



KOROWAL SCHOOL

Innovating education with care | K - 12

Korowal School Limited

Management and Operation of the School
Policy and Procedures Handbook

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1. Document Control

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2. Policy Statement

Korowal School is committed to ensure proper governance structures that support the efficient and effective operation of the school in accordance with its mission statement and strategic plan. In exercising proper governance Korowal strives to review, develop, and implement policies and procedures to satisfy its legal obligations, manage risk, provide strategic guidance and monitor performance.

This document provides a summary of the Proper Governance Framework of the Korowal School which consists of the following suite of guiding documents:

- A. Korowal School Board Charter
- B. Code of Conduct
- C. Confidentiality
- D. Management of Conflicts of Interest
- E. Management of Related Party Transactions
- F. Commitment to Professional Learning
- G. Board Induction Policy
- H. Responsible Persons Procedure
- I. Legal Compliance Framework
- J. Risk Management Framework
- K. Independent Audit Policy
- L. Notifications to NESA Policy
- M. Financial Viability Policy
- N. Delegations Policy and Procedure

3. Purpose

The purpose of this policy is to satisfy

- relevant legal and compliance requirements;
- manage risk;
- provide strategic guidance;
- monitor performance;
- facilitate sound decision making;
- promote accountability and transparency.

4. Scope

This policy applies to all Korowal School Board (KSB) Directors and the Korowal School Executive, which includes the Principal, Business Manager and Deputy Principal.

5. Related Policies

This policy is related to other Korowal policies including but not limited to:

- *Korowal School Board Charter*
- *Responsible Persons Policy*
- *Responsible Persons Conflict of Interest Policy*
- *Responsible Persons Related Party Transactions Policy*
- *Responsible Persons Professional Development Policy*
- *Responsible Persons Induction Policy*
- *Proper Governance – Independent Audit Policy*
- *Financial Viability Policy*
- *Notifications to NESAs Policy*
- *Financial Delegations policy*

These policies and procedures are incorporated within this Management and Operation of the School – Policy and Procedure Handbook.

6. Legislation

This policy has been drafted to achieve legislative compliance, with particular regard to the following:

- *Education Act 1990*
- *Australian Education Act 2013*
- *Corporations Act 2001*
- *Australian Charities and Not for Profit Commission ACT 2012.*

7. Definitions

For a full list of definitions please see the School's Definitions Register:

<https://www.korowal.nsw.edu.au/who-we-are/policies/>

8. Principles

Korowal School adheres to the following principles:

- Adherence to best practice governance practices;
- Diligence and accountability in all governance responsibilities;
- Financial and legal responsibility and compliance.

9. Responsibilities

9.1 Korowal School develops, implements, reviews and retains the following documentation, for the statutory period required:

- i. A Charter which identifies the governance structure of the School and the role and responsibilities of each Responsible Person or body
- ii. Responsible Persons' Code of Conduct
- iii. A delegation schedule which identifies the respective authorities within the governance/management structure and which describes the process for removing or varying a delegated authority (Delegations Schedule)
- iv. A document which sets out supervisory and reporting arrangements for Responsible Persons of Korowal School (Governance/Management Organisation Chart)
- v. Induction Procedures for Responsible Persons
- vi. Responsible Persons' code of conduct (Code of Conduct).
- vii. Records of governance decisions and actions (Minutes of KSB Meetings). These records are securely retained by the Company Secretary for a period of seven years and then archived for a period of twenty five years.
- viii. A document which describes the School's legal compliance process to facilitate compliance with relevant legislation and reduce risk of non-compliance (Legal Compliance Framework).
- ix. An up-to-date school Risk Management Framework/Risk Register.

- 9.2** KSB delegates to the Company Secretary responsibility for notifying NESAs via RANGS Online, and ASIC, of any changes to Responsible Persons within 28 days.
- i. These documents are managed by the Company Secretary, reviewed by the Chair and Principal, and are stored in a secure electronic drive on the School's computer network. Hard copies are also retained for a period of seven years, then archived for a period of twenty-five years.

10. Records

The Company Secretary oversees the maintenance of the following registers:

- i. Responsible Persons' Register
- ii. Fit and Proper Person Statutory Declaration
- iii. Conflict of Interest Register
- iv. Related Party Transaction Register
- v. Professional Learning Register
- vi. Induction Register

The Registers related to the Management and Operations of the School may be accessed through the Board file on the School Cloud Drive. A hard copy is also retained in a locked cupboard in the Business Manager's office.

The Company Secretary is responsible for the maintenance and storage of all records related to the governance activities of the KSB as identified in this policy. All records are kept on site for a period of seven years and archived for a period of twenty five years.

11. Policies and Procedures

The policies and procedures set out below provide guidance to facilitate the effective management of the responsibilities of the KSB within the New South Wales education context.

- A. Korowal School Board Charter
- B. Code of Conduct
- C. Confidentiality
- D. Management of Conflicts of Interest
- E. Management of Related Party Transactions
- F. Commitment to Professional Learning

- G. Board Induction
- H. Responsible Persons Procedures
- I. Legal Compliance Framework
- J. Risk Management Framework
- K. Independent Audit Policy
- L. Notifications to NESAs Policy
- M. Financial Viability Policy
- N. Delegations Policy and Procedure

A. Korowal School Board Charter

1. PURPOSE

- 1.1** This KSB Charter (Charter) sets out the role, composition and responsibilities of the Board of Directors of Korowal School Limited (KSB).
- 1.2** Korowal School Limited (Company) is established for the object of operating a co-educational school for children, irrespective of their social, religious or cultural background (the School), the education at Korowal is inspired by the following principles:
- i. The quality of human relationships is the heart of the educational process. Committed, mutually respectful relationships between students, teachers and parents are crucial to educational happiness and success.
 - ii. The student is educated in a balanced and integrated way: intellectually, creatively, socially, physically, emotionally, ethically and spiritually.
 - iii. The aim of education is to develop full human potential.
 - iv. The values of compassion, tolerance, equity, respect, empathy, commitment, resilience, and critical thinking are consciously fostered.
 - v. The value of the individual is found within the context of the group.

2. ROLES AND RESPONSIBILITIES

2.1 KSB

- 2.1.1** The role of the KSB is to provide leadership and strategic guidance for the Company and its associated work. In performing its role, the KSB aspires to excellence in governance standards.
- 2.1.2** The key responsibilities of the KSB are:
- i. ensuring the Company meets its fiduciary and legal obligations;
 - ii. approving the strategic direction of the Company's work
 - iii. appointing the Principal and establishing clear parameters around their level of authority and delegations;
 - iv. ensuring adequate reporting is undertaken by management to maintain compliance standards; and
 - v. determining appropriate organisational and governance policies

to advance the overall strategic objects of the Company.

- vi. Delegate to the Principal operation, conduct and performance of the School

2.2 PRINCIPAL

2.2.1 The role of the Principal is to:

- i. report and be accountable to the KSB for the performance of the Company;
- ii. support operations and administration of the KSB by advising and informing KSB members, interfacing between the KSB and staff, and supporting the KSB's evaluation of the Principal;
- iii. oversee the design, marketing, promotion, delivery and quality of programs, products and services;
- iv. advise the KSB with the Company's strategy and annual business plan;
- v. recommend an annual budget for the KSB's approval and prudently manage the Company's resources within those budget guidelines in line with current legislation and regulations;
- vi. effectively manage the human resources of the Company according to policies and procedures in line with current legislation and regulations; and
- vii. maintain a register of all declarations of interests by Directors for reporting to the KSB as necessary.

2.3 DIRECTORS

2.3.1 The role of Directors is to:

- i. understand the business of the Company and monitor key developments in furthering the strategic objectives of the Company;
- ii. attend and participate in KSB meetings;
- iii. be active in the Company such as through attendance at any functions or events as a representative of the Company as required by the KSB from time to time;
- iv. provide independent advice and judgement to inform KSB decisions; And
- v. oversee governance and procedures relating to the Company's operations and performance.

- 2.3.2 Subject to the Corporations Act 2001 (Cth) (Act) and the Constitution of Korowal School Limited (Constitution), the appointment of each Director will be for a term of three years or until the Director is removed or the Director's office is vacated in accordance with the Constitution, and in any event for no more than four consecutive terms.
- 2.3.3 Directors are required to exercise their powers and discharge their duties with care and diligence. Under the Act, this duty requires Directors making business judgments to:
- i. make the judgement in good faith and for a proper purpose;
 - ii. not to have a material personal interest in the subject matter of the judgement;
 - iii. inform themselves about the subject matter of the judgement to the extent they reasonably believe to be appropriate; and
 - iv. rationally believe the judgement is in the best interests of the corporation.
- 2.3.4 Directors have a duty to make full and frank disclosure to the KSB as soon as practicable of:
- i. information within their knowledge, involving any material personal interest, that they or any associate may have in a matter that relates to the business of the Company; and
 - ii. any other interest or relationship that may affect their independence in discharging their role as Director.
- 2.3.5 Directors must not improperly use information obtained through their position to gain an advantage for themselves or someone else, or to cause detriment to the Company.
- 2.3.6 Directors have a duty to disclose any conflict or potential Conflict of Interest to the KSB as soon as practicable.
- 2.3.7 The KSB will manage conflict or potential Conflict of Interest in accordance with the Constitution (Clauses 35).
- 2.3.8 Directors must take steps to ensure they are properly informed about the

financial position of the Company, that adequate financial records are kept which accurately detail this financial position, and ensure that the Company does not trade if it is insolvent.

