

Nau mai haere mai, welcome to Governance Essentials 2

We will begin once all participants have joined the webinar.

All cameras and microphones have been turned off due to the number of participants.

A copy of this presentation and recording will be made available after the session.

Whakawhanaungatanga

Is the process of establishing links, making connections and relating to others.

Your host

Rod Lane

NZSTA Learning and Innovation Director

Your presenter

Alan Curtis

NZSTA Partner Provider

Your Q&A moderator

Ann Bixley

NZSTA Learning and Innovation Specialist



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Preparing our minds for the session

Whakataka te hau ki te uru

Cease the winds from the west

Whakataka te hau ki te tonga

Cease the winds from the south

Kia mākinakina ki uta

Let the breeze blow over the land

Kia mātaratara ki tai

Let the breeze blow over the ocean

E hī ake ana te atakura

Let the red-tipped dawn come with a
sharpened air

He tio, he huka, he hau hū

A touch of frost, a promise of a glorious
day!

Tīhei mauri ora!

How this session works

- We'll cover the key concepts of school governance based on the questions you asked during registration.
- You can use the Q&A function to ask any other questions as we go.
- A copy of this presentation and the webinar will be posted online tomorrow.
- This webinar will finish at 8:15 pm.
- Please complete our post-webinar survey when the session finishes.

In this webinar we will discuss:

- Effective board meetings
- The relationship between the work plan and meeting agenda
- Raising concerns and dealing with complaints
- Suggested policies for your board's governance framework.
- Types of questions board members could ask



EFFECTIVE GOVERNANCE

GOVERNANCE ESSENTIALS

Learning Outcomes: What does success look like?

By the end of this workshop you should be able to:

- Recognise the components of the legislative framework
- Describe the make-up of your board
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What do you already know?

Reflection Questions

1. How do you know if your board meetings are effective?
2. How are your meeting agendas planned?
3. How well did you deal with your last complaint?
4. How do you determine how your board operates?
5. Do you learn something new at every board meeting?



