

TE KURA KAUPAPA MĀORI O NGĀ MOKOPUNA



Policy Framework 2018

*the following documentation outlines
the Kaihautū*

governance framework

TIROHANGA WHAKAMUA

*Ko Te Aho Matua te tāhuhu o tōku whare.
Ko te reo me ōna tikanga ngā heke whakamau.
Ko te whānau, ko te whānaungatanga ngā pou.*



Contents

<i>Mana Whakahaere</i>	3
<i>Governance and Management</i>	3
Part 1 Governance Policy	6
1. Kaihautū Roles and Responsibilities Policy	6
2. Responsibilities of the Tumuaki Policy	9
3. Disciplinary Process in Relation to the Tumuaki Policy	10
5. Reporting to the Kaihautū Policy	10
6. Trustees' Code of Behaviour Policy	11
7. Trustee Remuneration and Expenses Policy	11
8. Conflict of Interest policy	11
9. Chair's Role Description Policy	12
10. Kaimahi/Ākonga Trustee Role Description Policy	12
11. The Relationship between the Kaihautū and the Tumuaki Policy	13
12. Tumuaki Performance Management Policy	13
13. The Relationship between the Chair and the Tumuaki Policy	14
14. Meeting Process Policy	15
15. Public Attending Kaihautū Meetings Procedure	17
16. Kaihautū Induction Policy	18
17. Kaihautū Review Policy	18
18. Ohu Whānau Policy	19
19. Ohu Putea	19
20. Te Kura Kaupapa Māori o Ngā Mokopuna Delegations List	20
21. Whakatau Raru (Concerns and Complaints)	21
22. Trustee Register – this register will be updated when any trustee joins or leaves the Kaihautū or the Kaihautū opts into or out of mid-term election cycle.	22
Part 2 Operational Policy	25
1. Marau Delivery Policy (Ohu Te Aho Matua)	25
2. Personnel Policy (Ohu Kaimahi)	25
3. Appointments Policy (Ohu Kaimahi)	25
4. Financial Planning (Ohu Putea)	26
5. Financial Condition Policy (Ohu Putea)	26
6. Asset Protection Policy (Ohu Whenua)	27
7. Health and Safety Policy	27
8. Child Protection Policy	28
9. Legal Responsibilities Policy	30



Introduction

Mana Whakahaere

The Whānau is the Tumu Whakahaere of Ngā Mokopuna. The Whānau is constituted by the parents, grandparents and caregivers who are the regular kaitiaki (guardians) of tamariki enrolled at Ngā Mokopuna, all kaiako and kaimahi and all those who regularly attend and support kura activities.

The whānau have established Ohu Whānau to assist with the Governance and support Management. These Ohu were developed to help streamline the Hui ā-Whānau process and to ensure that responsibilities lie with the appropriate whānau groups.

Ohu Kaihautū (Board of Trustees) consists of the Chair and Co-Chair, the Lead of each Ohu Whānau, Kaimahi Representative, Ākonga representative, along with the Tumuaki. Ohu Kaihautū hold the overall responsibilities which are equivalent to those of a Board of Trustees except decisions are not made by the Kaihautū but recommendations are made for ratification by the whānau at Hui ā-Whānau. For the purposes of voting there is one vote per enrolled tamaiti. (Please see Tāpiringa 1 for the current list of Ohu Kaihautū members, roles and responsibilities.)

Ohu are the ‘engine room’ of whānau whakahaere and is where the bulk of the work is done.

Refer to Te Aho Matua, the New Zealand Curriculum, the New Zealand Disability Strategy, and the United Nations Convention on the Rights of Disabled People.

To ensure effective Kura performance, the Kaihautū (on behalf of the whānau) is committed to maintaining a strong and effective governance framework that incorporates legislative requirements and good practice.

Governance and Management

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

Governance	Management
<p>The ongoing improvement of ākonga progress and achievement is the Kaihautū focus.</p> <p>The Kaihautū acts in a stewardship role and is entrusted to work on behalf of all whānau. It has capacity to make recommendations for ratification by the whānau at Hui ā-Whānau. It is accountable for the Kura performance, emphasises strategic leadership, sets the vision for the Kura and ensures compliance with legal and policy requirements.</p> <p>Kaihautū policies are at a governance level and outline clear delegations to the Tumuaki. The Kaihautū and Tumuaki form the leadership, with the role of each documented and understood. The Tumuaki reports to the Kaihautū as a whole.</p> <p>The Kaihautū is proactive rather than reactive in its operations and decision-making and involves itself in the administrative details of the day-to-day running of the Kura as and when it sees necessary.</p>	<p>The Kaihautū delegates all authority and accountability (excluding Financial) for the day-to-day operational organisation of the Kura to the Tumuaki who must ensure compliance with both the Kaihautū policy framework and the law of New Zealand.</p>



In developing the above definitions for TKKM o Ngā Mokopuna, Kaihautū is cognisant first and foremost with Te Aho Matua. While the following excerpts from the Education Act 1989 have provided guidance to the development of this policy framework final decision-making authority rests with the whānau of TKKM o Ngā Mokopuna.

Education Act 1989

The Education Act 1989 was amended on 19th May 2017, clarifying the governance role of the board of trustees and a focus on student achievement. The powers and functions of boards are now set out in Schedule 6 of the Act, with the principal's role as chief executive specified as before in Section 76.

Schedule 6

4 Board is governing body of school

- (1) A board is the governing body of its school.
- (2) A board is responsible for the governance of the school, including setting the policies by which the school is to be controlled and managed.
- (3) Under section 76, the school's principal is the board's chief executive in relation to the school's control and management.

