



**BICKLEY PARK
SCHOOL**

Code of Conduct for Governors/Governing Instrument

Procedure Details

Owner	Department	Managed by	Last update	Next review	ISBA Version (Y/N)
Bursar	HR	Bursar	April 2022	March 2024	N

Procedure Approval/Distribution Process

Governors	Head/Bursar	SLT	All Staff
Approval	Noting	Noting	Noting

Procedure Version Control

Version	Revision Date	Revised By	Section(s) Revised
2 nd Version	March 2022	DMF	Governor details updated.

CONTENTS

Introduction 2

Roles & Responsibilities 2

Code of Conduct..... 7

Appendix 1 - Full List of Current Governors.....8

Inspection of governance is an important element of any ISI inspection of an independent school. The report will comment on the quality of both governance and management processes. The ISI guidance 'Inspection of Governance' (see references) makes clear that the following governance-related criteria will be evaluated by the inspectors (one of whom will have had experience as a governor):

- Structure in terms of support for the school's ethos, and its Head and staff.
- Application of resources, financial oversight and effective long-term planning.
- Arrangements for meetings - their frequency, the paperwork.
- The 'necessary' use of professional advice and the promulgation of decisions.
- Responsibility for ensuring that legal requirements are met.
- Oversight of the operation, including educational development, financial planning and investment in human and material resources.
- Relationships between the governors and the Head, bursar, clerk (if that function is separated from that of bursar) and other senior staff.
- Mechanisms for responding to interests of parents and pupils.
- Familiarity with the school(s) for which governors exercise responsibility.
- The manner in which governors' responsibilities for welfare (particularly child protection policies and procedures), health and safety are discharged.
- Composition, structure, extent of delegated responsibilities to the Head.
- Arrangements for informing governors about the school.
- Involvement in development and financial planning, contact with executives.
- Mechanisms for ensuring that legal obligations are met, arrangements for assessing their effectiveness and the proper discharge of the trustees' responsibilities.
- Arrangements for the selection induction and training of governors and for the appraisal of the Head.

This list gives a clear indication of the wide-ranging nature of governors' duties and responsibilities. The liabilities of governors - which vary with the legal structure of the school - are explained in some detail in chapter seven of the AGBIS publication: 'Guidelines for Governors'. These are weighty responsibilities, demanding a considerable investment of time, intellect and energy from unpaid volunteers, most of whom also have full-time careers.

INTRODUCTION

The Governors of Bickley Park School are responsible for the overall strategic management and development of the school. The governors are selected from a wide range of backgrounds and our aim is to achieve a balanced board with a core of individuals with educational, legal, accountancy, finance, property management, business, marketing, pastoral and spiritual backgrounds. All share a genuine commitment to the future of our school. The chairman of governors of Bickley Park School, Mandeep Hansra, is a former parent. A full list of our current governors is at Annex A.

ROLE AND RESPONSIBILITIES

Governors work collectively as a group and are accountable to the wider community (the 'stakeholders') for the delivery of the best possible educational, pastoral and support service. They are responsible for ensuring that the overall structure is fit for purpose and consistent with the school's charitable objectives. The conduct of affairs is delegated to the

executive team (the Head, the Bursar and members of the Senior Leadership Team) and the governors monitor performance in the light of an agreed framework.

The governors' detailed responsibilities include:

Constitutional Responsibilities

- Acting in the best interests of the charity and its pupils (the beneficiaries), taking into account the interest of parents and staff.
- Election of a chairman, deputy chairman, chairmen of sub-committees in accordance with the governing instrument.
- Ensuring that governance is managed in accordance with its governing instrument.
- Maintaining the ethos of the school and setting a clear, strategic direction.
- Arrangements for voting and for the chairman's casting vote.
- Updating and amending the governing instrument, [rules and bye-laws] as necessary, e.g. to permit the school to become co-educational or to expand the age range being educated.
- Approval of the appointment of new governors.
- Retiring governors, or removing them, in accordance with the provisions of the governing instrument.
- Appointment (and removal) of a clerk/company secretary [who may combine the role with that of Bursar].
- Reviewing periodically with the Head the schedule of reserved matters -if the governors decide to have matters reserved for the board.
- Changes to the board structure.
- Approval of the terms of reference of the sub committees.
- Compliance with the law, ISI, Ofsted and EYFS provisions.
- Compliance with charity, company and financial regulations.
- Avoidance of conflict of interest. Maintenance of register of interests.
- Diversification, within the UK and overseas.
- Review of board's performance regularly in order to ensure that duties are undertaken in a way that adds to public confidence and trust.
- Taking appropriate professional advice.
- Appointing professional advisors.

Meetings

The following functions are delegated to the company secretary:

- Preparing a schedule of regular meetings of both the Governing body and the sub committees well in advance.
- Preparing agenda, papers and minutes of meetings of the governing body and the sub-committees in conjunction with the Head, for approval by the chairman.
- Ensuring that the agendas ensure that governors fulfil their responsibilities for the proper governance of the school throughout the academic year.
- Collating papers prepared by the Head and other staff.
- Ensuring that meetings are quorate as specified in the governing instrument.

Senior Staff

- Appointment of the Head.
- Appointment of the Bursar and clerk to the governors in close conjunction with the Head.
- Assisting with the appointment of the assistant heads/development director/other members of the SLT.
- Pay and conditions of service of the Head, the Bursar and the assistant heads.
- Appraisal of the Head.

