plans or processes that are under consideration
 4. seek board approval for any requests for discretionary staff leave of longer than xxx days
 5. seek board approval for any requests for staff travelling overseas on school business
 6. advise the board of any staff absences longer than xxxx school days
 7. submit any monitoring data required in a timely, accurate and understandable fashion
 8. report and explain financial variance against budget in line with the board's expectations
 9. report on the number of stand-downs, suspensions, exclusions and expulsions on a per meeting basis
 10. report and explain roll variance against year levels and reasons on a per meeting basis
 11. present information in a suitable form – not too complex or lengthy
 12. inform the board when, for any reason, there is non-compliance of a board policy
 13. recommend changes in board policies when the need for them becomes known
 14. highlight areas of possible bad publicity or community dis-satisfaction
 15. coordinate management/staff reports to the board and present to the board under the principal's authority
 16. regularly report on the implementation of the annual plan and progress towards meeting student achievement targets
 17. report on any matter requested by the board and within the specified timeframe

Review schedule: Triennially

5. Curriculum Delivery Policy

Delivery of the curriculum shall foster student progress and achievement and meet all legislative requirements and Ministry and board expectations. Therefore the principal may not fail to:

1. provide opportunities for success for all students (in years 1-10) in all essential learning areas and skill areas of the New Zealand Curriculum
2. give priority to student achievement in literacy and numeracy (especially in years 1-8)
3. give priority to regular quality physical activity that develops movement skills for all students (especially in years 1-6)
4. report on progress and achievement of all students including information in relation to National Standards as per the board's three year work plan and agreed reporting formats
5. identify students at risk of not achieving including those gifted and talented students and implement teaching and learning strategies to address needs
6. ensure there is a focus on the national priority groups of Maori, Pasifika and students with special learning needs in school planning and reporting
7. consult with the school's Maori community about the policies/plans for improving the achievement of Maori students
8. Provide career information and guidance for year 7 students and above.
9. seek board approval before changes to the school curriculum requiring increased expenditure or significant changes to programmes or staffing are made
10. ensure achievement of the Charter aims and targets

Review schedule: Triennially

6. Personnel Policy

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 may not fail to:

1. Ensure that employees are not discriminated against and use clearly job-related criteria, individual performance or qualifications in decision making.
2. ensure all employees their rights to personal dignity, safety and access to an approved and fair internal grievance process
3. Ensure that all required staff are registered or have a current Limited Authority to Teach.
4. provide a smoke free environment
5. provide for all staff an employment agreement
6. provide a suitable professional development programme which takes into consideration the requirements of the strategic and annual plans
7. carry out annual performance appraisals
8. meet current employment legislation
9. take reasonable steps to protect staff from unsafe or unhealthy working conditions
10. meet the requirements of the Health and Safety in Employment Act 1992
11. provide Protected Disclosure protection

Review schedule: Triennially

7. Appointments Policy

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. Therefore, the principal may not fail to:

1. meet legal requirements
2. act as a good employer
3. appoint the best person for the job
4. determine the composition of the various appointment committees according to the schedule outlined below:
 - a Appointment of the principal is the responsibility of the board which will determine the process.
 - b Appointment of the deputy-principal, head of departments/senior teachers will involve an appointment committee consisting of the principal, the board chairperson and a further trustee (should the BOT feel the need to include one).
 - c 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 Chairperson or delegate where deemed necessary.

Review schedule: Triennially

8. Financial Planning Policy

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 principal, in association with the Finance Committee, is responsible for recommending an annual operating and capital budget to the board within the timelines specified in the Finance Committee terms of reference. This budget will include a professional development budget allocation for the principal and the staff.

Budgeting shall not fail to reflect the annual plan, risk financial jeopardy nor fail to show a generally acceptable level of foresight.

Thus the budget should not neglect to:

1. reflect the results sought by the board
2. reflect the priorities as established by the board
3. comply with the board's requirement of a balanced budget
4. ensure adequate working capital
5. demonstrate an appropriate degree of conservatism in all estimates

Review schedule: Triennially

9. Financial Condition Policy

The financial viability of the school must be protected at all times. The board understands that the possibility of theft or fraud cannot be entirely eliminated however the principal is required to show there are in place safeguards and robust, clear procedures to minimise the risk of either event. Reference should be made to 5.4 of the Financial Information for Schools Handbook (FISH). Therefore, the principal shall not:

1. incur unauthorised debt
2. violate generally accepted accounting practices or principles
3. use tagged funds for purposes other than those approved
4. spend more funds than have been allocated in the fiscal year without prior board approval
5. fail to ensure all money owed to the school is collected in a timely manner
6. fail to make timely payment to staff and other creditors
7. sell or purchase unauthorised property
8. fail to ensure that all relevant government returns are completed on time
9. fail to ensure that no one person has complete authority over the school's financial transactions
10. make any purchase:
 - of over \$xxxx without having obtained comparative prices and quality
 - of over \$xxxx without an adequate review on ongoing costs, value and reliability
 - of over \$xxxx on a single item without first seeking board approval

Review schedule: Triennially

10. Asset Protection Policy

Assets may not be unprotected, inadequately maintained or unnecessarily risked. The board of trustees is responsible for over viewing the programming and funding of general maintenance of the school grounds, buildings, facilities and other assets to provide a clean, safe, tidy and hygienic work and learning environment for students and staff. Accordingly, the principal may not:

1. fail to insure assets
2. allow unauthorised personnel or groups to handle funds or school property
3. subject plant and equipment to improper wear and tear or insufficient maintenance or inappropriate use
4. fail to maintain an up to date asset register for all items of furnishing, plant machinery, equipment, text and library books costing more than \$500.00
5. fail to ensure the implementation of the 10 year property maintenance plan
6. fail to engage sufficient property maintenance staff for the school within budget limitations
7. fail to receive board approval for maintenance contracts over \$5000 for any one contract
8. fail to conduct competitive tenders for all contracting
9. fail to protect intellectual property, information and files from loss or significant damage or unauthorised access or duplication
10. receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards
11. invest or hold operating capital in insecure accounts, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions

Review schedule: Triennially

11. Health & Safety Policy

Students and staff shall have a safe physical and emotional learning environment.

Therefore, the principal shall not fail to:

1. take all reasonable steps to protect students, staff and visitors to the school from unsafe or unhealthy conditions
2. ensure there is zero tolerance to bullying
3. ensure there are effective processes in place for dealing with bullying
4. comply with the provisions of the Health and Safety in Employment Act 1992
5. provide a smoke free environment
6. ensure a risk analysis management system (RAMS) is carried out where and when appropriate
7. seek approval for all overnight stays/camps attesting first to their compliance with (4) above
8. consult with the community every two years regarding the health programme being delivered to students
9. provide privacy of personal documentation held at the school
10. advise the board chair of any emergency situations as soon as possible

Review schedule: Triennially

12. Legal Responsibilities Policy

School procedures will meet the legislative statutes and regulations as set down in the appropriate Acts, Ministry of Education circulars and the Education Gazette.

Review schedule: Triennially