5 Board's objectives in governing school

- (1) A board's primary objective in governing the school is to ensure that every student at the school is able to attain his or her highest possible standard in educational achievement.
- (2) To meet the primary objective, the board must—
 - (a) ensure that the school—
 - (i) is a physically and emotionally safe place for all students and staff; and
 - (ii) is inclusive of and caters for students with differing needs; and
 - (b) have particular regard to any statement of National Education and Learning Priorities issued under section 1A; and
 - (c) comply with its obligations under sections 60A (in relation to curriculum statements and national performance measures), 61 (in relation to teaching and learning programmes), and 62 (in relation to monitoring of student performance); and
 - (d) if the school is a member of a community of learning that has a community of learning agreement under section 72, comply with its obligations under that agreement as a member of that community; and
 - (e) comply with all of its other obligations under this or any other Act.

6 Staff

Subject to Parts 8A and 31, a board may, in accordance with the State Sector Act 1988, appoint, suspend, or dismiss school staff.

13 Board has complete discretion

A board has complete discretion to perform its functions and exercise its powers as it thinks fit, subject to this and any other enactment and the general law of New Zealand.

16 Cultural diversity, Treaty of Waitangi, tikanga Māori, and te reo Māori

- (1) A board must take all reasonable steps to ensure that the policies and practices for its school reflect New Zealand's cultural diversity and the unique position of the Māori culture.
- (2) In performing its functions and exercising its powers, a board must take all reasonable steps to act in a manner that is consistent with the principles of the Treaty of Waitangi.



(3) Without limiting subclauses (1) and (2), a board must take all reasonable steps to provide instruction in tikanga Māori (Māori culture) and te reo Māori (the Māori language) for full-time students whose parents ask for it.

17 Delegations

(1) A board may delegate any of the functions or powers of the board or the trustees, either generally or specifically, to any of the following persons by resolution and written notice to the person or persons:

(a) a trustee or trustees:

(b) the principal or any other employee or employees, or office holder or holders of the board:

(c) a committee consisting of at least 2 persons at least 1 of whom is a trustee:

(d) any other person or persons approved by the Minister:

(e) any class of persons that comprises any of the persons listed in paragraphs (a) to (d).

(2) Subclause (1) does not apply to any functions or powers specified in this Act as not being capable of delegation.

(3) The board must not delegate the general power of delegation.

(4) A delegate to whom any function or power is delegated may,—

(a) unless the delegation provides otherwise, perform the function or exercise the power in the same manner, subject to the same restrictions, and with the same effect as if the delegate were the board or the trustees; and

(b) delegate the function or power only—

(i) with the prior written consent of the board; and

(ii) subject to the same restrictions, and with the same effect, as if the subdelegate were the delegate.

(5) A delegate who purports to perform a function or exercise a power under a delegation—

(a) is, in the absence of proof to the contrary, presumed to do so in accordance with the terms of that delegation; and

(b) must produce evidence of his or her authority to do so if reasonably requested to do so.

(6) No delegation in accordance with this Act—

(a) affects or prevents the performance of any function or the exercise of any power by the board or the trustees; or

(b) affects the responsibility of the board for the actions of any delegate acting under the delegation; or

(c) is affected by any change in the membership of the board or of any committee or class of persons.

(7) A delegation may be revoked at will by—

(a) resolution of the board and written notice to the delegate; or

(b) any other method provided for in the delegation.

(8) A delegation under subclause (4)(b) may be revoked at will by written notice of the delegate to the subdelegate.

(9) The board may, by resolution, appoint committees—

(a) to advise it on any matters relating to the board's functions and powers that are referred to the committee by the board; or

(b) to perform or exercise any of the board's functions and powers that are delegated to the committee.

(10) A person must not be appointed as a member of a committee unless, before appointment, he or she discloses to the board the details of any financial interest that would disqualify the person from being a trustee under section 103A.

(11) This clause applies to each member of a committee who is not a trustee with any necessary modifications.

18 Bylaws



A board may make bylaws that the board thinks necessary or desirable for the control and management of the school.

s.76 Principals –

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

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

Part 1 Governance Policy

These governance policies outline how the Kaihautū (on behalf of the whānau) will operate and set standards and performance expectations that create the basis for the Kaihautū to monitor and evaluate performance as part of its ongoing monitoring and review cycle.

1. Kaihautū Roles and Responsibilities Policy

The Kaihautū (Board of Trustees') key areas of contribution are focused on four outcome areas:

**Representation
Leadership
Accountability
Employer Role**

The Kaihautū	The Standards
1. Sets the strategic direction and long-term plans and monitors the Kaihautū progress against them	1.1 The Kaihautū leads the annual charter review process 1.2 The Kaihautū sets/reviews the strategic aims by the final whānau hui of each year 1.3 The Kaihautū/whānau approves the annual plan and targets and ensures the Tūtohunga is submitted to the Ministry of Education (MoE) by 1 March each year 1.4 Regular Kaihautū meetings include a report on progress towards achieving strategic aims 1.5 The Tūtohunga is the basis for all Kaihautū decision making
2. Monitors and evaluates ākonga progress and achievement	2.1 The Kaihautū approves an annual review schedule covering curriculum and ākonga progress and achievement reports 2.2 Reports at each regular Kaihautū meeting, from Tumuaki, on progress against annual plan, highlight