Financial Issues

- To manage, safeguard and use the resources to their maximum potential.
- Sound financial management and control of resources.
- Approval of an annual budget, including the fee and salary rise that is reasonable and prudent.
- Agreeing a target operating surplus.
- Communication of fee rise to parents.
- Regular monitoring of in-year expenditure against budget.
- Approving expenditure in excess of delegated levels.
- Approving internal financial controls.
- Reviewing financial models and sensitivity analysis.
- Reviewing long-term financial projections.
- Approving the annual Governor's report and the statutory accounts.
- Insurance levels, including Governors' indemnity insurance.
- Delegated levels of expenditure for capital projects, maintenance, IT and contracted out support services.
- Approving bank loans and overdrafts.
- Investment policy and performance. Selection of Investment Advisers.
- Reserves policy.
- Compliance with financial, company and charity regulations and best practice.

Development

- Development planning. Establishing the framework and objectives for the future.
- Review of performance in the light of development plan objectives.
- Appeals and Fund-raising.
- Marketing strategy.

Employment Responsibilities

- Employee terms and conditions of service, including pay, pensions and benefits.
- Approving structure for salaries and allowances.
- Redundancy and dismissals.
- Disciplinary and grievance procedures, including appeals and complaints.
- Any employment issues that could result in legal proceedings.
- Establishing a staffing complement and agreeing changes to it.
- Staff fee remission.

Property Development and Management

- Acquisitions and disposals of property or assets.
- Appointment of professional advisers.
- Awarding major contracts.
- Capital development.
- Maintenance projects.
- Any issue that could result in legal proceedings.
- Insurance.

Health and Safety Procedures and Policies

- Any issue that could result in legal proceedings

Interface with Parents

- Parent contract.
- Policy on fee collection.
- Approving annual bursary awards.
- Bursary policy and public benefit.
- Scholarship policy, sibling and staff discounts.
- Provision of Information to Parents.

Curriculum Oversight

- Setting the admissions policy.
- Setting academic targets, and monitoring performance.
- Endorsing the aims and objectives of the school.
- Overview of changes to the curriculum.
- Approving changes to the structure of the school day.
- Approving term dates.
- Approving the framework for reports - tracking pupils' progress.
- Monitoring compliance with ISI, Ofsted and EYFS standards.
- Liaison/registration with the DfE

Public Benefit

- Complying with charity law and meeting the public benefit requirement.

Pastoral Oversight

- Arrangements for safeguarding and promoting the welfare of children.
- Child Protection policies, procedures and training.
- Policy on pupil numbers and class size.
- School policies on behaviour, sanctions, exclusions of pupils.
- Appeals procedure.
- Attendance policies.
- Complaints procedures.
- Anti-bullying policies.
- School uniform policy.

CODE OF CONDUCT FOR GOVERNORS/GOVERNING INSTRUMENT

- Safety and security of the premises.
- Provision of First Aid.
- Any issues affecting a pupil that could result in legal proceedings.
- Standard of catering.
- Standard of classroom accommodation.
- Availability of drinking water.
- Accessibility policy and SEN.
- Liaison with the social services/police were required

Reports on the above topics are produced by the Head, the Bursar [and other senior staff] on a regular cycle for the meetings of Governors and of the Sub Committees. They form the framework of the discussion.

CODE OF CONDUCT

Governors should act at all times with honesty and integrity. Each Governor has an important role in supporting and encouraging the Head, although prime responsibility for developing the partnership rests with the Chairman of Governors. As the employers of all of the staff, it is important for the Governors to meet staff wherever possible, and groups of pupils, when the opportunities are offered. Regular attendance at meetings and major functions is important, and Governors need to be prepared to devote the time and energy that is necessary to carry out their role and to develop their understanding of the school. They should arrange their visits in advance via the Head.

Individual Governors should express their personal views within meetings; but once a decision has been reached, they are bound by collective decision-making. They need to take care to avoid breaches of confidentiality and to avoid undermining the Head, since their relationship can only flourish if it is based upon mutual respect and collaboration. They should only speak on behalf of the Governing Body if they have been specifically authorised to do so - a function that normally falls to the Chairman, or Deputy Chairman. Conflicts of interest must be declared in advance.

Qualities of integrity, impartiality and objectivity are important. The Governing Body, under the leadership of the Chairman should be as transparent and open as possible, with all members conscious of their responsibilities towards the school community and of the clear distinction between the roles of trustees and of paid employees as well as any potential conflicts of interest.

"Away Days"

"Away days" involving the entire Governing Body provide the opportunity to look more strategically at issues concerning the future direction of the school. Governors can exchange ideas freely with the Head, the Bursar and perhaps, other members of the SLT. They also provide an invaluable forum for Governors to bond together, without the pressures imposed by a crowded meeting agenda.

Training

Governors are encouraged to attend training courses and seminars arranged by AGBIS and other professional providers, such as law and accountancy firms in order to reinforce their awareness of their varied duties and responsibilities. The Bursar/Clerk to the Governors circulates lists of courses on a regular basis and maintains a training register.

APPENDIX 1

Full list of Governors:

Mr M Hansra (Chair)
Mrs J Carpenter (Deputy Chair)
Mr J Tiley
Mrs C Almond
Mr D Percival
Mr J Priors
Mr B Charles
Mrs A Drew
Mrs G Nuijens