2.4 CHAIR

2.4.1 The role of the Chair is to provide leadership to the KSB, including promoting a culture of openness and continual dialogue to nurture an effective and collegial group of Directors who progress the Company's business strategically and efficiently.

2.4.2 The Chair's key responsibilities include:

- i. facilitating the relationship and communication between the KSB and management through the Principal;
- ii. managing the efficient organisation and conduct of the KSB's functions;
- iii. overseeing regular and effective evaluations of the KSB's performance;
- iv. overseeing the induction and continuing education programs for the KSB; and
- v. exercising such specific and express powers as delegated to the Chair by the KSB from time to time.

2.4.3 The Chair, in consultation with the Principal and the Company Secretary, is also responsible for the conduct of all KSB meetings. This includes being satisfied that the agendas are comprehensive, that all agenda items are appropriate and that recommendations fit within the strategic direction set by the KSB.

2.5 COMPANY SECRETARY

2.5.1 The role of the Company Secretary is to coordinate all of the KSB's business, including agendas, board papers, minutes, communication with regulatory bodies and all statutory and other filings.

2.5.2 The Company Secretary is to maintain a register of all dealings in the Company's securities, by Directors for reporting to the KSB as necessary.

2.5.3 Appointment and removal of the Company Secretary will be subject to KSB approval.

2.5.4 All Directors shall have direct access to the Company Secretary.

3. BOARD COMMITTEES

3.1 The KSB may, from time to time, establish committees (Board Committees) to assist the KSB in exercising its authority and meeting its responsibilities as set out in Paragraph 2.1. Committees will be established in accordance with section 38 of the Constitution.

3.2 The standing Board Committee is the Finance and Resources Committee.

3.2.1 The Finance and Resources Committee consists of two Directors, the Business Manager, the Principal and the Deputy Principal.

3.2.2 The Finance and Resources Committee's role is to:

- i. oversee the financial management of the Company;
- ii. liaise with Auditors;
- iii. oversee and prepare financial statements on behalf of the KSB;
- iv. meet as required; and
- v. report to the KSB regarding the financial status of the Company.

3.3 The KSB will determine the membership and composition of Board Committees, having regard to skills, experience, and any regulatory requirements.

4. BOARD MEETINGS

4.1 A meeting of Directors will be held as required. In general, the Directors will meet not less than seven times in total in each calendar year.

5. BOARD PERFORMANCE

5.1 The KSB will undertake ongoing assessment and review of performance of the KSB, Board Committees, and individual Directors annually.

6. DELEGATIONS

6.1 The KSB retains all powers conferred upon it by the Constitution, the Charter, and the Act which cannot be delegated.

6.2 The KSB may, from time to time, and subject to the Act, delegate their powers where they consider it to be appropriate to do so.

7. MATTERS RESERVED FOR THE KSB

7.1 The following matters are specifically reserved for the KSB:

7.1.1 appointment and removal of the Chair;

7.1.2 appointment and removal of the Principal;

- 7.1.3 appointment of Directors to fill a vacancy or as additional Directors;
- 7.1.4 establishment of Board Committees, their membership, charters and delegated authorities;
- 7.1.5 review of corporate governance principles, policies and related public documents;
- 7.1.6 approval of expenditure in excess of the monetary authority levels delegated to the Principal (maybe delegated to the Finance and Resources Committee);
- 7.1.7 operation and management of the Korowal School Building Fund;
- 7.1.8 disclosure and publication of information (statutory obligations) relating to the Company;
- 7.1.9 any changes to the authority delegated to the Principal by the KSB; and
- 7.1.10 any other specific matters nominated by the KSB from time to time.

8. REVIEW OF CHARTER

- 8.1** The Charter is to be reviewed annually by the KSB to ensure its relevance and effectiveness.

9. ASSOCIATED POLICIES

- 9.1** To give effectiveness to this **Charter** and meet statutory requirements, the following policies are to be read in conjunction with this **Charter**.

Management and Operation of the School – Policy and Procedure Handbook which includes relevant policies:

- i. Responsible Persons Policy
- ii. Conflict of Interest Policy
- iii. Professional Learning Policy
- iv. Independent Audit Policy
- v. Induction Policy
- vi. Notification of Matters Policy
- vii. Notifications to NESAs Policy, Refusal of Registration – Disclosure
- viii. Financial Viability Policy
- ix. Related Party Transactions Policy

B. Code of Conduct

Board Directors and officers must:

1. Act honestly, in good faith and in the best interests of the School.
2. Use care, skill and diligence in fulfilling their duties.
3. Use the power of their position for a proper purpose.
4. Not make improper use of information acquired by their position.
5. Not allow personal interests or those of associates, to conflict with the interests of the School.
6. Exercise independent judgement in decision making.
7. Maintain confidentiality and commit to the confidentiality agreement (a copy of which is set out below).

The following procedures apply:

Non-compliance

Reporting

- i. Any alleged or perceived breach of the Code of Conduct must be reported to the Chair immediately. The details of the breach should be provided but no attempt should be made by the reporter to gather information in respect of the concern raised.
- ii. The communication by the reporter shall be kept confidential, however the Chair reserves the right to confer with delegates appointed by her / him.

Investigation

- iii. The Chair will cause an investigation to occur in manner commensurate with the nature of the alleged breach. The person who is the subject of the alleged breach will be afforded procedural fairness and natural justice which includes:
 - a. Being provided with the particulars of the alleged breach
 - b. Being afforded an opportunity to respond
 - c. Confidentiality of the allegation
 - d. Opportunity to obtain external legal and other related advice

- e. Depending on the seriousness of the allegation, the Chair may determine that it is appropriate for the person subject of the alleged breach to be stood down from their duties pending the outcome of the investigation into the matter.

C. Confidentiality

All Board Directors are required to submit a duly executed copy of the KSB Confidentiality Agreement at the beginning of each calendar year for the duration of their term of appointment. These agreements will be securely stored by the Principal on behalf of the KSB.

Sample: Confidentiality Agreement

KOROWAL SCHOOL BOARD (“KSB) CONFIDENTIALITY AGREEMENT

I _____ (name) understand, as a member of the KSB and in the course of undertaking my duties as a member of the KSB, that information may be disclosed that must be kept confidential. It is agreed that:

1. The confidential information which may be disclosed can be described and may include:
 - a. Technical and business information relating to operations
 - b. Existing and/or contemplated services, income, costs, surplus and margin information
 - c. Finances and financial projections
 - d. Staff, Parents, Carers, Students – past, present and future
 - e. Marketing & Development plans and projections
 - f. Current or future School business and facility plans and models, regardless of whether such information is designated as “Confidential Information” at the time of its disclosure.

2. Confidential information obtained from the Discloser will not be shared with anyone unless required to do so by law.

I acknowledge that I have read and understand the above and voluntarily accept the duties and responsibilities as a member of the KSB to respect such confidential matters, both during my membership of the KSB and after I have ceased to be a member.

Board Director

Korowal School

Name: _____

Name: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

D. Management of Conflict of Interest

Disclosure Statement

All Responsible Persons are required to:

- complete a Conflict of Interest Disclosure Statement at the time they take up their role with the KSB whether or not they have material conflicts to disclose; and
- update this Statement annually at the first KSB meeting for the year; and
- where their circumstances have changed since the existing disclosure was submitted, complete an updated statement.

Other members of staff and other persons working for the School, such as volunteers, are required to complete a Conflict of Interest Disclosure Statement if they have a material conflict.

Register of Interests

The Disclosure Statements will be used by the Principal to update the Register of Interests. This Register will formally be tabled at every meeting of the KSB. The School will ensure that declarations of Conflict of Interest are retained for a period of seven years then archived for a period of twenty-five years.