The Kaihautū	The Standards
	risk/success 2.3 Targets in the annual plan are met, the curriculum policy is implemented and there is satisfactory performance of curriculum priorities
3. Protects the special character of the Kura (Te Aho Matua)	3.1 Te Aho Matua is obviously considered in all Kaihautū decisions 3.2 Te Aho Matua report is included at every Kaihautū meeting as part of the Tumuaki report
4. Recommends to the whānau the appointment, assesses the performance of and supports the Tumuaki	4.1 Tumuaki performance management system in place and implemented
5. Approves the budget and monitors financial management of the Kura	5.1 Budget approved by the first meeting each year 5.2 Satisfactory performance of Kura against budget
6. Effectively manages risk	6.1 The Kaihautū has an effective governance model in place 6.2 The Kaihautū remains briefed on internal/external risk environments and takes action where necessary 6.3 The Kaihautū identifies 'trouble spots' in statements of audit and takes action if necessary 6.3 The Kaihautū ensures the Tumuaki reports on all potential and real risks when appropriate and takes appropriate action
7. Ensures compliance with legal requirements	7.1 New members have read and understood the governance framework including policies, the Kura charter, Kaihautū induction pack and requirements and expectations of Kaihautū members 7.2 New and continuing members have kept aware of any changes in legal and reporting requirements for the Kura. Kaihautū has sought appropriate advice when necessary 7.3 Accurate minutes of all Kaihautū meetings, approved by Kaihautū and signed by chair 7.4 Individual Kaimahi/ākonga matters are always discussed in public excluded session 7.5 Kaihautū meetings have a quorum
8. Ensures trustees attend Kaihautū meetings and take an active role	8.1 Kaihautū meetings are effectively run 8.2 Trustees attend Kaihautū meetings having read Kaihautū papers and reports and are ready to discuss them 8.3 Attendance at 80% of meetings (min.) 8.4 No unexplained absences at Kaihautū meetings (3 consecutive absences without prior leave result in immediate step down) Refer Education Act 1989, s104 (1) (c)
9. Approves major policies and programme initiatives	9.1 Approve programme initiatives as per policies 9.2 The Kaihautū monitors implementation of programme initiatives
10. Fulfills the intent of the Treaty of Waitangi by valuing and reflecting New Zealand's dual cultural heritage	10.1 The Treaty of Waitangi is obviously considered in Kaihautū decisions 10.2 The Kaihautū, Tumuaki and Kaimahi are culturally responsive and inclusive



The Kaihautū	The Standards
11. Approves and monitors human resource policy/procedures which ensures effective practice and contribute to its responsibilities as a good employer	11.1 Becomes and remains familiar with the Kaihautū employment conditions which cover employees (i.e. Kaimahi employment agreements and arrangements) 11.2 Ensures there are personnel policies in place and that they are adhered to e.g. Code of Conduct 11.3 Ensures there is ongoing monitoring and review of all personnel policies
12. Deals with disputes and conflicts referred to the Kaihautū as per the Kura concerns and complaints procedures	12.1 Successful resolution of any disputes and conflicts referred
13. Represents the Kura 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 ākonga achievement aims
15. Effectively hands over governance to new Kaihautū/trustees at election time	15.1 New trustees provided with governance manual and induction 15.2 New trustees fully briefed and able to participate following attendance at an orientation meeting 15.3 Appropriate delegations are in place as per s66 Education Act 15.3 Kaihautū and trustees participate in appropriate professional development



2. Responsibilities of the Tumuaki Policy

The Tumuaki is the professional leader of the Kura and works in partnership with the Kaihautū. The Tumuaki shall not cause or allow any practice, activity or decision that is unethical, unlawful, and imprudent or which violates the Kaihautū Tūtohunga or expressed values or commonly held professional ethic.

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

The Tumuaki is responsible for overseeing the implementation of Kaihautū policy including the Tūtohunga (Charter). Reference in documentation to the Kura, management and Kaimahi is to be read as “Tumuaki” is responsibility for implementation. From time to time the chair of the Kaihautū acting within delegated authority may issue discretions in policies of the Kura, in minutes of the Kaihautū, or by written delegation.

The responsibilities of the Tumuaki are to:

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

Decisions made by the Kaihautū acting as a Kaihautū and approved by the whānau are binding on the Tumuaki unless specific delegations are in place. Decisions or instructions by individual Kaihautū members, committee chairs, or committees are not binding on the Tumuaki except in rare circumstances when the Kaihautū/whānau has specifically authorised it.

The relationship is one of trust and support with expectations documented in the relationship policy. All parties work to ensure “no-surprises”.

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



3. Disciplinary Process in Relation to the Tumuaki Policy

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

4. Tumuaki Professional Expenses Policy

A budget for professional expenses and for professional development will be established annually in accordance with the Tumuaki professional development plan contained in their performance agreement and be included in the budget. Spending within budget is with the approval of the Kaihautū. Any overseas trips for professional development must be approved by the Kaihautū at least one term in advance of the event.

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

5. Reporting to the Kaihautū Policy

The Tumuaki reports to the Kaihautū 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 Kura. Thus the Kaihautū is supported in its strategic decision-making and risk management by also requiring the Tumuaki to submit any monitoring data required in a timely, accurate and understandable fashion. Therefore, the Tumuaki must ensure that they:

1. Inform the Kaihautū of significant trends, implications of Kaihautū decisions, issues arising from policy matters or changes in the basic assumptions upon which the Kaihautū strategic aims are based.
2. Submit written reports covering the following management areas for each Kaihautū meeting:
 - Tumuaki 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. Ākonga Progress and Achievement Report
 - ii. Curriculum Report
3. Inform the Kaihautū in a timely manner of any significant changes in Kaimahi, programmes, plans or processes that are under consideration
4. Submit any monitoring data required in a timely, accurate and understandable fashion
5. Report and explain financial variance against budget in line with the Kaihautū expectations
6. Report on the number of stand-downs, suspensions, exclusions and expulsions on a per meeting basis
7. Report and explain roll variance against year levels and reasons on a per meeting basis
8. Present information in a suitable form – not too complex or lengthy
9. Inform the Kaihautū when, for any reason, there is non-compliance of a Kaihautū policy
10. Recommend changes in Kaihautū policies when the need for them becomes known
11. Highlight areas of possible bad publicity or community dis-satisfaction
12. Coordinate management/Kaimahi reports to the Kaihautū and present to the Kaihautū under the Tumuaki authority



13. Regularly report on the implementation of the annual plan and progress towards meeting ākonga achievement targets
14. report on any matter requested by the Kaihautū and within the specified timeframe.

