DRAFT LETTER
OF
OFFER OF APPOINTMENT
Head / Principal
Dear,

I have pleasure in providing this written confirmation of the offer of appointment to the position of Head of this school.

In addition, this letter and its attachment provides the details of the contractual agreement between us and your acceptance by signing in the appropriate places will be taken as confirmation of the appointment on the terms and conditions contained in this offer.

Your employer will be the xxx SCHOOL LIMITED (The School) and your appointment will be effective from 1 January, 199 and will continue until terminated by either party. As discussed, there will be an initial probationary period of a maximum of six months from the date of your appointment. Should the position prove unsatisfactory to either party during the probationary period, then the normal three months notice of termination (or payment in lieu thereof) will not apply or be required and the employment may be terminated on 2 weeks notice or payment in lieu.

The School Council acts as the governing body for this company in all matters to do with the conduct of the school. It is responsible for the school and its operations including:
  - the determination and the pursuit of the ethos and aims and objectives of the school;
  - the education provided both inside and outside the classroom;
  - the spiritual and pastoral care of pupils;
  - the discipline of pupils;
  - the relationship with the school community.
You will be responsible through the Chairman to the School Council and while you are expected to keep him/her informed about matters of significance and to confer with him/her or his/her nominee as appropriate, you will be responsible for the overall operation of the school.

As Head, you will have the delegated responsibility for the conduct of the school which includes interpreting the aims and objectives consistent with the ethos and for implementing activities and practices in the pursuit of them.

1. In particular you will:

   a. be responsible for the efficient management of the School including the supervision and control of staff and students, the internal organisation of the School;

   b. be responsible for the administration of the finances of the School within the budget laid down by the Council;

   c. be responsible for the appointment, management, pastoral care and where necessary, the dismissal of all the staff of the School and fix their terms of appointment and remuneration, within the guidelines and budgets laid down by the Council from time to time. All such appointments or dismissals shall be reported promptly to the Chairman;

   d. promote the objects and ethos of the School.

   e. throughout your term of appointment, participate actively in the Christian life of the school;

   f. assist the staff to understand and execute their professional duties and responsibilities and to maintain the ethos of the School;

   g. select pupils for admission to the School and after consultation with the Chairman, suspend or terminate students where it seems desirable to do so in the best interests of the School;

   h. be responsible for implementing the Council policy and decisions;

   i. report regularly to the Council and promptly inform the Chairman of all matters of importance concerning the School;

   j. refer to the Council any plans for capital works or for major maintenance, and not give any approvals for such works or otherwise commit the School to such works, engage labour or arrange to borrow for the works unless the prior written approval of the Council has been given.

   k. not during the term of employment engage either directly or indirectly in any other business or occupation (other than normal personal investment) except with the prior consent of the School Council.
2. Concerning your relations with the School Council:
   a. It is agreed by the Council that you shall be the usual channel of communications between the School Council and the staff on matters concerning the conduct of the School;
   b. You shall have access to all members of the Council but shall usually communicate through the Chairman or other persons agreed by the Council from time to time;
   c. You shall be entitled to be present at all meetings of the Council and its sub-committees except in usual or exceptional circumstances where the Council considers your presence would not be in the best interests of the School.
   d. You are to make regular reports to the School Council and ensure that all appropriate matters are brought to its attention.

3. You shall be expected to participate as appropriate in activities of the relevant professional bodies and will be assisted to do so.

4. This appointment may be terminated after at least six months notice of termination has been given by either party or by the payment by either party of an amount equal to six months salary in lieu thereof.

5. The other conditions of your employment are set out in the attachment and include an annual review of performance and of remuneration and other matters as appropriate from time to time. The attachment will therefore be replaced with a document that sets out the conditions and details that will apply for each year with the changes generally being applicable from 1st January.

6. I consider the details set out in the attachment to be confidential and request that you accept this and act accordingly.