Checklist to Help Identify Conflict of Interest

In assessing whether you have a Conflict of Interest it may be helpful to ask the following questions. The test when assessing the situation is to ask: “Could this conflict with my duties at the School?” If you answer YES to any of the questions below, you may have an actual, reasonably perceived or potential Conflict of Interest. (Source: ICAC[1])

- Would I or anyone associated with me benefit from or be detrimentally affected by my proposed decision or action?
- Could there be benefits for me that could cast doubt on my objectivity?
- Do I have a current or previous personal, professional or financial relationship or association of any significance with an interested party?
- Would my reputation or that of a relative, friend or associate stand to be enhanced or damaged because of the proposed decision or action?
- Do I or a relative, friend or associate of theirs stand to gain or lose financially in some covert or unexpected way?
- Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
- Have I contributed in a private capacity in any way to the matter my Department/the School is dealing with?
- Have I made any promises or commitments in relation to the matter?
- Have I received a benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
- Am I a member of an association, club or professional organisation or do I have particular ties and affiliations with organisations or individuals who stand to gain or lose by my proposed decision or action?
- Could this situation have an influence on any future employment opportunities outside my current Board duties?
- Could there be any other benefits or factors that could cast doubts on my objectivity?

If the answer to any of these questions is yes or if you still have any doubts about your proposed decision or action, you should seek direction from the Board Chair or Principal.

Sample: Conflict of Interest Disclosure Statement

This form is to be completed by any Board Director who has a real or perceived conflict of interest or a potential conflict of interest in undertaking their duties. A copy of the completed and signed form is to be retained by the Principal on behalf of the KSB.

I, *(Insert full name)* _____ of *(Insert address)*

_____ hereby declare I
have no conflicts of interest to declare or a conflict of interest considered to be:

Nil

Conflict Real Potential Perceived

Please provide a brief outline of the nature of the conflict if applicable (details may be included privately in a separate confidential envelope if appropriate).

Please detail the arrangements proposed to resolve/manage the conflict if noted above (attach separately if appropriate).

I, *(insert full name)*..... hereby agree to:

- update this disclosure throughout the period of my tenure as a Responsible Person on an annual basis or until such time as the conflict ceases to exist, or at such a time a conflict arises;
- comply with any conditions or restrictions imposed by the School to manage, mitigate or eliminate any actual, potential or perceived conflict of interest and/or commitment.

Signed:

Date:

REVIEW BY CHAIR OF BOARD

I, *(insert full name)* have reviewed the conflict of interest disclosure (and plan) and have taken the following action in relation to this matter:

Signature..... *Date*.....

E. Management of Related Party Transactions

PROCEDURES

Overview

The procedures related to the management of related party transactions for Korowal School are set out below:

- i. all related party transactions and payments will be conducted on an arm's length basis to ensure that a financial benefit is not given to a related party;
- ii. the process surrounding those transactions must be transparent and fully documented including the maintenance and audit of a register of related party transactions; and
- iii. KSB approval must be obtained for all related party transactions and payments recognising that the KSB can delegate this approval in respect of a class of transactions and on such terms and conditions as the KSB sees fit.

GUIDANCE NOTES IN RESPECT OF RELATED PARTY TRANSACTIONS

Who is a related party?

For the purposes of these procedures, the following persons are considered related parties of the School:

- i. all KSB Members and all members of the School Leadership Team, including their spouses, partners, parents and children; and
- ii. entities controlled by these persons.

A person or entity is also a related party of the School at a particular time if the person or entity:

- i. was a related party at any time within the previous 6 months; or
- ii. the entity believes or has reasonable grounds to believe that it is likely to become a related party of the at any time in the future.

A full definition is set out in Accounting Standard AASB 124.

What is a financial benefit?

The legal definition of the term 'financial benefit' is broad. A non-exhaustive list of examples includes:

- i. providing finance or property to a related party;
- ii. buying or leasing an asset from or selling an asset to a related party;

- iii. supplying or receiving services from the related party;
- iv. issuing securities or granting options to the related party; and
- v. taking up or releasing an obligation of the related party.

A financial benefit includes giving a financial benefit indirectly through an interposed entity and does not require the payment of money. For the purposes of this Policy, reasonable remuneration within parameters approved by the KSB is excluded from the definition of “financial benefit”.

What makes a transaction “at arm’s length”?

A transaction is at arm’s length if the relevant parties have dealt with each other as parties normally do when they are not related, so that the outcome of their dealing is a matter of genuine bargaining, and although not necessarily technically an open market price, the terms are those that might reasonably have been agreed between arm’s length parties.

New transactions

Where Korowal School proposes to enter into a related party transaction, the following procedure applies:

- i. the relevant responsible officer must inform the Principal about the proposed transaction, including the proposed parties and how they are related, details of the proposed transaction and where arm’s length terms may be evidenced;
- ii. the Principal will review the transaction, and consider external legal or other independent advice where appropriate having regard to the nature, context and objective(s) of the relevant transaction;
- iii. the Principal will inform and advise the KSB of the proposed transaction and obtain the KSB’s approval to undertake the transaction or approval in respect of a class of transactions;
- iv. a register of all KSB approvals in respect of related party transactions shall be maintained under the supervision of the Principal and it shall include details of the nature of the transaction, the date of the approval and any key conditions to which the approval is subject; and
- v. when KSB approval is obtained, the transaction must proceed in accordance with any procedures and conditions outlined by the KSB.

Annual review

At the beginning of each year, the register of related party transactions will be updated to reflect these disclosures and submitted for audit by the School’s auditor.

Retention of records

The School will ensure that records of related party transactions, including the registers and audit reports thereon, are retained for at least seven years and archived for 25 years.

Related Party Transactions Register

Name of Responsible Person: Board Director

| Item | Name of transacting party (if different from above) | Relationship between Responsible Person and transacting party | Description of transaction | Amount of transaction and of any outstanding balances | Date transaction approved by the KSB and basis for approval |
|-------------|--|--|-----------------------------------|--|--|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |

Sample related party transactions disclosure letter

Dear <Name>,

As part of the preparation of our Annual Accounts we are required to collate information on transactions between the School and related parties. This information will potentially require disclosure in the notes to the accounts in accordance with AASB 124 and the NESA requirements. Related parties include directors, senior management and persons connected to them, e.g by virtue of family relationships or business partnership. For your further information, a detailed definition of related parties is set out in AASB 124. Transactions potentially requiring disclosure include:

- a) Purchases, sales, leases and donations (including donations which are made in furtherance of the School's objects) of goods, property, money and other assets such as intellectual property rights to or from the related party;
- b) The supply of services by the related party to the School, and the supply of services by the School to the related party. Supplying services includes providing the use of goods, property and other assets and finance arrangements such as making loans and giving guarantees and indemnities; and
- c) Any other payments and other benefits which are made to directors under express provisions of the governing document of a School or in fulfilment of objectives.

Please supply details of any such transactions on the pro-forma register attached at Appendix 20 (Sample related party transactions register) by <date>. If there are no such transactions, please return Appendix 1 marked "nil return".

In addition to the items disclosed at items (a) to (c) above, we are required to disclose the aggregate amount of expenses reimbursed to trustees. However, you do not need to supply this information as central records are maintained of these expenses.

You do not need to include amounts received by you under your contract of employment with the School.

F. Commitment to Professional Learning

The KSB is committed to ongoing professional development. The procedures for the professional learning of Directors includes the following:

1. At the commencement of each year the KSB will determine which areas of professional learning are relevant to the needs, skills and experience of its Directors, especially in relation to formation in purpose, compliance, risk management, finance, legal obligations, Conflict of Interest, related parties and education.
2. The School will approve the costs for attendance at professional learning for each Director that is a minimum of twelve hours over a three-year period being approximately four hours duration annually and delivered by a NESA approved training provider.
3. The Company Secretary will maintain a register of each Responsible Person's professional learning annually. This register will record the names, role, date, nature and hours of professional learning.
4. The Company Secretary will retain the Directors and Responsible Persons Professional Learning Register for a period of seven years and archive for a period of twenty-five years.

Professional Learning Register

Korowal School Responsible Persons PROFESSIONAL LEARNING REGISTER

Year: 2024

| NAME | RECORD OF PROFESSIONAL LEARNING | | | |
|------|---------------------------------|---------------|----------|-------|
| | DATE | NATURE OF P/L | PROVIDER | HOURS |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
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G. Board Induction

The procedures for inducting each new Board Director at Korowal School includes the following:

- i. completes an online program delivered by a NESA approved provider, and approved by the School 's governing body;
- ii. meets the Principal and the Chair;
- iii. receives a tour of the School to see its buildings and facilities;
- iv. receives a copy of the key governance documents. These include the constitution, governance policies, code of conduct, recent meeting minutes and audited financial statements; and
- v. is made aware of the primary governance responsibilities of acting in the interest of the School, including confidentiality and conflicts of interests.
- vi. Provides the School with a copy of their Working With Children Clearance Check for validation.