6. Trustees' Code of Behaviour Policy

The Kaihautū 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 Kura
2. Protect the special character of the Kura
3. Ensure the needs of all ākonga and their achievement is paramount
4. Be loyal to the Kura and its mission
5. Publicly represent the Kura in a positive manner
6. Respect the integrity of the Tumuaki and Kaimahi
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 Kura
8. Be diligent and attend Kaihautū meetings prepared for full and appropriate participation in decision making
9. Ensure that individual trustees do not act independently of the Kaihautū decisions
10. Speak with one voice through its adopted policies and ensure that any disagreements with the Kaihautū stance are resolved within the Kaihautū
11. Avoid any conflicts of interest with respect to their fiduciary responsibility
12. Not act independently of Kaihautū decisions (ratified by whānau)
13. Recognise that only the chair (working within the Kaihautū agreed chair role description or delegation) or a delegate working under written delegation, can speak for the Kaihautū
14. Continually self-monitor their individual performance as trustees against policies and any other current Kaihautū evaluation tools
15. Be available to undertake appropriate professional development

7. Trustee Remuneration and Expenses Policy

The Kaihautū has the right to set the amount that the chair and other Kaihautū members are reimbursed for attendance at Kaihautū meetings in recognition that these fees cover the expense of attending Kaihautū meetings. The Tumuaki, as a member of the Kaihautū is entitled to the same payment as all other trustees except the chair. Currently at Te Kura Kaupapa Māori o Ngā Mokopuna;

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

8. Conflict of Interest policy

The standard of behaviour expected at Te Kura Kaupapa Māori o Ngā Mokopuna is that all Kaimahi and Kaihautū members effectively manage conflicts of interest between the interests of the Kura 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 Kura decision-making process, to ensure confidence in the Kura ability to protect the integrity and reputations of Kaihautū 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 Kaihautū meetings, Kaihautū 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.

9. Chair's Role Description Policy

The chair of Te Kura Kaupapa Māori o Ngā Mokopuna safeguards the integrity of the Kaihautū processes and represents the Kaihautū 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 Kaihautū in order that collective opinion can be developed and a Kaihautū decision reached. The Kaihautū 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. Is elected at the first Kaihautū meeting of the year except in a triennial trustee election year where it shall be at the first meeting of the Kaihautū*
2. Welcomes new members, ensures that the conflict of interest disclosure is made and the code of behaviour is understood and signed, and leads new trustee induction
3. Assist the Kaihautū members' understanding of their role, responsibilities and accountability including the need to comply with the Trustees' Code of Behaviour policy
4. Leads the Kaihautū members and develops them as a cohesive and effective team
5. Ensures the work of the Kaihautū is completed
6. Ensures they act within Kaihautū policy and delegations at all times and do not act independently of the Kaihautū
7. Sets the Kaihautū agenda and ensures that all Kaihautū members have the required information for informed discussion of the agenda items
8. Ensures the meeting agenda content is only about those issues which according to Kaihautū policy clearly belong to the Kaihautū to decide
9. Effectively organises and presides over Kaihautū 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 Kaihautū policies*
10. Ensures interactive participation by all Kaihautū members
11. Represents the Kaihautū to external parties as an official spokesperson for the Kura except for those matters where this has been delegated to another person/s and is the official signatory for the annual accounts*
12. Is responsible for promoting effective communication between the Kaihautū and wider community including communicating appropriate Kaihautū decisions
13. Establishes and maintains a productive working relationship with the Tumuaki
14. Ensures the Tumuaki performance agreement and review are completed on an annual basis
15. Ensures concerns and complaints are dealt with according to the Kura concerns and complaints procedures
16. Ensures any potential or real risk to the Kura or its name is communicated to the Kaihautū. This includes any concern or complaint

** Legislative Requirement*

10. Kaimahi/Ākonga Trustee Role Description Policy

The Kaimahi/ākonga trustee fulfils legislative requirements relating to Kaihautū composition. The role of the Kaimahi/ākonga trustee is to bring a Kaimahi/ākonga perspective to Kaihautū decision making and discussion.



As a trustee the Kaimahi/ākonga trustee has an obligation to serve the broader interests of the Kura and its ākonga and has equal voice, vote, standing and accountabilities as all other trustees.

Kaimahi/Ākonga Trustee accountability measure	Standard
1. To work within the Kaihautū Charter	1.1 The Charter is obviously considered in Kaihautū decisions
2. To abide by the Kaihautū governance and operational policies	2.1 The Kaimahi/ākonga trustee has a copy of the Governance Manual and is familiar with all Kaihautū policies
3. The Kaimahi/ākonga trustee is first and foremost a trustee and must act in the best interests of the ākonga at the Kura at all times.	3.1 The Kaimahi/ākonga trustee is not a Kaimahi/ākonga advocate 3.2 The Kaimahi/ākonga trustee does not bring Kaimahi/ākonga concerns to the Kaihautū
4. The Kaimahi/ākonga trustee is bound by the Trustee Code of Behaviour	4.1 The Kaimahi/ākonga trustee acts within the code of behaviour
5. It is not necessary for the Kaimahi/ākonga trustee to prepare a verbal or written report for the Kaihautū unless specifically requested to from the Kaihautū	5.1 No regular reports received unless a request has been made by the Kaihautū on a specific topic.

Review schedule: Triennially

11. The Relationship between the Kaihautū and the Tumuaki Policy

The performance of the Kura depends significantly on the effectiveness of this relationship and as such a positive, productive working relationship must be developed and maintained. The Kaihautū and the Tumuaki form the leadership team and as such clear role definitions have been developed. The Responsibilities of the Tumuaki and Responsibilities of the Kaihautū policies along with the Kaihautū 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 Tumuaki reports to the Kaihautū as a whole rather than to individual trustees.
4. Day to day relationships between the Kaihautū and the Tumuaki are delegated to the chair.
5. All reports presented to the Kaihautū by the Kaimahi (unless specifically requested by the Kaihautū) arrive there with the Tumuaki approval and the Tumuaki is accountable for the contents.
6. There are clear delegations and accountabilities by the Kaihautū to the Tumuaki 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 Kaihautū must maintain a healthy independence from the Tumuaki in order to fulfil its role. The Kaihautū is there to critique and challenge the information that comes to it, acting in the best interests of ākonga at the Kura.
11. The Tumuaki should be able to share their biggest concerns with the Kaihautū.