7. By accepting this appointment you are taken to have given the School an assurance that you have not:

   (a) been found guilty by a Court of a sexual offence or an offence against the person of a student or child; or

   (b) been dismissed from any previous employment on the grounds that you were involved in improper conduct of a sexual nature with a student or child; or

   (c) retired or resigned from your previous employment following allegations that you were involved in improper conduct of a sexual nature with a student or child; or

   (d) been advised by any employer that your name has been included on a list of those not to be employed in a child-related area of activity.
If you cannot give this assurance, you should not sign the acceptance. You may, however, wish to speak with me about the relevant occurrence. If you sign the acceptance when you are not in a position to give such assurance, the School may terminate your employment without notice.

On behalf of the School Council, I wish to say how pleased I am that you have agreed to accept our offer of appointment and that we are all looking forward with pleasure to working with you in your role as Head.

Yours sincerely,

Chairman of the School Council
**Employment Conditions**

and Remuneration Details for the year 199

1. Your salary for the first year of service shall be at the rate of $xxxxxx per annum and shall be reviewed annually in November by a panel composed of the Chairman and Honorary Treasurer. Any change will be effective from the following 1 January.

2. The School will:
   
a. Provide a residence at the rate of $...................per annum and furnish in consultation with the Head.
   
b. Fuel, power and telephone at the residence to be provided at the rate of $.............per annum
   
c. Maintain the grounds surrounding the residence following consultation between The Head and The School;
   
d. Provide domestic assistance -
      i. where School entertainment is concerned;
      ii. for the public rooms (including guest room) of the residence.
   
e. Meet the costs (by re-imbursement if necessary) incurred in the carrying out of approved activities including those associated with School entertainment. Documentation of such costs must be provided if requested.
   
f. The School will provide a fully serviced car for your use at the rate of $...............per annum and the school will retain ownership of it.

3. Long service leave, annual leave and sick leave will be provided at the rate of ........................................

   In addition, the School will provide (on full pay) xxxx months study leave for each xxxxx years of service: the School will provide travel, accommodation and reasonable expenses to an upper value of $xxxxxxx (indexed from 1/1/199 at the January-December CPI); this leave is not to be taken before the xxxx year, nor after the xxxx year of his service.

4. The School will support you in your seeking to become a member of AHISA and, if successful in your activities as such.

5. If you choose to have your children enrolled at the school, tuition fees will be ............... 

6. Superannuation will be provided at the rate of $xxxxxxx in the first year and the rate will be reviewed as part of the annual review.

7. You are entitled to request additional benefits on the understanding that the associated costs (including FBT) would be deducted from the salary package.

8. If you choose to have your children enrolled at the school, tuition fees will be ......................

9. Superannuation will be provided at the rate of $xxxxxxx in the first year and the rate will be reviewed as part of the annual review.
10. You are entitled to request additional benefits on the understanding that the association costs (including FBT) would be deducted from the salary package.

Authorised by:

________________________________________

for xxx School Limited.
Date:

Accepted by:

________________________________________
DRAFT LETTER

OF

OFFER OF APPOINTMENT

Teachers - Full-time

Prepared by:

THE ASSOCIATION OF INDEPENDENT SCHOOLS
OF NEW SOUTH WALES LIMITED
Level 4, 99 York Street, Sydney, NSW 2000
Tel: (02) 9299-2845   Fax: (02) 9290-2274
Letter of Offer of Appointment: Full-time Teachers

(Draft Only)

RECOMMENDED FOR ADAPTATION AND USE
BY MEMBER SCHOOLS

Dear [ ],

I am pleased to offer you appointment to the staff of this School as a full-time teacher commencing [ ]. The conditions of your proposed appointment are set out below.

1. As a matter of law, your employment will be subject to the provisions of the Teachers (Independent Schools) (State) Award or any industrial instrument that replaces that award.

2. The Head/Principal will determine which classes that you will be required to teach. The normal teaching load that you will be required to teach usually will be [ ] per [ ], although it is possible that you may be asked to teach in excess of this load from time to time.