The Principal will maintain a register of the induction program for each new Responsible Person recording their name, the date of becoming a Board Director role, qualifications, receipt of induction documents and the date, provider and nature of NESA approved induction training. The Principal will maintain this register for seven years from the year of induction.

Approval Date:

By Whom:

Next Review Date:

H. Responsible Persons Procedures

Induction of Responsible Persons Register

| NAME / DATE OF APPOINTMENT | QUALS / EXPERIENCE | REC'D INDUC. DOCS | RECORD OF INDUCTION TRAINING | | | COMPLETED INDUCTION |
|----------------------------|--------------------|-------------------|------------------------------|----------|--------------------|---------------------|
| | | | DATE | PROVIDER | NATURE OF TRAINING | |
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I. Legal Compliance Framework

| CATEGORY | KEY DOCS/LEGISLATION | REQUIREMENTS | RESPONSIBILITY | LATEST REVIEW/REPORT | COMMENTS | TRAFFIC LIGHT (G/O/R) |
|----------------|---------------------------------|------------------------|---------------------------------------|----------------------|----------|-----------------------|
| Corps Act | Corporations Act 2001 | Annual Accounts AGM | Business Manager Company Secretary | | | |
| Constitution | Memo and Articles (2016) | Full Compliance | Korowal School Board | | | |
| Education Acts | Education Act 2013 | Full Compliance | Principal | | | |
| Consumer Laws | Australian Consumer Laws (2011) | Full Compliance | Business Manager | | | |
| Privacy | Privacy Act (1988) | Full Compliance | Principal | | | |

| CATEGORY | KEY DOCS/LEGISLATION | REQUIREMENTS | RESPONSIBILITY | LATEST REVIEW/REPORT | COMMENTS | TRAFFIC LIGHT (G/O/R) |
|----------------|---|------------------------------------|--|----------------------|----------|-----------------------|
| WHS | Work Health & Safety Act (2011) Work Health & Safety Regulations (2017) | Full Compliance Full Compliance | Principal Work, Health & Safety Committee | | | |
| Environmental | Protection of the Environment Operations Act (1997) | | Principal | | | |
| Discrimination | Anti-Discrimination Act (1991) Equal Employment Opportunities Act (2010) | Full Compliance Full Compliance | Principal Principal | | | |

| CATEGORY | KEY DOCS/LEGISLATION | REQUIREMENTS | RESPONSIBILITY | LATEST REVIEW/REPORT | COMMENTS | TRAFFIC LIGHT (G/O/R) |
|----------------------|--|---|--|----------------------|----------|-----------------------|
| Industrial Relations | Industrial Relations Act 1996 NSW Independent Schools Multi-Enterprise Agreement – Teaching Staff NSW Independent Schools Multi Enterprise Agreement – Support & Operational Staff | Full Compliance Full Compliance Full Compliance | Business Manager Business Manager Business Manager | | | |
| Child Protection | Children & Young Persons (Care & Protection) ACT 1998 (NSW) Ombudsman’s Act 1974 (NSW) Child Protection (Working with Children) ACT 2012 (NSW) | Full Compliance Full Compliance Full Compliance | Principal Principal Principal | | | |
| Duty of Care | | | Principal | | | |

| CATEGORY | KEY DOCS/LEGISLATION | REQUIREMENTS | RESPONSIBILITY | LATEST REVIEW/REPORT | COMMENTS | TRAFFIC LIGHT (G/O/R) |
|-------------------------|--|--|--|----------------------|----------|-----------------------|
| Workers Compensation | Work Health & Safety Act 2011 Corporations Act 2001 | Full Compliance Full Compliance | Business Manager Business Manager | | | |
| Charities & Fundraising | ACNC Governance Standards | Full Compliance | Korowal School Board | | | |

J. Risk Management Framework

| Risk Category | Risk Description | Initial Risk Rating | Risk Mitigation Strategies | | Residual Risk |
|---------------------|---|---|--|---|---|
| | | | Mitigation | Risk owner and timeframe | |
| Business Continuity | Emergency Response and Crisis Management Plans are not current or do not exist | Consequence: Major Likelihood: Unlikely Risk Rating: High | <p>Policy and procedures are reviewed and updated on a regular basis.</p> <p>Prepare, publicise and practice response.</p> <p>Drills are undertaken on an annual basis.</p> <p>Emergency procedures placed in each space across the school.</p> <p>The School has adequate insurance in place.</p> | <p>Principal, WHS Manager</p> <p>Annually</p> | <p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Moderate</p> |
| | Bushfire, Lockdown and other external threats are not rehearsed or procedures are non-existent or out of date | Consequence: Major Likelihood: Unlikely Risk Rating: High | <p>Policy and procedures are reviewed and updated on a regular basis.</p> <p>Prepare, publicise and practice response.</p> <p>Drills are undertaken on an annual basis.</p> <p>Emergency procedures placed in each space across the school.</p> <p>The School has adequate insurance in place.</p> | <p>Principal, WHS Manager</p> <p>Annually</p> | <p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Moderate</p> |

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| | Disaster Recovery plans are non existent | Consequence: Major Likelihood: Unlikely Risk Rating: High | School has developed a detailed business continuity plan. The School has adequate insurance in place. | Principal, Business Manager Annually | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | | | | | |
| Brand and Reputation | Reputational Damage | Consequence: Major Likelihood: Unlikely Risk Rating: High | The Schools mission, values and code of conducts are communicated clearly to all stakeholders, including students, staff, parents, and the community. The School has developed comprehensive policies and procedures related to student behaviour, discipline, safety, academic integrity and emergency management. The School aims to develop strong relationships with the local community, by partnering with local organisations and participating in local events. The School highly values open and transparent communication with all stakeholders. Students, staff, parents and the wider community are kept informed of important developments, initiatives and changes within the school. | Board Principal Ongoing and as required | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | Stakeholder Communication Failure | Consequence: Moderate | The school has established clear communication channels, which include the Sentral parent portal, email, phone | Board Principal | Consequence: Minor |

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|------------------------------|------------------|--|---|-----------|---|
| | | <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>conversations and meetings.</p> <p>A weekly newsletter to parents providing a range of information is sent to all families.</p> <p>The School Executive Team is available to meet families, generally within 48 hours of a request.</p> <p>Parent forums and workshops are also offered throughout the year to hear questions and feedback.</p> | Ongoing | <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | | | | | |
| Bullying and violence | Student Bullying | <p>Consequence: Major</p> <p>Likelihood: Possible</p> <p>Risk Rating: High</p> | <p>The School has thorough policies and procedures in place.</p> <p>The School undertakes a biannual wellbeing survey and acts immediately on adverse results.</p> <p>Teacher's undergo regular professional development.</p> <p>Executive staff are trained in the investigation process.</p> <p>Student bullying investigations are outsourced if required.</p> | Principal | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | Staff Bullying | <p>Consequence: Major</p> <p>Likelihood: Possible</p> | <p>The School has thorough policies and procedures in place.</p> <p>The School undertakes a biannual wellbeing survey and acts immediately on</p> | Principal | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> |

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| | | Risk Rating: High | <p>adverse results.</p> <p>Executive staff are trained in the investigation process.</p> <p>Investigations are outsourced if required.</p> | | Risk Rating: Low |
| | Code of conduct enforcement | <p>Consequence: Minor</p> <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>The School has in place comprehensive policies and procedures which are reviewed and updated regularly.</p> <p>The Code of Conduct and professional boundaries are reviewed annually with the whole staff.</p> <p>School has access to legal services from the AISNSW and Russell Kennedy Lawyers.</p> | Principal | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | | | | | |
| Child protection | Failure to imbed a child safe culture | <p>Consequence: Major</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: High</p> | <p>All staff, including contractors and peripatetic music tutors undertake mandatory child protection training annually.</p> <p>All staff, volunteers, peripatetic tutors, contractors must hold a validated Working With Children Check (WWCC).</p> <p>Policies and procedures are reviewed annually.</p> <p>Employment screening is undertaken by a member of the Executive Team for all new teaching and support staff.</p> | <p>Principal, Business Manager</p> <p>Annually, and ongoing</p> | <p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Moderate</p> |

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| | Failure to provide adequate resources to meet objectives. | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | All staff, including contractors and peripatetic music tutors undertake mandatory child protection training annually, paid for by the School. | Principal Annual | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | | | | | |
| Compliance with legislation and regulation | NESA Requirements are not adhered to or met | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | Registration and Accreditation process completed every five years. Principal monitors NESA requirements and changes on a monthly basis. All NESA required lodgements and reports are completed as needed. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: |
| | Australian Charities & Not-for-Profits Commission Act 2012 (Cth) | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | Annual Information Statement is lodged annually. Responsible Persons are updated as required. | Business Manager | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Privacy Act - non compliance | Consequence: Major Likelihood: Possible | Confidential information is stored appropriately and can only be accessed by authorised staff. | Principal Business Manager Ongoing | Consequence: Moderate Likelihood: |