Review schedule: Annually

12. Tumuaki Performance Management Policy

It is the policy of the TKKM o Ngā Mokopuna Kaihautū to establish a performance agreement with the Tumuaki each year* and review the Tumuaki performance on an annual basis with the objective of ensuring



that every ākonga at the Kura is able to attain his or her highest possible standard in educational achievement.

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

* Legal requirement

Signature

I, _____, have been informed of the performance review policy and procedures of _____ Kura Kaihautū.

Signature _____ Date _____

Review schedule: Triennially

13. The Relationship between the Chair and the Tumuaki Policy

The chair is the leader of the Kaihautū and works on behalf of the Kaihautū on a day to day basis with the Tumuaki.

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

1. Te Aho Matua



2. The Kaihautū agreed governance and management definitions
3. The Kaihautū Roles and Responsibilities Policy
4. The Responsibilities of the Tumuaki Policy
5. The Chair's Role Description Policy
6. The Trustees' Code of Behaviour Policy

Relationship principles:

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

Review schedule: Annually

14. Meeting Process Policy

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

1. Are based on a prepared annual agenda. The agenda preparation is the responsibility of the chair. Sufficient copies of the agenda of the open (public) session will be posted on the Kaihautū notice board tab of the kura website 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.
4. Decisions by the Kaihautū are fully recorded but remain confidential. The Kaihautū needs to:
 - make the reasons for excluding the public clear
 - reserve the right to include any non-Kaihautū member it chooses
4. Can be held via audio, audio and visual, or electronic communication providing:
 - all trustees who wish to participate in the meeting have access to the technology needed to participate, and
 - a quorum of members can simultaneously communicate with each other throughout the meeting.

Review schedule: Triennially

Kaihautū meetings;

General:

- Meetings are held as per the triennial review schedule with dates confirmed each December for the following year.



- Kaihautū minutes will be taken by a non-trustee paid on a commercial basis on contract.
- The quorum shall be more than half the members of the Kaihautū 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 Kaihautū cease to be members. An apology does not meet the requirement of prior leave. To obtain prior leave a trustee must request leave from the Kaihautū at a Kaihautū meeting and the Kaihautū must make a decision.*
- The chair shall be elected at the first meeting of the year except in the general election year where it will be at the first meeting of the newly elected Kaihautū.*
- The chair may exercise a casting vote in the case of equality of votes, in addition to his/her deliberative vote.*
- Any trustees with a conflict or pecuniary interest in any issue shall not take part in any debate on such issues and may be asked to leave the meeting for the duration of the debate.* A pecuniary interest arises when a trustee may be financially advantaged or disadvantaged as a result of decisions made by the Kaihautū. 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 Kaihautū.
- Only trustees have automatic speaking rights.
- The Kaihautū delegates [and minutes] powers under Sections 15 and 17 of Education Act to the Disciplinary Committee.
- The Kaihautū delegates [and minutes] authority to the deputy Tumuaki in the times of absence of the Tumuaki.
- The amount the chair and other Kaihautū members are paid for attendance at Kaihautū meetings is set by the Kaihautū. Currently the chair receives \$75.00 per Kaihautū meeting and Kaihautū members receive \$55.00 per Kaihautū 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 \$825 for the chair.

Time of meetings:

- Regular meetings commence at 6.00pm and conclude by 8.30pm.
- A resolution for an extension of time may be moved but will not normally exceed 30 minutes.
- Any business remaining on the agenda at the conclusion of the meeting is transferred to the following meeting.

Special meetings:

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

Motions/amendments:

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

Tabling documents

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

Correspondence

- The Kaihautū should have access to all correspondence. Correspondence that requires the Kaihautū 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 Kaihautū normal meeting procedures may be suspended by resolution of the meeting.

Agenda:

- Agenda items are to be notified to the chair 5 days prior to the meeting
- Late items will only be accepted by Kaihautū at the meeting.
- All matters requiring a decision of the Kaihautū are to be allocated specific time, carry a recommended course of action and have supporting material.
- Papers requiring reading and consideration will not normally be accepted if tabled at the meeting.
- Papers and reports are to be sent to the Kaihautū five (5) working days before the meeting

Minutes

- The Tumuaki is to ensure that secretarial services are provided to the Kaihautū.
- 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 two (2) working days of the Kaihautū meeting before being distributed to trustees within three (3) working days of the meeting.

Review schedule: Triennially

15. Public Attending Kaihautū Meetings Procedure

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

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

- 1 Kaihautū 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 Kaihautū.
- 4 Speakers shall have a time limit of up to fifteen minutes.
- 5 Speakers shall not be disrespectful, offensive, or make malicious statements or claims.
- 6 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 Kaimahi, ākongā and Kura whānau who are not trustees on the Kaihautū.

Review schedule: Triennially



16. Kaihautū Induction Policy

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

1. New trustees will receive a welcome letter on their joining the Kaihautū which includes:
 - Where and when they can pick up their governance folder
 - The suggested date of the induction
 - The date of the next Kaihautū meeting
 - Chair and Tumuaki contact details
2. New trustees will be issued with a governance manual containing copies of the Kura:
 - Charter – including the strategic and annual/operational plans
 - Policies
 - The current budget
 - The last ERO report
 - The last annual report
 - The triennial review programme
 - Any other relevant material
3. The chair or delegate will meet with new Kaihautū members to explain Kaihautū policy and other material in the governance manual.
4. The Tumuaki and chair or delegate, will brief all new members on the organisational structure of the Kura.
5. The Tumuaki will conduct a site visit of the Kura.
6. New Kaihautū members are to be advised of the professional development that is available from NZSTA and other relevant providers.
7. After three months on the Kaihautū, 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 Kaihautū?**

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 Tumuaki and Kaihautū chair to be effective?**

Very effective Effective Not very effective
Comment:

Please comment on how we could improve this induction process:

17. Kaihautū Review Policy

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

- the annual report
- the Education Review Office (ERO) report
- any other means deemed appropriate by the Kaihautū

Review schedule: Triennially



18. Ohu Whānau Policy

The whānau have established Ohu Whānau to assist with the Governance and support Management. These Ohu were developed to help streamline the Hui ā-Whānau process and to ensure that responsibilities lie with the appropriate whānau groups.