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The legislative framework

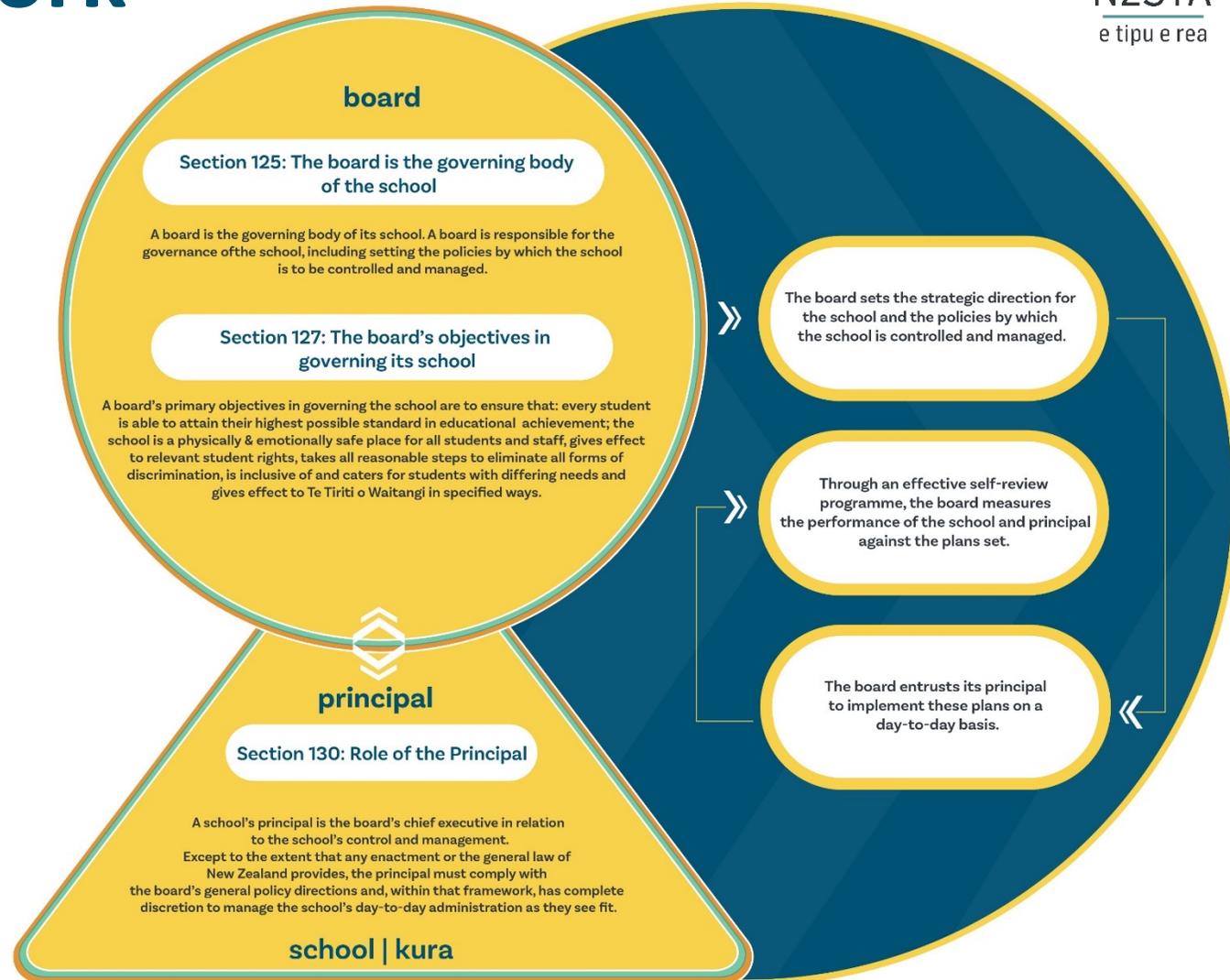
Governance and Management

One vision, different roles

Governance and management is a partnership.

The legal accountabilities of boards and principals are outlined in the Act.

Successful schools are where the board and the management have a clear understanding of their respective roles and responsibilities.



The legislative framework

Governance and Management

One vision, different roles

Governance and management is a partnership.

The legal accountabilities of boards and principals are outlined in the Act.

Successful schools are where the board and the management have a clear understanding of their respective roles and responsibilities.

The board is the ***governing*** body.

It sets the direction for the school.

The board entrusts the principal to implement these plans.

The principal is the chief executive.

Within the board's guidelines and policies, the principal has complete discretion to **manage** the school as they see fit.

Let's start with:

- **Effective board meetings**
- **The relationship between the work plan and meeting agenda**
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“Board meeting cycles are the lifeblood of the work of the board”

Steven Bowman

Four key issues

1. **Understand and continuously** reflect on the role of the board
2. Design **strategic reflection** into the board cycle
3. Design **strategically focussed** board meeting agendas
4. Ensure the board committees **service the needs** of the board

Designing strategic reflection

Into the board meeting cycles

- Review and reflect on existing and potential choices
- Monitor how close we are to achieving agreed outcomes
- Monitor the impact on our community
- Determine quickly if things need to change



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Board meeting

Indicators of effectiveness

How do you know whether your board meetings are effective?

Does your board display these characteristics?

- ✓ Board members speak up, they are engaged
- ✓ There is mutual respect between board members
- ✓ Willingness to explore new ideas and changes
- ✓ Clarity of decision-making processes
- ✓ Length of meetings is appropriate
- ✓ A comfortable and professional meeting environment



How does your board lead?

The four key governance documents

1. The school's strategic plan (Charter)
2. The annual financial budget
3. The board's governance policy framework
4. The principal's performance agreement and review



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Board workplan

Monitoring & review

Having a board workplan in place not only helps you stay on track but also helps with board succession planning!

Does your board have a workplan?