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| | | Risk Rating: High | Access to the Office area is restricted. Privacy Policy is reviewed and updated on a regular basis. | | Possible Risk Rating: Moderate |
| | Australian Education Act 2013 (Cth) - non compliance in particular with Section 83C | Consequence: Catastrophic Likelihood: Unlikely Risk Rating: High | Guidelines in relation to Section 83C requirements are followed. Regular updates are received from the AISNSW. Regular training is undertaken by the Business Manager. | Principal Business Manager Ongoing | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | Consumer Laws - non compliance | Consequence: Moderate Likelihood: Unlikely Risk Rating: High | Financial policies and procedures are developed in accordance with the Competition and Consumer Act. Business Manager undertakes regular training. | Business Manager Ongoing | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Anti-Discrimination Act 1977 (NSW) - non compliance | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | Policies and Procedures are reviewed annually. The School seeks legal advice from the AISNSW and/or Russell Kennedy Lawyers as required to ensure compliance. | Principal Ongoing | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Fair Work Act 2009 (Cth) - non compliance | Consequence: Major Likelihood: Unlikely | Regular training is undertaken by Business Manager and Finance Officer in relation to Fair Work matters. | Principal Business Manager Ongoing | Consequence: Minor Likelihood: |

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| | | Risk Rating: Moderate | Regular updates are received from the AISNSW in relation to any changes relevant to the Schools MEA or Fair Work Guidelines. | | Unlikely Risk Rating: Low |
| | | | | | |
| Educational | NESA Syllabus Updates are not implemented | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate | Principal reviews NESA e-updates regularly and distributes to relevant parties and faculties Teaching staff undertake regular professional development | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | School reporting according to State and /Commonwealth Legislation | Consequence: Minor Likelihood: Unlikely Risk Rating: Low | Primary School - written reports are provided annually. High School - written reports are provided each semester. Student/Parent/Teacher conferences are held annually across the School. | Principal Deputy Principal Primary School Coordinator | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Attendance data is inaccurate, or policies and procedures are not in place. | Consequence: Major Likelihood: Possible Risk Rating: High | Attendance data is reviewed weekly, monthly and termly at leadership team meetings. Staff are provided with Professional Learning on attendance requirements as needed. Policies and procedures are thorough and reviewed annually. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |

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| | Special Provisions - Year 10 ROSA, HSC not submitted | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Special provisions are reviewed annually by the Inclusive Education Coordinator. Special provisions applications are lodged prior to the due dates. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Submission of grades for Year 10 ROSA and HSC | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | At the completion of the Year 10 ROSA course and Year 11 and Year 12 HSC Course, grades are submitted to NESA as per requirements. | Principal Deputy Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Naplan Readiness | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Procedures as per the Naplan handbook are followed. | Principal Deputy Principal Primary School Coordinator | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Registering of subject choices and project areas for practical marking | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | School policy and procedures are established and followed. | Principal Deputy Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |

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| Financial | Financial reporting as per the Corporations ACT 2001 | Consequence: Major Likelihood: Possible Risk Rating: Moderate | The annual Financial Statements are audited by an independent Auditor. AGM is held annually in May. | Business Manager Annually | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | Maintain financial viability as required by NESAs | Consequence: Major Likelihood: Possible Risk Rating: High | Business Manager provides monthly management reports to the Principal, Finance and Resources Committee (FRC) and the Korowal School Board, reporting against Board determined parameters. | Business Manager Monthly | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | Payroll entitlements paid as due (wages, PAYG and Super) | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | Wages and PAYG commitments are processed and paid fortnightly. Superannuation is paid monthly. Single Touch Payroll (STP) requirements are adhered to and reports produced and lodgements made as required. | Business Manager Fortnightly | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Business Activity Statements lodged as due | Consequence: Minor Likelihood: Unlikely Risk Rating: Low | Business Activity statements are reconciled, reviewed and lodged prior to the 21st of each month. | Business Manager Monthly | Consequence: Minor Likelihood: Unlikely Risk Rating: |

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| | | | | | Low |
| | Financial commitments paid as due | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | All financial commitments paid as due and reported to the FRC and KSB. Business Manager provides monthly management reports to the FRC and KSB. | Business Manager Monthly | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Financial Questionnaire lodged | Consequence: Major Likelihood: Unlikely Risk Rating: Moderate | Financial Questionnaire is prepared and lodged by the Business Manager prior to June 30 annually. | Business Manager Annually | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Financial accountability certificates | Consequence: Minor Likelihood: Unlikely Risk Rating: Low | Biannual accountability certificates are signed as lodged as required. | Business Manager | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | | | | | |
| Governance | Management and Operations of the School Policy and Procedure Handbook | Consequence: Moderate Likelihood: Possible | Annual review of the Management and Operations of the School Policy and Procedure Handbook takes place. | Korowal School Board Chair Company Secretary Annually | Consequence: Minor Likelihood: Unlikely |

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| | | Risk Rating: Moderate | | | Risk Rating: Low |
| | Directors training | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | The KSB sets the Director training plan at the first meeting of the year. Each Director is required to undertake 12 hours of training over a three year period. Company Secretary maintains a register of Directors Training. | Korowal School Board Chair Company Secretary Annually | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Related Party Transactions | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Business Manager maintains a register of Related Party Transactions and provides to the Auditors for verification annually. Related Party transactions are reported to the KSB as required. | Korowal School Board Chair Company Secretary Annually | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Director Induction | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Chair and Principal conduct the new Director Induction. KSB Chair maintains a register of Inductions. | Korowal School Board Chair Principal As required | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Notification of Responsible Persons to ASIC and NESA | Consequence: Moderate Likelihood: Possible | Company Secretary reports all Director changes to ASIC, NESA and ACNC as per the Management and Operation of the School Policy and Procedures Handbook. | Company Secretary As required | Consequence: Minor Likelihood: Unlikely |

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| | | Risk Rating: Moderate | | | Risk Rating: Low |
| | Annual General Meetings | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Annual General Meetings to be held in accordance with the Corporations Act. | Korowal School Board Chair Company Secretary Annually | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | | | | | |
| Health and Safety | Duty of Care | Consequence: Catastrophic Likelihood: Unlikely Risk Rating: High | The School has comprehensive policies and procedures in place. Professional learning is provided to staff on a regular and ongoing basis. A safe and secure physical environment is maintained. Adequate supervision of students is in place at all times. Regular risk assessments are undertaken regularly. A culture of communication and collaboration is embedded across the school. The School ensures compliance with relevant laws, regulations and guidelines | Korowal School Board Principal | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |

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| | | | relating to student safety, with particular care given to those pertaining to child protection, privacy, rights and accessibility. | | |
| | Work, Health and Safety | Consequence: Catastrophic Likelihood: Possible Risk Rating: High | <p>The School holds adequate insurance to cover in the event of a workplace accident or injury.</p> <p>All staff are required to undertake first aid training on an annual basis.</p> <p>The WHS team meets on a regular basis to review incidents and safety hazards.</p> <p>The WHS Team reports to the Principal on a weekly basis.</p> <p>Risk assessments are undertaken for all school events, including, but not limited to excursions and camps.</p> <p>The School subscribes to an Employee Access Program.</p> | Korowal School Board Principal Ongoing | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |
| | Student Safety and wellbeing | Consequence: Catastrophic Likelihood: Unlikely Risk Rating: High | <p>The Principal and Wellbeing Coordinator meet on a weekly basis to discuss student wellbeing.</p> <p>Learning Support Teams meet on a weekly basis to discuss student needs.</p> <p>The school has established policies and procedures for staff to follow in relation to student wellbeing.</p> | Korowal School Board Principal Ongoing | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate |

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| | | | The School has documented and extensive Work, Health and Safety policies, procedures and practices in place. All incidents are reported to the Principal. | | |
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| Human Resources | NSW Independent Schools MEA (Teachers and Support Staff) | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Regular updates are received from the AISNSW and the Fair Work Commission in relation to any changes. Principal and Business Manager engage with the AISNSW during MEA negotiation periods. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Teaching Staff retention | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Professional learning activities, coaching and mentoring opportunities are provided to teaching staff. Mentoring (buddy) system for new staff | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Teaching Staff workload and stress | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | The School Executive Team provides support and guidance to teachers, acknowledging their efforts when needed and has created an open door policy where teachers can discuss concerns and seek advice. A culture of collaboration between teachers is being fostered to share resources, lesson plans and strategies. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |

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| | | | The School invests in professional learning opportunities for Teachers to develop skills and confidence. | | |
| | Support staff retention | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Support staff are encouraged to undertake Professional Learning as related to their role. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Support staff workload and stress | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | The School works to create a positive work environment where support staff feel valued, respected and supported. The School Executive Team has an open door policy and encourages support staff to discuss any concerns or seek guidance where necessary. The School supports work-life balance, and offers flexible work arrangements, including work from home, where possible and without disruption to the operational requirements of the school. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | | | | | |
| IT Systems and cybersecurity | IT Systems failures | Consequence: Major Likelihood: Possible | We adhere to system upgrades and guidance from our IT Contractor as well as the School's IT Coordinator. We use systems provided by companies with substantial internal risk management | Principal Annually and as required. | Consequence: Minor Likelihood: Unlikely |

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| | | Risk Rating: High | <p>systems, (e.g. google).</p> <p>All data is stored in the Google Drive cloud, and so we will still have access to required information should our system go offline.</p> <p>Annual review of the IT systems should be undertaken. An ethical hack will be undertaken in 2024 to assess cyber security.</p> | | Risk Rating: Low |
| | Data Breaches | <p>Consequence: Major</p> <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>The School's Notifiable Data Breach Policy and Procedures have been developed to ensure compliance with relevant legislation.</p> <p>The School has developed a comprehensive Privacy Policy which is reviewed regularly.</p> | <p>Principal</p> <p>As required</p> | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | Generative Artificial Intelligence | <p>Consequence: Moderate</p> <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>The School will develop and implement an IT policy in relation to generative AI and the impacts for students and staff.</p> <p>Regular and ongoing training sessions for staff will be provided.</p> <p>Parent forums to be held.</p> | <p>Principal</p> <p>Ongoing</p> | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | Cybersecurity | <p>Consequence: Major</p> <p>Likelihood: Possible</p> <p>Risk Rating:</p> | <p>Regular risk assessments are undertaken to identify potential vulnerabilities, threats and risks to the Schools IT Systems and data.</p> <p>Access to sensitive data is limited only to</p> | <p>Principal</p> <p>Ongoing</p> | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> |

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| | | Moderate | <p>those staff members who require the information to do their job.</p> <p>Data is backed up on a regular basis.</p> <p>All financial systems require multi-factor authentication.</p> | | Risk Rating: Low |
| | | | | | |
| Misconduct | Inappropriate behaviour | <p>Consequence: Major</p> <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>All staff are trained on the Employee Code of Conduct during their Induction and at regular intervals.</p> <p>All staff undertake Professional Boundaries training annually.</p> <p>The School has established clear communication channels for staff to report inappropriate behaviours.</p> <p>Executive staff are trained in the investigation processes required.</p> | <p>Principal</p> <p>Annually and as required</p> | <p>Consequence: Minor</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Low</p> |
| | Fraud or corruption, resulting in a financial, material or reputational loss as a result of fraudulent action of employees | <p>Consequence: Major</p> <p>Likelihood: Possible</p> <p>Risk Rating: Moderate</p> | <p>The Korowal School Board has developed sound financial practices including reporting mechanisms to ensure the School uses revenue, time and any other resources appropriately and transparently.</p> <p>Annual financial statements are audited and reviewed by the KSB.</p> <p>Monthly Management reports are generated by the Business Manager.</p> | Korowal School Board | <p>Consequence: Moderate</p> <p>Likelihood: Unlikely</p> <p>Risk Rating: Moderate</p> |

| Operational | Policies and procedures | Consequence: Minor Likelihood: Possible Risk Rating: Moderate | Policies and procedures are reviewed at regular intervals. | Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
|--------------------|--------------------------|--|---|---|---|
| | Complaints Handling | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate | A complaints register is maintained by the Executive Assistant to the Principal documenting the complaint and the action taken to resolve the issues. | Principal Ongoing and as required | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Internal Audit | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | Internal Audit policies and procedures followed on a monthly basis. | Business Manager Ongoing and as required | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| Property | Equipment and facilities | Consequence: Moderate Likelihood: Possible | The School has developed a Premises, Buildings and Facilities policy to ensure compliance with relevant Government requirements, WHS legislation and environmental and land use guidelines. | Business Manager Ongoing | Consequence: Minor Likelihood: Unlikely |

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| | | Risk Rating: Moderate | The School facilities are of a standard to ensure optimal learning. | | Risk Rating: Low |
| | Grounds | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | A facilities master plan is in place. An annual maintenance plan has been developed and followed. Maintenance records are reviewed on a weekly basis. | Business Manager Ongoing | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Security | Consequence: Moderate Likelihood: Possible Risk Rating: Moderate | A security company is engaged to carry out nightly security patrols. Key access is being reviewed and door locks are being changed in stages. | Business Manager Ongoing | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | | | | | |
| Strategic | Lack of strategic plan or irrelevant/outdated plan | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate | The Strategic Plan is reviewed and updated every three years. Principal reports progress to the KSB on a regular basis. | Korowal School Board Principal | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |
| | Failure to implement strategic objectives | Consequence: Moderate | The Principal reports annually, or as required, to the Korowal School Board on the progress of each strategic objective. | Korowal School Board Principal | Consequence: Minor |

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| | | Likelihood: Unlikely Risk Rating: Moderate | | Annually | Likelihood: Unlikely Risk Rating: Low |
| | Strategic targets and priorities not realistic | Consequence: Moderate Likelihood: Unlikely Risk Rating: Moderate | The strategic plan is developed after thorough consultation with stakeholders, including staff, parents, students and directors. The KSB endorses and approves the strategic priorities annually. | Korowal School Board Principal Annually | Consequence: Minor Likelihood: Unlikely Risk Rating: Low |

K. Independent Audit Policy

Korowal School is concerned to ensure transparent and responsible management of financial accounts. This is achieved through an annual audit conducted by an external, independent auditor who is a member of a recognised accounting body approved by NESA.

The Chair will certify that the audit report and accompanying certificate:

1. have been completed by an auditor recognised by CPA Australia, Chartered Accountants Australia, the Institute of Public Accountants or another recognised accounting body approved by NESA.
2. comply with any other requirements imposed by Commonwealth or NSW Government agencies providing funding to the school.
3. have not been completed by a person or body with whom the School has another business relationship in addition to audit services or with whom any of Korowal's Responsible Persons has a Conflict of Interest.
4. Korowal School's Principal will notify NESA on behalf of the Chair if the contract with the School's external auditor is terminated by the School or the auditor prior to the expiry of the term of the current audit contract and identify the reason(s) for the termination.
5. Korowal School's audited and certified annual financial statements are kept and retained for a minimum of seven years after the date of each year's audit before archiving for a period of twenty-five years.
6. The Business Manager and the Company Secretary will oversee the annual process including the retention of all audit records.

Records

All Financial records and audited accounts are stored on the School's electronic drive and in Xero Cloud.

The KSB is to certify or is to provide other evidence that the audit and accompanying certificate:

- i. have been completed by an auditor recognised by CPA Australia, Chartered Accountants Australia, the Institute of Public Accountants or another recognised accounting body approved by NESA.
- ii. comply with any other requirements imposed by Commonwealth or NSW Government agencies providing funding to the school.
- iii. have not been completed by a person or body with whom the school has another business relationship in addition to audit services or with whom any of the 'Responsible Persons' of the school have a Conflict of Interest.

Evidence of Compliance

- i. The School has a policy and procedure for notifying NESA if the contract or

arrangement with the School's external auditor is terminated by the school or external auditor prior to the expiry of the term of the contract or arrangement and the reason(s) for that termination.

- ii. The School's audited and certified annual financial statements in relation to any period on and from 1 September 2014 are available for inspection and are retained for a minimum period of seven (7) years after the end of the period to which the annual financial statements pertain before archiving for a period of twenty-five years.

L. Notifications to NESAs Policy

Refusal of Registration Disclosure

Korowal School has a responsibility to provide information to NESAs regarding the actions of Responsible Persons in respect of their ongoing engagement with the school. This policy outlines the notification process to inform NESAs that any refusal or cancellation of registration of the School under section 56 or 59 of the Education Act, occurring five years before an application for registration is made, is not largely attributable to the actions of:

- i. A Responsible Person for the School, or
- ii. Any other person or body exercising similar functions in relation to the management or operation of the School to those of a Responsible Person.

Korowal School will notify NESAs via RANGS Online if any of its Responsible Persons have acted in ways which have contributed to a school having its registration cancelled or refused.

- i. Notifiable actions must have occurred in a 5-year period immediately before an application for registration is made.
- ii. The Principal will retain notification documents which will be archived for a minimum of seven (7) years and access/store them on the School online drive in a restricted access locked file.
- iii. The Principal delegates to the Company Secretary responsibility for notifying NESAs via RANGS Online, as well as ASIC, of any changes to Responsible Persons within 28 days. Notification documents will be retained for a period of seven years and then archived for a period of twenty-five years.

