



# Brentwood School

## **BRENTWOOD SCHOOL'S POLICY ON THE ROLE AND RESPONSIBILITIES OF THE SCHOOL'S GOVERNORS**

### **Introduction**

The Governors of Brentwood 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, and spiritual backgrounds. All share a genuine commitment to the future of our School. The Chairman of Governors, Mr C J Finch, is a former pupil. 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 objects. The conduct of affairs is delegated to the Senior Management Team (the Head Master, the Bursar, the three Deputy Heads, the Head of the Preparatory School and the Head of the Pre-Preparatory School) and the Governors monitor performance in the light of an agreed framework.

The Governor’s detailed responsibilities include:

#### **Constitutional Responsibilities**

- Acting in the best interests of the charity, its pupils, parents and staff (its beneficiaries) and its future beneficiaries.
- Election of a Chairman and Vice Chairman annually in accordance with the governing instrument.
- Ensuring that governance is managed in accordance with its governing instrument and provides public benefit.
- 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, as necessary.
- Approval of the appointment of new Governors.
- Retiring Governors, or removing them, in accordance with the provisions of the governing instrument.

- Co-opting individuals with particular expertise or qualifications as additional members of Sub-Committees.
- Appointment (and removal) of a Clerk, who may combine the role with that of Bursar.
- 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 and financial regulations.
- Avoidance of conflict of interest. Maintenance of a register of interests.
- Review of the 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 Clerk:

- 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 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.
- Distributing papers prepared by the Head Master and other staff.
- Ensuring that meetings are quorate as specified in the governing instrument.

## **Senior Staff**

- Appointment of the Head Master.
- Appointment of the Bursar and Clerk to the Governors.
- Appointment of the three Deputy Heads.
- Appointment of the Head of the Preparatory School.
- Pay and conditions of service of the Head Master, the Bursar, the Second Master, the two Deputy Heads and the Head of the Preparatory School.
- Appraisal of the Head Master and Bursar.

## **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.
- 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.
- Approving the annual Statutory Information Return (SIR).
- Insurance levels, including Governors' indemnity insurance.
- Delegated levels of expenditure for capital projects, maintenance and IT.
- Approving bank loans and overdrafts.
- Investment policy and performance. Selection of Investment Advisers.
- Reserves policy.
- Approval of the SORP Risk Register.
- Compliance with financial and charity regulations and best practice.
- Oversight of activities and accounts of the School's trading company.

### **Communications and 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.
- Communications 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**

- Acquisitions and disposals of property or assets.
- Appointment of professional advisers.
- Awarding major contracts.
- Capital development.
- Maintenance projects.
- Management of tenanted properties.

### **Management and Legal**

- Health and Safety procedures and policies.
- Any issue that could result in legal proceedings.
- Insurance.

## **Interface with Parents**

- The Parent Contract.
- Policy on fee collection.
- Approving annual bursary awards.
- Bursary policy and public benefit.
- Scholarship policy 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, such as the introduction of the International Baccalaureate.
- 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.

## **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.
- 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 and boarding accommodation.
- Availability of drinking water.
- Accessibility policy and SEN.

Reports on the above topics are produced by the Head Master, the Bursar and other senior staff on a regular cycle for the meetings of Governors and of the Governors' Executive Committee. 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 Master, although prime

responsibility for developing the partnership rests with the Chairman and Vice 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 Master.

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 Master, 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 Vice 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.

### **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 Clerk to the Governors circulates lists of courses on a regular basis.

## **APPOINTMENT AND INDUCTION OF GOVERNORS**

A separate policy on the Appointment, Induction and Retirement of Governors sets out the details of Brentwood School's thorough selection and induction process for members of the Governing Body.

**GOVERNORS OF THE SCHOOL**  
(as at 1<sup>st</sup> December 2011)

**Chairman**

C J FINCH Esq FRICS (OB)

**Vice Chairman**

Sir MICHAEL SNYDER DSc FCA FRSA (OB)

P C BERESFORD Esq FNAEA  
Mrs S F COURAGE DL  
D J ELMS Esq MA FCA FCSI  
Professor B J W EVANS BSc PhD (OB)  
Lord FLIGHT of WORCESTER MA MBA (OB)  
Mrs J M JONES BA ARCM  
M LIGHTOWLER Esq LLB NP  
The Venerable D LOWMAN BD AKC  
Lady McALLISTER BSc (Econ)  
R I McLINTOCK Esq MSc DMS Dip Ed  
J M MAY Esq MA LLB (OB)  
J H M NORRIS Esq CBE DL (OB)  
R W OWERS Esq (OB)  
Dr T J STONE BA MA PhD  
R J WILSON Esq MA

*Bursar and Clerk to the Governors:* Mr I F Bruton BA MIOd

OB = Old Brentwood