3. You have been classified as a [ ] year trained teacher in your [ ] year of service at Step [ ] on the basis of the information provided by you. Your salary on commencement of your employment will be paid at the rate of $[ ] per annum.

[At present, this is $ per annum above the award rate but the School may absorb this over award payment in the future.]¹

4. In all matters concerning your employment you will be ultimately responsible to the Head/Principal. The Head/Principal may delegate some of his/her powers and duties, and you may be required to directly report to a senior member of staff.

5. You should not engage in other employment or business without first discussing the matter with the Head/Principal.

6. The [Governing Authority] of the School is responsible for the School, its operations and policies including:

(a) the determination and the pursuit of the ethos, aims and objectives of the School;

(b) the educational programs provided both inside and outside the classroom;

(c) the spiritual and pastoral care of pupils;

(d) the discipline of pupils;

¹ The amount in brackets is to be included if there is to be an over-award payment.
(e) the relationships with the School community.

The [Governing Authority] may vary its policies in relation to these matters from time to time.

7. The [Governing Authority] has delegated to the Head/Principal the responsibility for interpreting and implementing the aims and objectives of the School consistent with the ethos of the School and has given the authority to him/her for the operation of the School, including the engagement, dismissal, management and care of staff, and the issuing of instructions for:

(a) the determination of programs and procedures;
(b) applicable teaching practices;
(c) implementing extra-curricular activities;
(c) appropriate spiritual and pastoral care;
(e) appropriate disciplinary policy and practice;
(f) other policies and procedures as the need arises.

The Head/Principal may further delegate or be assisted in fulfilling these responsibilities by other senior members of staff.

8. You must support the School’s policies and conduct yourself in a way which is consistent with the ethos of the School. You must also implement the programs, teaching practices and other activities as decided by the Head/Principal.

9. From time to time your duties include extra periods, playground duties, sports duties and extra (co) curricular activities and will involve you in the application of discipline, participation in the School’s program for spiritual and pastoral care and various other duties. Some of the duties will need to be performed at times outside of the normal classroom teaching hours including on weekends. The details of your particular duties will be advised to you and any changes that are required from time to time will generally be discussed with you prior to their implementation.

10. If in the course of your employment at the School you are appointed to a managerial position of special responsibility as defined in the Teachers (Independent Schools) (State) Award the appointment will be confirmed in writing.

11. There is a copy of the award in the staffroom and I recommend that you refer to it. In particular, you should be aware of the provisions of clause 14.2 which provides that:

'The employment of any teacher shall not be terminated without at least four school term weeks notice on either side or the payment or forfeiture of four weeks salary in lieu of notice; provided that such four weeks notice shall expire within the school term during which it is given and shall expire either:

(i) at the end of the said term; or
(ii) at least two weeks before the end of the said school term.'
You should also note that clause 14.3 provides that:

‘The foregoing shall not affect the right of the employer to dismiss summarily any teacher for incompetence, misrepresentation, neglect of duty or other misconduct.’

12. The superannuation guarantee charge legislation currently provides for payment by the School of [ ]% of salary into a complying superannuation fund. You should confer with the Bursar to ascertain the obligations you must meet to avail yourself of this payment. [The School also offers employees the opportunity to pay further amounts into this fund. In addition, the School pays a further amount of [ ]% into the fund.]

13. By accepting this appointment you are taken to have given the School an assurance that you have not:

(a) been found guilty by a Court of a sexual offence or an offence against the person of a student or child; or

(b) been dismissed from any previous employment on the grounds that you were involved in improper conduct of a sexual nature with a student or child; or

(c) retired or resigned from your previous employment following allegations that you were involved in improper conduct of a sexual nature with a student or child; or

(d) been advised by any employer that your name has been included on a list of those not to be employed in a child-related area of activity.