M. Financial Viability Policy

Korowal is committed to maintaining financial viability, which allows it to achieve its core purpose of education whilst remaining financially sustainable.

Korowal School **Responsible Persons** will:

- 1.1 when required by **NESA**, provide relevant financial data to **NESA** in the prescribed form of a certification or warrant. This may take the form of certification from the principal of the school as required in the online application form for renewal of registration, or Certification of Financial Viability from a **NESA** approved body or person assessed against the **NESA** Financial Viability Framework, or a Financial Viability Warrant from a **NESA** approved body or person providing assurance of financial viability.
- 1.2 notify **NESA** if the contract or arrangement with the school's external auditor is terminated by the school or external auditor prior to the expiry of the term of the contract or arrangement and providing the reason(s) for the termination.
- 1.3 monitor key financial accounts and relevant financial management reports at each formal meeting of KSB to assess financial viability.
- 1.4 maintain **the School's** audited and certified financial statements for seven years before archiving. These are accessible in a locked cabinet in the **Business Manager's** Office, plus on Xero Cloud, and managed by the **Business Manager**.
- 1.5 retain a copy of the financial viability certification/warrant for seven years before archiving. These are accessible in a locked cabinet in the **Business Manager's** Office, plus on Xero Cloud, managed by the **Business Manager**.
- 1.6 notify **NESA** if the **School** is under any form of external control. The **Principal** is responsible for making the notification.
- 1.7 have available and provide to a **NESA** inspector all financial documentation that a **NESA** inspector may require. This may include:
 - i. audited annual financial statements, an independent audit report and independent auditor's management letter,
 - ii. compliance with any requirements imposed by state or Commonwealth agencies providing funding to the school,
 - iii. recent Commonwealth Financial Questionnaire completed by the school,
 - iv. current school year operating financials (management accounts),
 - v. schedule of loan agreements,
 - vi. information about any remuneration paid to members of the governing body and the award or agreement under which staff salaries are being paid,
 - vii. current school business plan or current year's budget and forecast budgets for

- three to five years,
- viii. insurance policies covering risk areas for the school,
- ix. any other relevant materials.

As an incorporated Company limited by guarantee, Korowal School Limited also have a duty to prevent insolvent trading under section 588G of the Corporations Act.

All financial records are accessible and stored in a locked cabinet in the **Business Manager's** office, plus on **Xero** Cloud hosted software. Records are maintained for the required seven-year period and archived for twenty-five years.

N. Financial Delegations

The KSB is responsible for the governance and management of the School. The KSB, while retaining ultimate responsibility, may delegate responsibilities to the Principal, the Business Manager, KSB sub-committees or another person or persons as it sees fit. Attached to the right to delegate, the KSB has a responsibility to ensure that delegations are being carried out within the requirements of statute and common law and the School's own policies.

The KSB must ensure that adequate risk management processes and internal controls are in place. Appropriate supervision of management by the KSB can be exercised through a number of mechanisms. The KSB should receive operational and compliance reports from and through the Principal at its regular meetings. In some cases an Audit (Compliance and Risk) Committee may be established to report to the KSB in specific areas of school operations and at particular times. This policy is based on a principle of delegation by exception. Matters not delegated to the Principal or delegated jointly to the Principal and, say, a KSB sub-committee need to be separately identified, documented and the policy framework underlying the delegation clearly articulated.

Financial delegation is assigned to the position held by a staff member, rather than to the individual who occupies that organisational position. Delegations are hierarchical by design throughout the lines of authority, so that a designated supervisor of a staff member with delegated financial authority must hold at least the equivalent level of financial delegation as the supervised staff member.

Financial delegations under authority empower members of the School's management and other staff to act autonomously in approving expenditure, and represent a significant responsibility in allocation of the School's financial resources. Staff who accept this responsibility are required to sign a formal delegation authority form, and acknowledge that they have the skill and judgement required to exercise their financial delegation with respect to accountability, care and diligence. These forms are officially recorded and retained during the staff member's term of employment in a position of delegated authority, and cease immediately when the staff member ceases to act in that position or terminates their employment with the School.

Delegations relating to expenditure can only be exercised within approved budgets. A staff member who incurs expenditure which exceeds the designated budget limit is personally accountable for that expenditure.

Where a Staff Member with delegated financial authority has a Conflict of Interest in respect of an item or area of expenditure, they should decline approving such expenditure, and instead refer the expenditure to their immediate supervisor for approval and authorisation.

Any breach of the financial delegations limits must be reported in the first instance to the School's Finance and Resources Committee.

Delegation limits apply to the position even if it is being occupied by a staff member in an acting capacity.

All records related to financial delegations are to be kept for a period of seven years and then archived for a period of twenty five years.

Financial Delegation

The Business Manager via delegation is responsible for the proper financial management of the school within budget and the Principal is closely associated.

The Principal prepares the budget with the Business Manager as well as with the Finance and Resources Committee's input.

This budget is presented by the Business Manager to the KSB who votes on it.

The Principal and the Business Manager can commit to expenses within the budget or re-allocate up to the limit of \$25,000.

The Principal manages the entire staff of the school as well as determines and controls all their tasks within their contracts.

The Business Manager is to confirm all positions put forwards are within the budget and to confirm the appropriate band and classification based on credentials.

The staff contracts are signed by the Principal.

All payments arising within the limit of the financial delegation to the Principal and Business Manager can be processed by any 2 authorised persons.

Payments over the specified \$25,000 delegation must be authorised by a co-chair.

The Business Manager has a duty to alert the Board on any significant financial matter or of any expenses that would result in exceeding provisions of any individual budget item.

Delegated Responsibilities

| Items | Board | Finance and resources committee | Principal | Business Manager |
|--------------------|-------|---------------------------------|-----------|------------------|
| Budget proposition | | X | X | X |
| Vote on the budget | X | | | |

| | | | | |
|---|----|---|---|----|
| Entering into contractual agreements (services and supplies) | X* | | X | X* |
| Committing to <u>and</u> Renewing employment contracts | | | X | X* |
| Determination of appropriate teacher band** | | | | X* |
| Contract renewal (services and supplies) within the budget's framework | | | | X* |
| Commitment of expenses within the budget's framework <u>and</u> the threshold indicated in the Charter | | | X | X* |
| Commitment of expenses over the threshold indicated in the Charter , budgeted and non-recurring | X | | X | |
| Payment for expenses under the threshold specified in the Charter | | | | X |
| Payment for expenses over the threshold specified in the Charter | | X | | X |
| Commitment and payment of exceptional non-budgeted expenses | X | | | |
| Preparation of the financial accounts | | | | X |
| Financial accounts' statement | X | | | |
| Presentation of the financial accounts to the AGM | | | | X |

* For Budget Validation purposes only

** Conditional and Provisional accreditation to proficiency remains the sole responsibility of the teacher

Delegation Protocol

| Item | | Activity | Authority |
|---------|--------------------------------|---|---|
| Banking | Accounts | Opening and closing bank accounts | KSB |
| | | Authorised signatories to bank accounts | Any 2 signatories as per financial delegation |
| | Cheques | Cheque signing (dual) | Any 2 signatories as per financial delegation |
| | | Holder of cheques | Business Manager |
| | Credit cards | Allocation of cards | KSB |
| | | Card limits | As per financial delegation |
| Online | Administrator of online access | Any two administrators | |

| | | | |
|---|--------------------------------|--|--|
| | | Administrator access authority and limits | KSB |
| | | Setting EFT transfer limits | Business Manager |
| | | EFT transfers to creditors | As per financial delegation |
| | | Payroll authorisation | Business Manager |
| Loans and investments | | Loans to related parties | KSB |
| | | Loans to non-authorised organisations | KSB |
| | | Entering into borrowing/ overdraft facilities | KSB |
| | | Investment of Funds – approved policy | KSB |
| | | Investment placement including rate and term | Business Manager |
| Information Technology | | Allocation of access | IT Manager |
| Budget | Approval | Annual recurrent budget | KSB |
| | | Annual capital budget | KSB |
| | | Reallocation - up to \$50K | Principal and Business Manager |
| | | Re-allocation - \$50K and over | Finance and Resources committee |
| Fixed Assets | Purchase (capital expenditure) | Within budget- \$10,000 and over | As per financial delegation |
| | | Outside budget | KSB |
| | Sale/ Disposal | \$50,000 or more | KSB |
| | | Less than \$50,000 | Business Manager |
| Operating/ Recurrent Expenditure within Approved budget and cash flow | | | Business Manager |
| Fees | Setting | Annual fees | KSB |
| | | Discounts | KSB |
| | | Special fee allowances | Principal |
| | Bad Debts | Overdue school fees | Business Manager |
| | | Write off recommendation | Business Manager |
| | | Write off endorsed and approved | Finance and Resources committee |
| Students | Scholarships | Policy setting with regards to type, value and selection | Principal |
| | | Awarding | Principal |
| | Bursaries/ Hardship | Policy setting with regards to type, value and selection | KSB |
| | | Awarding | Sub-Committee |

| | | | |
|------------------|---------------------------|---|--|
| Staffing | Employment | Senior positions | Principal , selection panel to include at least one Director |
| | | Employment of other staff aligned to MEA | Principal |
| | | Employment of other staff on-aligned to MEA- within budget FTE | Principal |
| | Remuneration | Principal | KSB |
| | | Business Manager | Principal |
| | | Other Senior Staff- non MEA aligned | Principal |
| | Other staff – MEA aligned | Principal | |
| Leasing | Capital assets | Capital cost greater than \$50,000 and period more than 4 years | KSB |
| | | Amount and period less than the above | As per financial delegation |
| Hire of Premises | | Associated organisations | Principal and Business Manager |
| | | Non-associated organisations | Principal and Business Manager |

The delegation limits apply to the gross cost including GST, but excluding trade-ins, allowances etc. The transaction should be considered in its entirety, not by part payments or instalments falling under the delegation limit

This policy does not apply to controlled or related entities, and they must develop and maintain their own approval of delegations under authority consistent with their own constitution.