2. Board workplan

Area for review	Board meeting dates							
	Feb	March	May	June	August	Sept	Nov	Dec
Charter/strategic plan	Confirm charter approved and sent to MoE						Review of strategic plan Approve review plan 20xx	Analysis of variance Annual plan draft
Strategic aims	Strategic aim 1	Strategic aim 2	Strategic aim 3	Strategic aim 1	Strategic aim 2	Strategic aim 3		
Policy		Governance policies 1- 4		Curriculum		Personnel		Role of the presiding member
Student progress and achievement	Year 9 and 10 literacy and numeracy	Special education needs	NCEA confirmed results	Mid-year student achievement	Pasifika student focus	Gifted and talented		
Te Tiriti o Waitangi	Māori student focus	Local Māori community consultation		Māori student focus	Local Māori community consultation			
Inclusion & Wellbeing	Student transition focus		Staff wellbeing survey		Student wellbeing survey		Student transition focus	Board wellbeing assessment
Human resources	Principal performance agreement approved	HR tool checklist 1		Mid-year review principal performance		HR tool checklist 2		Formal review report principal performance
Curriculum	Key competencies		English		The arts		Health and PE	
Budget	Approved	Monitor	Monitor	Mid-year review	Monitor		20xx draft	
New government initiatives								
New local initiatives								
Board process requirements	Appoint presiding member	Accounts to auditor	Annual report approved and sent to MoE	Parent reporting Roll return 1 July		Health curriculum consultation	Succession planning	Parent reporting

Designing your meeting agenda

Starting with the Workplan

Focus on the strategic direction, not this month's events

- Decisions first
- Monitoring next
- Discussion last



Board meeting agenda

Keeping to the plan

A well-planned board meeting agenda provides board members with a 'map'.

It outlines the business to attend to and decisions to be made.

The agenda should reflect board work not management work.



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C1.2 Meeting agenda

A typical agenda will be as follows:

Board meeting agenda – date			
	Strategic goal / policy reference	Led by	Time
1. Administration			
1.1 Present			5 mins
1.2 Apologies			
1.3 Declaration of interests			
2. Strategic decisions			30–45 mins
2.1 Strategic decisions made if required	Operational/ governance policy xxxx		
3. Monitoring			45–80 mins
3.1 Ongoing summary of progress to date in relation to annual implementation plan			
3.2 Expert presentation			
3.3 Data analysis			
3.4 Exploration of key result area (goals)			
3.5 Finance and audit report			
4. Strategic discussions			30–45 mins
4.1 Exploration of specific issue or project (e.g. principal performance review process, local curriculum consultation, delegations*)			
4.2 Education Gazette			
5. Identify agenda items for next meeting			5–15 mins
6. Administration			5–15 mins
6.1 Confirmation of minutes			
6.2 Correspondence*			
7. Meeting closure			5–15 mins
7.1 Comments on meeting procedures and outcomes			
7.2 Preparation for next meeting			

Notes:

- Correspondence is listed on the back of the agenda.
- List of current delegations and sub-delegations is attached to the agenda.

Next, we will discuss:

- Effective board meetings
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- Suggested policies for your board's governance framework.
- Types of questions board members could ask



EFFECTIVE GOVERNANCE GOVERNANCE ESSENTIALS

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Concerns and complaints

How does your board deal with concerns and complaints

Where is your policy?

- Three clicks
- Clear steps
- Who needs to respond
- Care and discretion



Handling concerns and complaints

Delegation

- Exclude the Chair and Principal
- Clear directions
- Always ask
- Formal reporting



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Closure

- Agreement
- Confirmation
- Thanks



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What about board policies?

- Effective board meetings
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Board governance model

How the board governs the school

When defining governance for our school we need to understand:

- **Who** are we here for?
- **What** is it we are supposed to do?
- **How** will we do this?

Whilst most boards will already have a governance model in place, it's always good to review and look for improvements that can be made!

Board governance model

What do our **policies & procedures** look like?

What should we have in our **code of conduct**?

How will we successfully manage the **principal relationship**?

How will we manage our **charter and strategic planning**?

What **committees** do we need?

How shall we set our **meeting agenda**?

What **reporting** do we want as a board?

