

What to include in the Governance Manual for State Integrated School Boards

This document provides a summary of suggested content to include in a governance manual and is designed to guide state integrated school boards in managing their governance systems, policies, and practices effectively. This list is not exhaustive but aims to provide an overview.

1	School Details and Context Boards are prompted to document essential information such as school name, integration agreement reference, proprietor details, and a summary of the school's Special Character and its daily expression.
2	Governance Framework Overview Boards define their purpose, core principles, and key governance practices including strategic leadership, stewardship, and focus on student achievement .
3	Governance versus Management The manual clarifies the separation of governance (board responsibilities) and management (principal responsibilities) across areas like curriculum, finance, property, personnel, health and safety, and Special Character.
4	Board Composition and Roles The template includes sections to list current board members, their roles, term expiries, contact details, and role descriptions for key board positions.
5	Special Character and Proprietor Partnership Boards are guided to describe their partnership with the Proprietor to maintain and enhance the Special Character, including referencing the Memorandum of Understanding and Integration Agreement .
6	Strategic Planning and Accountability Boards list strategic priorities aligned with the Charter and Annual Plan and define measurable key performance indicators for each priority.
7	Meetings, Decision Making, and Committees The manual outlines meeting structures, schedules, agenda formats, minute-taking responsibilities, committee roles, terms of reference, membership, and reporting lines.
8	Board–Principal Partnership and Monitoring It describes principles for the board-principal relationship, performance agreements, review schedules, and monitoring areas such as student achievement, financial performance, risk, Special Character, principal appraisal, and policy review .
9	Code of Conduct, Decision-Making, Complaints, and Sanctions The Board commits to ethical conduct with standards for board members, outlines collective decision-making processes, a complaints resolution procedure emphasising fairness and confidentiality , and sanctions for breaches of the Code of Conduct including warnings, censure, mediation, and possible removal .

Key Sections & Unique Governance Features

Key Sections and Themes

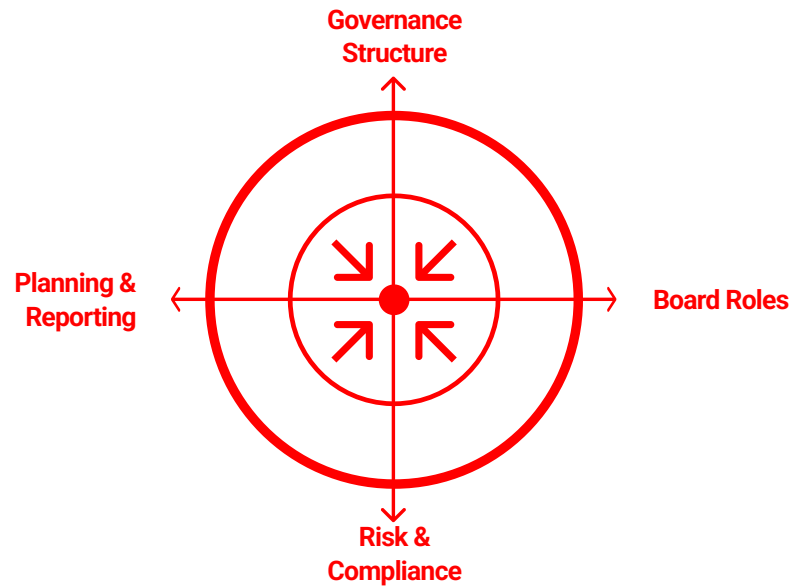
- **Governance Framework:** Legal status, statutory obligations, Integration Agreement & Charter.
- **Board Composition:** Membership, roles (Presiding member, Principal, Proprietor's appointee), conflict management.
- **Proprietor Relationship:** Governance vs. ownership, MOU, communication protocols.
- **Governance Policies:** Employment, enrolment, boundaries, development cycles, Proprietor consultation.
- **Meetings & Decision-Making:** Procedures, in-committee protocols, reporting requirements.
- **Finance, Property & Risk:** Budgeting, property, attendance dues, insurance, risk management, maintenance decision.
- **Employment & Staffing:** Employer obligations, tagged positions, shared staff arrangements.
- **Enrolment & Preference:** Preference criteria, Proprietor's role, roll management, appeals.
- **Special Character Governance:** Definition, governance expectations, induction, review, integration.
- **Board Evaluation:** Annual self-review, Carver-style evaluation, Proprietor feedback.
- **Appendices & Tools:** Governance calendar, risk register, delegations, complaints flowchart, MOU protocols.

Unique Governance Features

State integrated schools operate with distinct characteristics compared to state school boards, necessitating specific governance considerations:

- Additional legal frameworks, notably the **Integration Agreement**.
- **Proprietor ownership** of school property and land.
- The school's **Special Character Framework** as a core, legally protected foundation.
- Specific **tagged staffing positions** integral to the Special Character.
- **Proprietor-controlled enrolment preference** for students.
- A **triangular governance relationship** involving the Board, Proprietor, and Crown.
- A **Proprietor-led special character review cycle** for accountability.

Governance process - board policies



Checklist for governance manual

- ☐ Strategic plan
- ☐ Governance framework
- ☐ Governance vs Management
- ☐ Key partnership with proprietor
- ☐ Special Character guidelines
- ☐ Code of conduct
- ☐ Conflicts of interest
- ☐ Board composition/induction/professional learning
- ☐ Board roles and responsibilities
- ☐ Committees and delegations (incl Committee Terms of Reference)
- ☐ Decision making
- ☐ Board meeting protocols
- ☐ Board Agenda
- ☐ Risk management
- ☐ Health and Safety
- ☐ Safeguarding policy
- ☐ Financial Governance
- ☐ Communication protocols
- ☐ Te Tiriti o Waitangi
- ☐ Review and evaluation of board performance
- ☐ Planning and reporting