Ohu Kaihautū (Board of Trustees) hold the overall responsibilities equivalent to those of a Board of Trustees except decisions are not made by Ohu Kaihautū but recommendations are made for ratification by the whānau at Hui ā-Whānau. For the purposes of voting there is one vote per enrolled tamaiti. (Please see Tāpiringa 1 for the current list of Ohu Kaihautū members, roles and responsibilities.)

Ohu Whānau are the 'engine room' of whānau whakahaere and is where the bulk of the work is done. Ohu Whānau has delegation to govern and support management with policies and procedures development and when required to deal with sensitive issues. Ohu Whānau do not have the power to borrow money.

Each Ohu Whānau have terms of reference that must contain the following information (Attachment 1):

- purpose
- Ohu members
- Authority/area of responsibility

19. Ohu Putea

Responsibility of the Kaihautū

The Kaihautū/Whānau has overall responsibility for the financial management of the Kura and where agreed, delegates the day-to-day management of the Kura finance and budget the Tumuaki in consultation with Ohu Putea.

The Tumuaki must report to the Ohu Putea on any financial matters of a significant nature. (spend of \$5000 and above). The terms of reference for Ohu Putea and Te Kura Kaupapa Māori o Ngā Mokopuna financial policies and procedures can be found [here \(past hyperlink\)](#)

Ohu Putea Annual Calendar

Date	Action Required
28 February	Ohu Putea 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 insurances
30 September	Annual plan available as an input document for preparation of the budget
31 October	Initial annual budget recommendations submitted to the Kaihautū
30 November	Revised annual budget (if required) submitted to the Kaihautū for approval

Review schedule: Triennially



20. Te Kura Kaupapa Māori o Ngā Mokopuna 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 Ohu Whānau Terms of Reference in the Kaihautū Governance Manual	Term of Delegation Note: Delegation ceases at the date below, by earlier resolution of the Kaihautū, or, if no date, is ongoing
15/02/20XX	Ohu Putea	That the Ohu Putea members are delegated authority to be members of the Kaihautū Ohu Putea acting under the Terms of Reference for this committee.	
16/03/20XX		That the Kaihautū directs that, except where the Kaihautū, at its discretion, otherwise determines, the deputy Tumuaki or the assistant Tumuaki shall, in the absence of the Tumuaki 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 Tumuaki.	

Notes:
[T] = trustee

Review schedule: Annually



21. Whakatauraru (Concerns and Complaints)

The whānau tries to make the Kura environment as friendly and welcoming as possible. We recognise that all kaimahi work hard and want to perform well. Similarly kaimahi are aware that whānau want the best possible education for their children.

While we do our best to ensure that the Kura operates smoothly, we recognise that at times there will be disagreements and concerns both for whānau and kaimahi. It is critical that we ensure these issues can be dealt with quickly and effectively.

Tikanga Māori will be used to address and resolve concerns and complaints

Kaimahi concerns

If kaimahi have any concerns, they should in the first instance try to address it with the person concerned. If this is not possible, or it may make the situation worse, kaimahi should speak to their direct report. For kaiako this may be the curriculum lead, their tuakana/mentor or the Tumuaki, while for support Kaimahi this will be the Tumuaki.

Whanau concerns

Whānau members who have concerns about classes or kaiako are encouraged to address these with the kaiako directly. Kaiako should be aware that parents or caregivers are encouraged to come and speak to you directly about their concerns.

We encourage kaiako to talk to parents openly and honestly about issues. Relatively minor issues can usually be dealt with quickly by talking about them. However, for larger or more complex issues kaiako may need to schedule a hui. Kaiako should be clear with parents about this.

For more complex issues, kaiako should speak to the curriculum lead, tuakana/mentor or Tumuaki to ensure they are aware of the situation and to seek support or guidance.

Ākonga concerns

If ākonga have concerns with kaiako/kaimahi they are encouraged to seek support from their whānau, or a Kaiako/kaimahi whom they trust with their concerns. In all circumstances, a safe environment must be created to ensure concerns are dealt with fairly and safely to meet the best outcome for all.

Kaupapa Here/Tūkanga (policies and procedures)

While whānau, kaimahi and ākonga will all try to resolve concerns as soon as possible, we recognise that this is not always possible.

Complaints policies and procedures can be found on the Kura website, in the Ohu Te Aho Matua portfolio (regarding Whānau, ākonga), Ohu Kaimahi (regarding Kaimahi/Kaiako/Tumuaki) and by request from the Tari.



22. Trustee Register – this register will be updated when any trustee joins or leaves the Kaihautū or the Kaihautū opts into or out of mid-term election cycle.