Delegation operates under approved operating budget. If management determines that overall budget needs to be exceeded, then a justification submission must be provided to the **KSB** prior to expenditure taking place in line with authority approval limits.

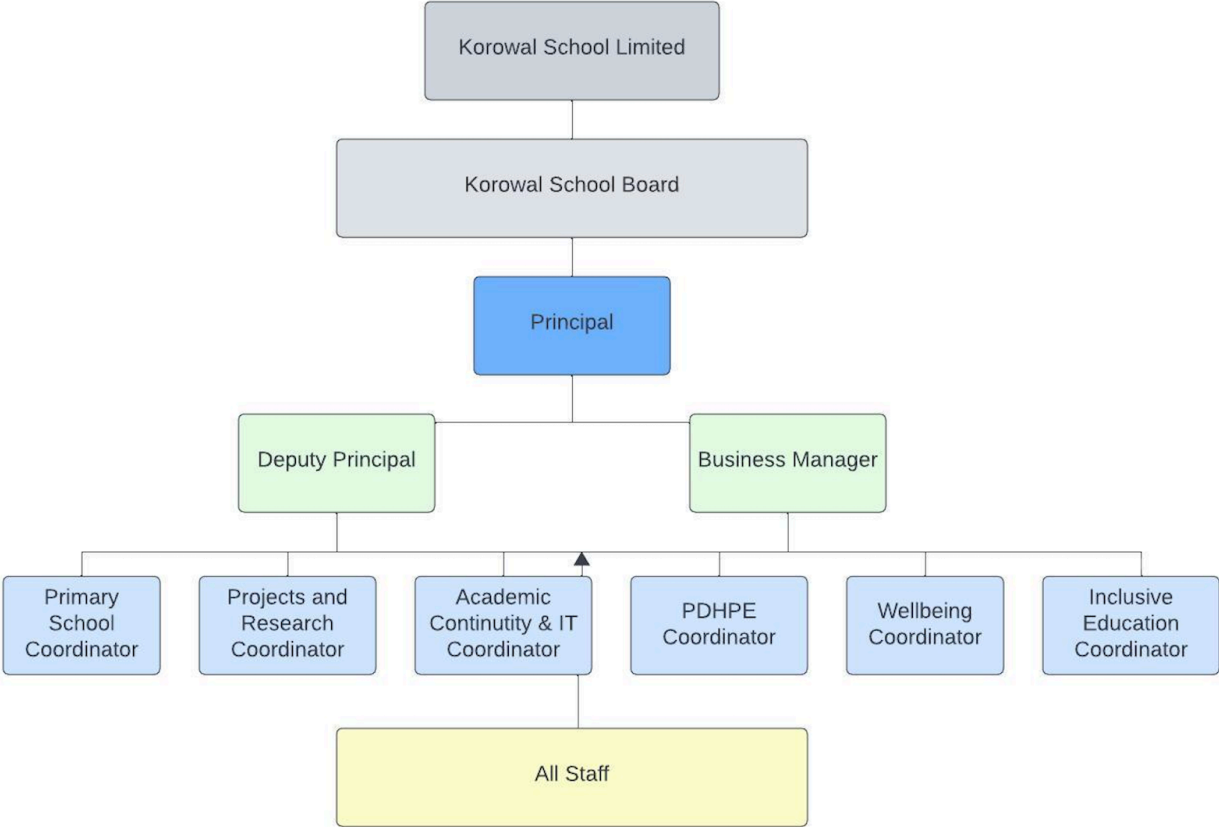
Expenditure approval authorities

Expenditure included in annual recurrent budget approved by the **KSB**:

| Staff position | Area of expenditure | \$ Limit |
|---------------------------|--|---|
| Chair | Capital expenditure >\$10,000 within approved budget Ex gratia payments to staff | Subject to approval at KSB meeting |
| Directors- teaching staff | Fortnightly payroll All recurrent expenditure | Within approved budget |
| Principal | Teaching staff appointments Non-teaching staff appointments Casual staff contract approvals Payroll and salary rates All recurrent expenditure | Within approved budget |

| | | |
|--|--|---|
| | Capital expenditure or equipment up to \$10,000 Approval of leases for IT equipment up to 4-year term and \$40,000 total least contract cost Purchase of IT equipment up to \$10,000 | |
| Deputy Principal | Payroll and salary rates All recurrent expenditure Capital expenditure up to \$5,000 | At the direction of Principal |
| Business Manager | All recurrent expenditure up to limit of \$10,000 excluding payroll and staff costs | Within approved budget |
| Finance Officer | Approval of payments up to \$2,000 Implement salary rates and pay adjustments Process fortnightly payroll for permanent, temporary and casual staff | Within approved budget at direction of Principal, Business Manager, Deputy Principal or Director-teachers |
| Executive Assistant to the Principal | Approval of payments up to \$1,000 | At the direction of the Principal, within the approved budget. |
| Purchasing Officer | Approval of purchase orders up to \$500 | Within approved budget |
| Finance Staff/ Business Manager Principal | Approval of payments in cash, via petty cash float amount, up to a maximum of \$50 per individual | Within approved budget |

O. Supervisory arrangements



P. Meeting agenda template

Development of the Board Meeting Agenda will take place between the Chair, Principal and Company Secretary. The Agenda will:

- Focus attention on strategic priorities
- Enable recurring matters of compliance, risk and fiduciary responsibility to be considered appropriately.
- Manage the flow of information
- Enable best use of Director's time
- Specify what needs to be done
- Schedule time for confidential and contentious matters
- Provide a measure of achievement
- Set priorities and allocate appropriate time

| ITEM | INCLUSIONS |
|------------------------|---|
| Meeting details | School name Title – KSB Meeting Agenda Date, time and venue |
| Meeting opening | Apologies Declaration of conflict of interest Previous minutes – confirmation and matters arising/action items |
| Matters for decisions | Major strategic decisions Routine decisions |
| Standing Agenda Items | Child Protection Updates |
| Matters for discussion | Principal's report Finance report Forthcoming strategic directions Discussion arising from Committee activities Other Matters for discussion Chair's update Presentations by management |
| Matters for noting | Major correspondence Committee minutes Revised Board calendar Other matters for noting |
| Meeting finalisation | Review actions Decision /items for communication Meeting evaluation Next meeting Meeting close |

Q. Meeting minutes template

The Minutes of the KSB Meetings are:

- The written record of the Board’s discussion and activities;
- Legal documents as well as historical records of school business;
- A way to share proceedings with board members and other interested parties who did not attend;
- A way to prevent disagreement over recommended actions and board decisions; and

A way to establish that Directors have exercised proper care and diligence in their decision making.

Minutes of the Korowal School Board Meeting

Held at <Location>

<Date>

Meeting Open:

Present:

In Attendance:

Apologies:

| | |
|--|-------------------------------|
| Minutes of the previous meeting <i>The minutes of the previous meeting were accepted <with/without change.></i> | |
| Business Arising from the Minutes <Item and resolution> <Item and resolution> | Action: Action: Action: |
| Matters for Discussion Principal’s Report and Resolution Finance Report and Resolution Chair’s Report and Resolution | Action: Action: Action: |
| Matters for Noting <Item and resolution> <Item and resolution> | Action: Action: Action: |
| Next Board Meeting Date: | |
| Confidential Business | |
| The meeting closed at <time>. | |

Signed by the Chair:

Dated:

[1] ICAC Toolkit, *Managing Conflicts of Interest in the Public Sector*, 2004.