If you cannot give this assurance, you should not sign the acceptance. You may, however, wish to speak with me about the relevant occurrence. If you sign the acceptance when you are not in a position to give such assurance, the School may terminate your employment without notice.

This letter is sent to you in duplicate. If you accept this offer on the terms set out, would you please return the signed duplicate copy to me.

Yours sincerely,

[Signature]

Head/Principal

I confirm that I have had the opportunity to study and discuss the above letter. I accept the offer of appointment on the conditions of employment set out above. I confirm that I can give the assurance contained in paragraph 13 above.

Yours sincerely,

[Signature] [Date]
DRAFT LETTER
OF
OFFER OF APPOINTMENT
Consultant with AIS

Prepared by
THE ASSOCIATION OF INDEPENDENT SCHOOLS
OF NEW SOUTH WALES LIMITED
Level 4, 99 York Street, Sydney, NSW 2000
Tel: (02) 9299-2845 Fax: (02) 9290-2274
xxx

Dear xxx

I have pleasure in confirming the details of the offer of appointment as a Consultant with this Association. This appointment will be confirmed by your signing the acceptance of the offer and the conditions in the attachments.

You and I have discussed a number of important matters about this Association and we will no doubt talk more about it over the following months, but perhaps I should comment on a few of the key elements.

It is a non-profit organisation whose members are Independent Schools in New South Wales. Two of the major objectives of the Association are:

- To represent and promote the 'cause' of independent schooling.
- To provide services to the members and to Independent Schools in general.

The first of these is undertaken because of a firm belief in the right of parents to choose the kind of education they want for their children and in the need for schools to be able to be independent. This belief in the need for independence means that the Association makes a practice of ensuring that schools are left with the right to make individual decisions about the acceptance or otherwise of advice and suggestions from the Association itself.

The implications of these two basic issues are numerous and significant, including an absolute need to recognise the confidentiality of each school's affairs.

In addition to the member schools, you will often find yourself in contact with other independent schools, as the consultancy services are not limited to member schools, particularly in respect of the elements supported by Commonwealth or other external funding. Some other services may be restricted to member schools and some "user pays" activities may be charged at a reduced rate for members.

1. Some General Matters.

a. The Schools.
The fact that each Independent School is individually autonomous has a major bearing on the modus operandi of AIS in general and of the consultancy service in particular. Each school's individuality, its right to confidentiality and the tailoring of proposals to meet its individual needs are issues that we have discussed and will no doubt discuss again in the future.

b. The Teachers
Each teacher (and other staff member) has been employed by a school on an assumption of compatibility with its ethos, teaching practices and policies. In responding to a request for assistance and advice from a teacher, we must do so in a way that recognises that we are providing the service to the school and so ensure we do not knowingly recommend a practice that is contrary to the expectations or requirements of that school. It also means that the teacher must be left with the responsibility of working within the procedures and authority of the school.

c. The AIS Team
The team of professionals and support staff is not large but I believe it is effective. Its members are dedicated, professional and competent in their own fields and are willing to operate as a team. I hope you will find it pleasant, challenging and fulfilling to be an important member of this team while for the most part being involved more directly with xxx and yyy and the various consultants.
2. **Reporting Responsibilities.**
   You will have direct access to a number of people who will support you in your work and you will be responsible to me through one or several of them depending on the particular responsibilities concerned. You will be responsible through xxx (Director - School Consultancy Services) in respect to “in school” consultancy services and through yyy (Director - professional Development) for general Professional Development courses and activities. They will keep me informed about the general progress and of any major items or issues, but you are able to talk with me formally or informally whenever you wish.

3. **Your Role**
   We have discussed with you the general nature of the duties and responsibilities of the position and you will be provided with more detail as needed from time to time. While your major focus will be the provision of consultancy and professional development support to independent schools, there will need to be on-going discussions about the role; it is a developing function for AIS and is likely to need adjustments from time to time in response to the requests from schools and the needs of the various projects that are undertaken. and to maximise its chances of success and therefore its continuation.