Approved Number of Elected Parent Representatives = 7

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

Name	Phone/email	Position on Kaihautū [Chair CH, Trustee T, Commissioner CMR, Member ME]	Type of member [Note 1]	Start date	Left the Kaihautū date	Current Term expires
Eboni Waitere	Eboni.waitere@huia.co.nz (021 772902)	co-CH	Co-Opt	12/2016		Election 2019
Mahinarangi Maika	mahinarangi@slingshot.co.nz (027 2969437)	T	Co-Opt	4/2017		Election 2019
Hukarere Greening	hukarere@tkkmmokopuna.school.nz (022 6992499)	ST		4/2016		Election 2019

Note 1: Elected, selected, co-opted, Kaimahi trustee, ākonga trustee, proprietor’s appointee, Tumuaki

Note 2: If the Kaihautū opts into or out of mid-term election cycle please ensure it is noted here and the MoE are advised

Note 3: Complete form (Appendix F) for informing MoE and NZSTA



Triennial Review Programme/Kaihautū Annual Work Plan

Year: 2018 Review	Area for Review	Kaihautū Meeting Dates							
		20 Feb	19 March	21 May	18 June	20 August	17 Sept	18 Nov	17 Dec
Strategic Review	Charter	Confirm Charter approved and sent to MoE						Review of strategic plan Approve review plan 201x	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		
Regular Review	Policy		Governance Policies 1-5		Curriculum		Personnel		Role of the Chair
	Learner progress and achievement	Year 9 & 10 Lit & Numeracy	Special Education Needs	NCEA confirmed results					
	HR	Performance Agreement Approved	HR Tool Checklist 1	Informal review		Informal review	HR Tool Checklist 2		Formal review report
	Curriculum	Key Competencies		Manawa Mouriora Whenu: Whare Tapere			Manawa Mouriora Whenu:		
	Budget	Approved	Monitor	Monitor	Mid year review	Monitor		201x draft	
	Six Dimensions		1			2			3
Emergent Review	New gov. initiatives								
	New local initiatives								
Kaihautū process Requirements		Appoint chair	Accounts to Auditor	Annual Report approved and sent to MoE	Parent reporting Roll return 1 July			Succession planning	Achievement Parent reporting



Year: 2019 Review	Area for Review	Kaihautū Meeting Dates							
		20 Feb	19 March	21 May	18 June	20 August	17 Sept	18 Nov	17 Dec
Strategic Review	Charter	Confirm Charter approved and sent to MoE						Review of strategic plan Approve review plan 201x	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		
Regular Review	Policy		Governance Policies 1-5		Curriculum		Personnel		Role of the Chair
	Learner progress and achievement	Year 9 & 10 Lit & Numeracy	Special Education Needs	NCEA confirmed results					
	HR	Performance Agreement Approved	HR Tool Checklist 1	Informal review		Informal review	HR Tool Checklist 2		Formal review report
	Curriculum	Key Competencies		Manawa Mouriora Whenu:			Manawa Mouriora Whenu:		
	Budget	Approved	Monitor	Monitor	Mid year review	Monitor		201x draft	
	Six Dimensions		1			2			3
Emergent Review	New gov. initiatives								
	New local initiatives								
Kaihautū process Requirements		Appoint chair	Accounts to Auditor	Annual Report approved and sent to MoE	Parent reporting Roll return 1 July			Succession planning	Achievement Parent reporting



whānau member and a representative of Te Rūnanganui o Ngā Kura Kaupapa Māori o Aotearoa.

- b. Unless determined otherwise by the Kaihautū, appointment of all other kaiako/kaimahi, part time kaiako/kaimahi, long term relieving kaiako, and non-teaching Kaimahi will be the responsibility of the Ohu Kaimahi and the Tumuaki in consultation with the Kaihautū chair or delegate where deemed necessary.

Appointment of the Tumuaki is the responsibility of the Kaihautū, who will determine this process.

4. Financial Planning (Ohu Putea)

The Kaihautū/Whānau has overall responsibility for the financial performance of the Kura but delegates the day-to-day management and accountability of the Kura finances and budget to the Tumuaki. Ohu Putea provides oversight and support for the Tumuaki who is responsible for recommending an annual operating and capital budget to the Kaihautū/Whānau within the timelines specified in the Ohu Putea terms of reference.

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:

1. reflect the results sought by the Kaihautū/Whānau
2. reflect the priorities as established by the Kaihautū/Whānau)
3. comply where the Kaihautū/Whānau requirement is for a balanced budget
4. demonstrate an appropriate degree of conservatism in all estimates

5. Financial Condition Policy (Ohu Putea)

The financial viability of the Kura must be protected at all times. The Kaihautū/Whānau understands that the possibility of theft or fraud cannot be entirely eliminated however the Tumuaki under the guidance of Ohu Putea, are required to show there are in place safeguards and robust, clear procedures to minimise the risk of either event.

Together they must ensure that:

1. unauthorised debt or liability is not incurred
2. generally accepted accounting practices or principles are not violated
3. tagged/committed funds are not used for purposes other than those approved
4. more funds than have been allocated in the fiscal year are not spent without prior Kaihautū approval
5. all money owed to the Kura is collected in a timely manner
6. timely payment to Kaimahi and other creditors is made
7. unauthorised property is not sold or purchased
8. all relevant government returns are completed on time
9. no one person has complete authority over the Kura financial transactions
10. when making any purchase:
 - of over \$xxxx, comparative prices are sought
 - of over \$xxxx an adequate review on ongoing costs, value and reliability is undertaken
 - of over \$xxxx on a single item Kaihautū approval is first sought
11. effective systems are in place to meet the requirements of the payroll system



6. Asset Protection Policy (Ohu Whenua)

Assets may not be unprotected, inadequately maintained or unnecessarily risked. The Tumuaki under the guidance and support of Ohu Whenua, is delegated day to day responsibility for ensuring that the programming and funding of general maintenance of the Kura grounds, buildings, facilities and other assets occurs in order to provide a clean, safe, tidy and hygienic work and learning environment for ākonga and Kaimahi. Accordingly, the Tumuaki must:

1. ensure all assets are insured
2. not allow unauthorised personnel or groups to handle funds or Kura property
3. not subject plant and equipment to improper wear and tear or insufficient maintenance or inappropriate use
4. 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. ensure the implementation of the 10 year property maintenance plan
6. engage sufficient property maintenance Kaimahi for the Kura within budget limitations
7. receive Kaihautū approval for maintenance contracts over **\$5000** for any one contract
8. conduct competitive tenders for all contracting
9. protect intellectual property, information and files from loss or significant damage or unauthorised access or duplication
10. not receive, process or disburse funds under controls that are insufficient to meet the Kaihautū-appointed auditor's standards
11. not invest or hold operating capital in insecure accounts, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions

7. Health and Safety Policy

Kaihautū/Whānau is committed to providing and maintaining a safe and healthy workplace and to providing the information, training and supervision needed to achieve this to ensure the health and safety of all students, staff and other people in the workplace. Kaihautū is responsible for ensuring health and safety procedures are developed and implemented, however, employees need to be aware of their responsibilities and comply with the Kaihautū health and safety policy and school procedures.

