

1. H-ETTA Policy – Governance process

A. Background

NZSTA's governing board acknowledges that the Carver model of governance has brought NZSTA to this point.

The board has identified a need to balance strategic focus with rigorous accountability frameworks throughout the organisation that enable the board to

- focus on strategic leadership and direction of NZSTA,
- make effective use of delegations to the General Manager (GM) for operational matters
- discharge its fiduciary duties by maintaining robust accountability frameworks across all NZSTA activity.

The board has therefore adopted a values-driven governance model, based on the organisational values of

High:

- ❖ *Expectations*
- ❖ *Trust*
- ❖ *Transparency, and*
- ❖ *Accountability.*

H-ETTA Governance framework

The H-ETTA governance framework comprises

a) The NZSTA Constitution

The NZSTA Constitution is the legal foundation of the NZ School Trustees Association. All policies and processes must be consistent with the Constitution.

b) The NZSTA Strategic Plan

The Strategic Plan is a high-level 'beacon' document that contains

- ❖ NZSTA's organisational purpose
- ❖ the beliefs and values that guide us in achieving that purpose
- ❖ our strategic objectives.

c) H-ETTA values

II. High Expectations

NZSTA believes that high expectations are essential to drive a culture of continuous improvement. NZSTA's core expectations are

- ❖ NZSTA can and will become a high-performing organisation
- ❖ Through effective governance, every school can become a high-performing organisation
- ❖ Through effective governance, all students can and must learn



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- ❖ *All students are entitled to an excellent education*
- ❖ *Through effective governance, achievement gaps can and will be eliminated.*¹

❖ **High Trust**

NZSTA is committed to a culture where high levels of trust are cultivated and maintained. We believe in rational trust, not blind trust. We believe that maintaining a high-trust culture is promoted in a “no-surprises” environment where transparency and accountability are robust and pervasive.

Developing a culture of rational trust requires all parties to acknowledge the limits of their experience, ability and authority. Rational trust means we trust each other within these acknowledged limits, and support each other to work effectively when we need to go beyond them.

We admit when we make mistakes, and work together to mitigate or correct them. Because we accept responsibility for identifying the limits of rational trust, we do not blame each other when things go wrong but focus on improving the systems that allowed those things to happen.

❖ **High Transparency**

High transparency is an expression of trust. When we trust each other, we share our knowledge, skills and experience with our colleagues for the benefit of NZSTA and its member boards.

High transparency means that there are no surprises. Everybody in the organisation sees where and how the work they do fits into the work of NZSTA as a whole, and what is expected of them. This means that all the work done within the organisation is clearly and explicitly aligned to the strategic direction established by the governing Board.

❖ **High Accountability**

Accountability is the process of demonstrating trustworthiness². Through our accountability frameworks (KPI's) we establish measurable criteria for our performance that demonstrate that we say what we mean, we mean what we say, and we practice what we preach.

Because our KPI's are embedded in our policy framework, we can see how our day-to-day work for NZSTA contributes directly to achieving our strategic goals and objectives.

Because our effectiveness is made transparent through our KPI's, stakeholders are assured that their trust is well placed and that they can meet their fiduciary obligations so long as the KPIs are being met.

¹ Based on Reform Governance core beliefs – McAdams (2006)

² Baroness Onora O'Neill. Reith Lecture series, 2002.

a) The NZSTA Statement of Expectations

The Statement of Expectations identifies the Board's strategic intentions and priorities for the next three years from the strategic plan.

b) NZSTA Communications Strategy

The NZSTA Communications Strategy describes the types, purpose and method of communication that NZSTA uses to provide information to and on behalf of its member boards.

The aim of this communication strategy is to enable NZSTA's voice to be heard, influencing change for the benefit of trusteeship.

c) NZSTA Board policies

NZSTA board policies work together to create a comprehensive set of guidelines that describe:

- *how NZSTA will operate, and*
- *how we will know if we are meeting our strategic goals and objectives*

Each policy is structured as an integrated whole comprising:

- *background context*
- *strategic direction*
- *operational requirements and*
- *accountabilities (Key Performance Indicators)*

B. Strategic direction

1. The NZSTA governing board:
 - emphasises strategic leadership rather than administrative detail,
 - makes a clear distinction between Board and General Manager roles, and
 - maintains a focus on strategic ends to issue and policy matters and delegates day-to-day administration to the GM, and
 - acts according to the policies and procedures set out in the NZSTA Governance Manual.
2. The Board delegates the day-to-day operational management of NZSTA to the General Manager. The General Manager's performance of her/his delegated duties will be managed by the Board in accordance with current understandings of good practice in accountability and delegation practices, including rigorous monitoring through "stretch" goals for the organisation that are aligned to the strategic outcomes determined by the Board in its Strategic Plan.

C. Operational requirements

3. The Board:
 - a. Uses its **Terms of Reference** and **Statement of Expectation** as the first point from which it takes its operational direction.

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- b. Keeps its focus on the **strategic implications and required outcomes** of its strategic plan.
- c. Maintains an **emphasis on the policy implications** of all matters coming before it. All policies will stem from the vision and values established by the Board and will be framed to achieve the intentions of these high level statements.
- d. Maintains a **commitment to excellence** in all matters coming before it.
- e. Establishes a **code of ethics and proper practices**, which are binding on all members of the Board.
- f. **Is accountable to member boards** for its performance against the Statement of Expectation.
- g. Accepts the principle that the Board speaks with one voice, that no one member shall publicly express his/her own opinion should this deviate from an agreed Board position or decision.
- h. Has an induction process for the President.

Reviewed and approved by the Board

On this date:	26 February 2016
Signed on behalf of the Board	Lorraine Kerr President