Xxx and yyy will discuss the more specific nature of your responsibilities and the fact that these will change from time to time as we respond to the changing circumstances and the needs of schools as they seek to respond to the needs of their pupils. The specific statement of responsibilities will be provided to you each year or as otherwise determined and we should both keep a copy of it with this documentation.

4. **Employment Conditions**
   Your appointment is not for a specific period of time. It will be an on-going appointment while the position meets our operational requirements and you carry out your duties as required by me in a competent and professional manner and in a way that is suitable to our operations. I am confident that the position will remain available at least to the end of the 2000 calendar year. The opportunity for the A.I.S. to maintain this position is dependent in part on the support of externally provided funds, and on the priority for this particular aspect of service to schools as determined by AIS and the schools as measured by their support for it.

   The salary and conditions of your employment are set out in attachments 1 and 2. The wording may seem to be rather legalistic, which I regret, but I consider it important that the details be as clearly stated as possible. Please discuss with me any elements that you think need further clarification.

I regard the details of your remuneration to be confidential between us and I request that you also accept this and act accordingly.

I am pleased that you have decided to accept the offer of the position and I trust you will enjoy working with us and in the consultancy program area in particular.

I look forward to working with you.

Yours sincerely

I accept this offer of employment.

---

T.W. CHAPMAN  
Executive Director

Attachments
1. Attachment 1 - Employment Conditions
2. Attachment 2 - Remuneration Package for 1999
3. Schedule - Salary Sacrifice Details-1999
5. Salary sacrifice - Indicative figures re vehicles. (Precise figures will be determined when the vehicle is selected.)
Employment Conditions
and other details for the year xxxx

1. **Date of Appointment.** Your appointment dates formally from xxx or at a mutually agreed earlier date should you be able to commence sooner.

2. **Remuneration** for each year of service will be as set out in the letter for that year which becomes "attachment 2" to this letter. The remuneration package is based on a total annual package on the understanding that this is inclusive of 5% employer contribution to superannuation, and leave loading. Your remuneration will be reviewed annually, with any change being effective from the 1st January in each year. The details of your remuneration package are set out in Attachment 2, which will normally be replaced with an up to date version each year.

The remuneration package agreed to is for a specific calendar year. The package arrangements for the next year will be the subject of separate discussions and it is acknowledged that nothing in one year's agreement will be binding in the determination of next year's agreement.

3. **Hours.** As a guide, the staff in the office work generally work a 37.5 hour week although starting and finishing times vary from person to person. You are being appointed to a professional position in which an annual salary rate applies to the professional tasks identified. Flexibility will be necessary as you will have numerous calls upon your time outside of the normal office hours.

4. **Leave**
   a. **Annual Leave.** The entitlement to four weeks recreation leave provided by the NSW Annual Holidays Act will apply. You are expected to take it (in 1 or more lots) at times that are agreed but such that you will be available to resume duty by mid January unless otherwise agreed.
   b. **Sick Leave**
      i. You will be entitled to be paid when necessarily absent from duty because of illness for up to ten days per year.
      ii. Should you have a personal disability insurance policy that the AIS accepts as suitable, 50% of its cost will be met by AIS additional to your remuneration package.
   c. **Long Service Leave** will be provided in accordance with the terms of the NSW Long Service Leave Act.

5. **Approved Expenses** The Association will meet the approved expenses directly incurred in the carrying out of the activities and responsibilities for the Association. You are required to keep records of the costs incurred and to submit these on request or when verifying the accounts to be paid.

6. **Travel Arrangements** A fully serviced car will be provided for your use in accordance with the Policy Statement and any other requirements identified from time to time. The vehicle will remain the property of the Association but you are entitled to elect to use it privately in respect of which there will be a salary sacrifice of the amount identified in the schedule to Attachment 2.