Kaihautū will, as far as is reasonably practicable;¹ comply with the provisions of legislation dealing with health and safety in the workplace, by:

- providing a safe physical and emotional learning environment
- ensuring a health and safety strategy/plan is in place and engagement and consultation with workers and the school community on the strategy occurs
- ensure there are procedures in place regarding the sale, supply and consumption of alcohol and that these are aligned with the protection of students, staff and visitors to the school procedures, and comply with the Sale and Supply of Alcohol Act 2012 (<http://www.legislation.govt.nz/act/public/2012/0120/latest/DLM3339333.html>)
- providing adequate facilities, including ensuring access and ensuring property and equipment is safe to use and students and workers are not exposed to hazards
- ensuring there is an effective method in place for identifying, assessing and controlling hazards. This includes recording and investigating injuries, and reporting serious harm incidents
- having a commitment to a culture of continuous improvement

The Tumuaki, as Officer has responsibility for implementing this policy and therefore must:

- exercise due diligence in accordance with the provisions of the health and safety legislation, and in particular the six due diligence obligations²

¹ **Reasonably practicable** means what is or was reasonably able to be done at a particular time to ensure health and safety, taking into account and weighing up all relevant matters.

² know about work health and safety matters and keep up-to-date, gain an understanding of the operations of the organisation and the hazards and risks generally associated with those operations, ensure the PCBU has appropriate resources and processes to eliminate or minimise those risks, ensure the PCBU has appropriate processes for receiving information about incidents, hazards and risks, and for



- take all reasonable steps to protect students, staff and visitors to the kura from unsafe or unhealthy conditions or practices
- ensure that the staff code of conduct is implemented effectively
- ensure there is zero tolerance to unacceptable behaviour, such as bullying, and that there are effective processes in place
- provide a smoke free environment
- ensure a risk analysis management system (RAMS) is in place and carried out
- seek approval for overnight stays/camps/visits attesting first to their compliance with above
- consult with the community every two years regarding the health programme being delivered to students
- provide information and training opportunities to kaimahi
- advise the board chair of any emergency situations as soon as possible
- ensure all employees and other workers at the kura will take reasonable care to:
 - cooperate with kura health and safety procedures
 - comply with the health and safety legislation, duties of kaimahi, contractors, workers
 - ensure their own safety at work
 - promote and contribute to a safety conscious culture at the kura.

8. Child Protection Policy

This policy outlines the commitment of Kaihautū to child protection and recognises the important role and responsibility of all our Kaimahi in the protection of children. It includes the expectations of Kaihautū when child abuse is reported or suspected by us.

All kaimahi (including contractors and volunteers) are expected to be familiar with this policy, its associated procedures and protocols and abide by them.

Kaihautū has an obligation to ensure the wellbeing of children in our care so they thrive, belong and achieve. We are committed to the prevention of child abuse and neglect and to the protection of all children. The safety and wellbeing of the child is our top priority. Advice will be sought through appropriate agencies in all cases of suspected or alleged abuse.

In line with section 15 of the Children, Young Person and Their Families Act, any person in our kura who believes that any child or young person has been, or is likely to be, harmed (whether physically, emotionally, or sexually) ill-treated, abused, neglected, or deprived must follow school procedures and may also report the matter to a kura social worker, Oranga Tamariki or the local police.

Although ultimate accountability sits with Kaihautū, Kaihautū delegates responsibility to the Tumuaki to ensure that all child safety procedures are implemented and available to all kaimahi, contractors, volunteers and whānau. Therefore, the Tumuaki must:

1. Develop appropriate procedures to meet child safety requirements as required and appropriate to the kura
2. Comply with relevant legislative requirements and responsibilities
3. Make this policy available on the kura internet site or available on request
4. Ensure that every contract, or funding arrangement, that the kura enters into requires the adoption of child protection policies where required
5. Ensure the interests and protection of the child are paramount in all circumstances
6. Recognise the rights of family/whānau to participate in the decision-making about their children
7. Ensure that all kaimahi are able to identify the signs and symptoms of potential abuse and neglect, deal with disclosures by children and allegations against staff members and are able to take appropriate action in response
8. Support all kaimahi to work in accordance with this policy, to work with partner agencies and organisations to ensure child protection policies are understood and implemented
9. Promote a culture where staff feel confident they can constructively challenge poor practice or raise issues of concern without fear of reprisal

responding to that information, ensure there are processes for complying with any duty, and that these are implemented, verify that these resources and processes are in place and being used.



10. Consult, discuss and share relevant information, in line with our commitment to confidentiality and information sharing protocols, in a timely way regarding any concerns about an individual child with the board or designated person
11. Seek advice as necessary from Te Runanganui o Kura Kaupapa Māori o Aotearoa, NZSTA advisors on employment matters and other relevant agencies where child safety issues arise
12. Make available professional development, resources and/or advice to ensure all kaimahi can carry out their roles in terms of this policy
13. Ensure that this policy forms part of the initial staff induction programme for each staff member

Related documentation and information

- Further information including frequently asked questions (FAQ's) are available on the NZSTA website www.nzsta.org.nz
- Ministry of Education website www.education.govt.nz
- Vulnerable Children Act 2014
- Further information and sample child protection templates are available in the Children's Action Plan guideline Safer Organisations, Safer Children: <http://www.childrensactionplan.govt.nz/assets/CAP-Uploads/childrens-workforce/Safer-Organisations-safer-children.pdf>



9. Legal Responsibilities Policy

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