Policies for your governance framework

Board policies are necessary for:

- Articulating the rules
- Separating the roles
- Working effectively and through the Principal
- Monitoring activity against the strategic plan
- Ensuring legislated, regulatory and best practice policies



No. 1 Policy

Strategic Plan

(previously the Charter)

- Your key planning document – setting the direction for the School.
- Principal derives the annual implementation plan
- Board monitors the implementation of its annual plan

Are you familiar with your strategic and annual plans?



Policy suggestions

Consider these

- Code of conduct
- Delegations
- Diversity, equity and inclusion
- Management performance and review

Refer to the NZSTA Governance Policy Framework



B2. Board code of conduct policy

Outcome statement

The board will act in an ethical and respectful manner.

Scoping

Every member of the board will have access to the code of conduct and opportunities to discuss its expectations of their behaviour. Board business will be conducted in an ethical and respectful manner, in accordance with legislation and board policy.

Expectations and limitations

As members of an effective governance team, each member of the board shall:

- ensure the needs of all students and their achievement is paramount
- uphold the principles of Te Tiriti o Waitangi
- be loyal to the school and its mission
- maintain and understand the values and goals of the school
- protect the special character / different character / principles of Te Aho Matua and any special characteristics of the school
- publicly represent the school in a positive manner
- respect the integrity of the principal and staff
- observe the confidentiality of non-public information acquired in their role as a member of the board and not disclose to any other persons such information that might be harmful to the school
- be diligent and attend board meetings prepared for full and appropriate participation in decision making
- ensure that individual board members do not act independently of the board's decisions
- speak with one voice through board policies and ensure that any disagreements with the board's stance are resolved within the board
- in the course of board meetings, disclose any interests in a transaction or decision where they, their family and/or partner, employer or close associate will receive a benefit or gain and leave the meeting for the duration of discussion and/or voting in relation to the matter
- recognise the lack of authority in any individual board member or committee/working party of the board in any interaction with the principal or staff
- recognise that only the presiding member (working within the board's agreed presiding member role description or delegation) or a delegate working under written delegation can speak for the board
- continually self-monitor their individual performance as a member of the board against policies and any other current board evaluation tools
- be available to undertake appropriate professional development.

Procedures/supporting documentation

Board to enter own documentation.

Monitoring

Board to enter own monitoring and reporting procedures.

Legislative compliance

[Education & Training Act 2020](#)

[Education \(School Boards\) Regulations 2020](#)

Reviewed:

Next review:

What about questions?

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Effective questions for board meetings

Board members need information

Questions which may be relevant include:

What is working and what is not? Why?

Do we have students who have particular needs?

What is the school doing to address those needs?

Are students and staff emotionally and physically safe?

Does the curriculum suit all students?

Which groups of students are missing out?

What resources are needed to teach effectively?



Q and A



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Summary

Governance Essentials 2

- Effective board meetings are planned and managed
- The Workplan is your guide to the meeting agenda
- Concerns and complaints need care and compassion
- Governance policies drive how your board operates
- Remember, a good question unlocks curiosity

Questions you could ask at your board

Governance Essentials 2

- Are our meetings robust and effective?
- Have we discussed the Workplan?
- Do we have a clear complaints management process?
- Are we confident about our board policies?



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Next Steps

- A copy of this presentation and the webinar will be posted online tomorrow.
- You'll find these in the workshop resources section of our knowledge hub, along with our Governance Essentials workbook.
- A summary of the Q&A will also be posted here as soon as it's available.
- Contact us for support and advice:

0800 782 435

Governance: govadvice@nzsta.org.nz

Employment: eradvice@nzsta.org.nz

Please stay online and complete the evaluation



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Karakia

Ka whakairia te tapu

Kia wātea ai te ara

Kia turuki whakataha ai

Haumi e. Hui e. Tāiki e!

Restrictions are moved aside

So the pathway is clear

To return to everyday activities

Enriched, unified and blessed!



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Thank you!
Please contact us for help
and support.

0800 782 435

govadvice@nzsta.org.nz

eradvice@nzsta.org.nz

for governance matters

for employment matters