OR

**Travel Arrangements** You have agreed to use your own vehicle and public transport for work related travel. Expenses incurred in travelling by public transport will be refunded and you will be reimbursed for the distance travelled at a rate applicable to your vehicle. Please discuss the record keeping requirements with David Bulley.

7. **Other Employment** Your annual remuneration package assumes that you will commit yourself fully to your work and responsibilities for the Association and it is assumed that you will not engage either directly or indirectly in any other business or occupation (other than normal personal investment) except with the prior consent of the Executive Director. It is generally assumed that where other duties are mutually agreed to be of value to the Association, they will be built into your duties and any payment applicable will be made to the AIS.

8. **Professional Associations** Your involvement in the appropriate professional organisations is encouraged while ever you are satisfied that it does not conflict with your role in the Association.

9. **Gifts** Association policy precludes the acceptance of gifts or payment from other organisations or individuals related to the work of AIS. A gift received in circumstances where it would appear to be rude to refuse should be advised to the Executive Director.

10. **Termination.** Should there be a wish to conclude the appointment (by either of us) as much notice as possible should be given with no less than one month being required on either side.

---

T. W. Chapman
Executive Director
Dear xxx,

Remuneration Package for the year xxxx

This is to confirm the details of the remuneration package for 1997 recently discussed with you. This document becomes Attachment 2 to your letter of appointment.

When finalised by the addition of your signature, this written confirmation of the details will be acted upon and retained on file.

1. Your remuneration gross package for the year xxxx is to be $xxx comprising an agreed amount of salary and wages, benefits, fringe benefit tax and other adjustments. This amount is inclusive of all entitlements.

2. An amount for superannuation, contributing approximately 8% to the package has been included. You may request a variation of this amount provided that the payment made by AIS will not be less than the legally required minimum, which for the year 2000 is 8%.

3. The agreement to provide benefits on a "salary sacrifice" basis is based on the understanding that:
   a. it is at your request;
   b. the AIS agreement to your requests and to enter into the agreement is recognised as a service that AIS is willing to provide to you and that it is not part of your employment conditions;
   c. you recognise that the AIS is providing for the "gross" package amount in para 1 above and that the total value of your salary and benefits will be inclusive of the PAYE tax and FBT tax applicable throughout the year and that any government changes to these rates will result in changes to the calculations involved in determining your net cash salary;
   d. the cost of providing the benefits will form part of the annual remuneration package;
   e. the total costs of the benefits (including admin costs and FBT) will not exceed forty percent of the gross salary package;
   f. the payments will be made directly to the third party named and the payments will be on a monthly, quarterly, half yearly or yearly basis paid on or after the mid point of that period;
   g. should there be any disagreement from the Tax Commissioner, the matter of any additional personal liability or other personal consequences will be between you and the Tax Commissioner and that any tax (additional to the FBT and PAYE amounts already paid) or penalties arising, will be met or reimbursed by you;
   h. it is your responsibility to seek appropriate accounting and/or taxation advice if needed and it is recommended that you do so before confirming your requests in this matter.

4. The attached schedule sets out the details of any 'non-cash' benefits that you have sought and that have been agreed along with the appropriate FBT costs.
   a. the amounts shown against each of the 'non cash benefits' are to be paid by the Association to the organisations listed.
   b. the resulting reduction from the remuneration package and the payment of these amounts will continue until a written request from you for a variation is approved;
   c. any costs (such as bank charges) relating to the provision of these benefits to you may also be deducted from your salary package which may mean that the actual annual rate may be marginally less than the amount shown against "annual salary rate".

5. The resulting salary will be paid by monthly instalments, mid month for each calendar month. As agreed by
you, it will be paid by EFT into your account as specified.

6. Annual leave, sick leave and long service leave remain in accordance with the terms of your employment and if money is owing upon termination, it will be calculated and paid in accordance with the terms and spirit of this agreement.

7. Should you have a personal disability insurance policy that the AIS accepts as suitable, 50% of its cost will be met by AIS additional to the package.

8. The Association will meet the approved expenses directly incurred in the carrying out of the approved activities and responsibilities for the Association. You are required to keep records of the costs incurred and to submit these on request or when verifying the accounts to be paid.

I consider the details of your remuneration to be confidential between us and I request that you also accept this and act accordingly.

Your signature on this memo will signify acceptance of these conditions.

Yours sincerely, 

Acknowledged:

T. W. Chapman.
Executive Director.
## Requested Salary Sacrifice Details

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Requested

Authorised

T. W. Chapman
Executive Director.
A.I.S. Vehicles - Policy Statement

The rules and procedures governing the use of AIS vehicles are as follows:

A. The Vehicle
   1. The vehicle will be owned by AIS and registered and insured in its name.
   2. The selection of the vehicle and its features is to be at the discretion of AIS.
      a. It will generally be determined after discussion with the employee concerned within the
         general policy of purchasing vehicles from the Government contract list but not
         exceeding 6 cylinders and not in the luxury class.
      b. The features will include those that enhance its re-sale potential including those that
         assist in maintaining it in good condition such as mud flaps, car mats, bonnet protectors,
         alarms etc.
         i. Any extras are to be at the discretion of the AIS.
         ii. The costs of any extras not provided by AIS but agreed to are to be at the
             expense of the employee. Such personal optional extras might include different
             sound equipment, roof rack, towbar etc.
   3. Membership of the NRMA is to be established and maintained. (at AIS cost)

B. Maintenance:
   1. It is your responsibility to ensure that the vehicle is kept clean and in good order.
   2. Regular maintenance is to be kept up to date in accordance with the requirements in the
      owner's manual and the maintenance records are to be kept in the owner's manual;
   3. Additional maintenance needs are to be attended to promptly with appropriate advice being
      provided to the Executive Director with confirmation being provided in writing for the file
      when the approved work is carried out.
   4. The cost of normal and other approved maintenance is to be at the AIS expense.
   5. An NRMA inspection is to be arranged and carried out in time for the vehicle to be booked in
      for any necessary work to be done before the warranty expires.

C. The Use and care of the Vehicle.
   1. The vehicle is primarily for the use of the AIS.
   2. The vehicle is to be a member of the NRMA.
   3. The running costs and maintenance of the vehicle will be met by AIS.
   4. In addition to regular maintenance:
      a. regularly check the brakes, tyres, water, oil and battery etc.
      b. keep the vehicle secure at all times and ensure that the alarm is always activated;
      c. avoid parking under trees or telephone wires where possible.
   5. When an employee is authorised to make private use the vehicle:
      a. There will be a salary sacrifice deduction from the remuneration package as confirmed
         in Attachment C of the letter of appointment.
      b. It is to be driven primarily by the employee.
      c. The AIS will meet all operational costs.
      d. The vehicle is to be maintained in good order. This is seen to include the vehicle being:
         i. garaged at home or otherwise as approved. Should this not be possible, the
alternatives must be discussed and it is assumed that it will at least be parked off the street.

ii. The vehicle is to be kept clean.

e. AIS retains the right to withdraw the authority for an employee to use the vehicle or to use it privately.

D. Records to be Kept.
1.Supply the odometer reading to David Buley whenever required.
2. Records of costs for which AIS has accepted responsibility are to be kept.
a. The Shellcard is to be used wherever possible for the purchase of fuel and oil.
b. Invoices for other expenses should be sought or other written records provided for the office file. Where immediate payment is necessary, this should be done by use of a separate credit card;
i. When the credit card statement becomes available, each cost item is to be marked as applicable to one of the following categories:
   (a) F = Fuel (Petrol & Oil)
   (b) M = Maintenance (including Service)
   (c) O = Other costs (attach a note showing the details).
   (d) P = Personal Expenditure.

   If any such personal items are included in the credit card statement, please supply a personal cheque for the amount necessary to cover them.

   ii. The annotated credit card statement should then be endorsed "recommended for payment" and passed to the appropriate person for authorisation.

E. Accidents, driving or parking infringements.
1. Any damage or other harmful incident is to be reported including with a written record for the file.
2. Any excess payable on an accident will be met by the AIS provided it is established that "no fault" is attributed to the driver. Where this is not the case, the "excess" will be the responsibility of the staff member to whom the vehicle is allocated.
3. Any driving, parking or other traffic (etc) infringements will be the responsibility of the staff member to whom the vehicle is allocated.

F. Re-sale of the Vehicle.
1. The AIS shall determine when the vehicle shall be sold.
2. The vehicle will be sold at the discretion of the AIS, either as a trade-in or as a direct sale after the consideration of at least two quotes.
3. An employee may request to purchase the vehicle, in which case, the AIS will determine the price after considering the available market price.

G. AIS retains the right to withdraw the rights for an employee to drive an AIS vehicle.

H. Issues not dealt with in this document will be at the discretion of the Association, which will apply a commonsense approach to determining solutions.

Should there be any issues about which there is uncertainty, it is the responsibility of the staff member to whom the vehicle is allocated to raise them for discussion with the Executive Director.

______________________________
T. W. Chapman
Executive Director.
Purchase/Supply of Goods and Services

- Tenders, competitive quotes?
- Who can sign?
- What to watch for?
  - GST (Need some school policies)
  - Inappropriate practices.
    - Collusion
    - Corrupt practices
    - Conflict of interest...

Governance Responsibilities

Delegations

- Level of formality?
- Clarity about the task
  - Authority/responsibility
  - Accountability/reporting requirements
- What delegations are appropriate and to whom?
  - Board, Chaiman, Head, Bursar.
The Happily United Grammar School

Delegation Of Authority

Item: Recruitment of Teaching Staff

Policy

Accountability

1. 
2. 
3. 
4. 
5. Reporting responsibilities.
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Exercise in Delegations

- The Vision
- Aims and Objectives
- Educational Philosophy
- Philosophy - implementation
- Religion/Education Interface
- Religion in Practice.
- The curriculum

Board Chairman Head Bursar
Board Chairman Head Bursar
Board Chairman Head Bursar
Board Chairman Head Bursar
Board Chairman Head Bursar
Board Chairman Head Bursar
Board Chairman Head Bursar

Exercise 9

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Exercise in Delegations

- Curriculum (introduce Japanese)
- Enrolment policy
- Enrolment - implementation
- Staff Recruitment - Policy
- Staff Recruitment
- Staff Supervision
- Staff discipline and termination.

Board Chairman Head Bursar
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Board Chairman Head Bursar
The H.U.G.School
More Delegations

Is there a limit?

- Financial management
- Parent Relations
- Employment conditions
- Classroom allocation
- Teacher allocation to classes
- Teacher relations
- Public Relations

Board Chairman Head Bursar
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THUGS
Still More Delegations

- Management of the overall school
  - Primary, secondary, pre school
  - Admin staff, grounds, office.
- Student discipline
- Grievance procedures
- Recommendations to the Board
- Public Relations
- Length of School day
- School Uniform

Board Chairman Head Bursar
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Policies

What issues warrant board policies

- Governance or management?
- Policy or common sense?
- Issues that may warrant policies:
  - Employment policies and conditions?
  - Enrolment policies?
  - Discipline policy?
  - Financial administration (including GST)
  - Child Protection?
  - Drugs
  - ......

Where to Now?

The next steps

- Determine the model to be adopted by this school
- Prepare a list of formal delegations to be made and have them determined by the Board.
- Arrange for the “model” and related documents to be drawn up, and adopted by the Board.
- Ensure that someone has the delegated responsibility to include a clear briefing on these matters in the
  - Induction process for new board members
  - Briefings of candidates for election to the board...
Company Directors
of
The Happy Valley Grammar School

Good Governance
And
Good Luck
Recommended Books


