

Governance Policies

TBSC	Issued: 4th December 2002	Policy No.: GOV 1
Committee Name: GOVERNANCE	Revised: 4th December 2004	Page 1 of 4

Governance of Board Policy

Introduction

This document describes how the Policies and Regulations set by the Board in accordance with article 10 of the Statutes will be administered. The School's Mission Statement governs the overall content of the Board's policies.

Responsibility for Board Policies

The Board has the sole authority through the Statutes to set Policy and Regulations stating the Board's objectives, requirements and standards for the management of the School. The Head in turn through his/her job description has the accountability to implement the Policies. The implementation generally involves the development of operational Procedures, Systems and Processes. The Head is also responsible for maintaining and ensuring the availability of the current Policies to all members of the School community.

Board Policy Manual

All Board Policies will be incorporated into a Board Policy Manual that will be structured in accordance with the organization of the Board, namely, Governance (relating to whole Board organization and responsibilities) and the Standing committee areas of Legal and Finance, Buildings and Maintenance, Human Resources and Curriculum and Organization.

Policy Format

Policies should be compiled according to the sub-committees' terms of reference. They should be written in a succinct and simple style. School procedures should describe the practical implementation of these policies. Policies will comply with the pro-forma header shown in Appendix Gov 1.1

Approval of Policies

The Board in its regular meetings shall approve all new Policies and subsequent revisions. The approval will be recorded in the meeting minutes. The Board President will sign an original copy of the Policy to confirm approval.

The Board secretary shall be responsible for ensuring that new or revised, approved policies are put on the school network according to school procedures and that 'controlled' paper copies are amended accordingly.

TBSC	Issued: 4th December 2002	Policy No.: GOV 1
Committee Name: GOVERNANCE	Revised: 4th December 2004	Page 2 of 4

Responsibility for Individual Policies

Certain policy areas fall under the remit of the whole Board. They are in the **Governance** section of the Policy Manual and will be monitored by a designated Board officer who will also lead their annual review.

They pertain to –

- The overall make-up, organization and functioning of the Board
- Directives to the school which require whole Board input, namely;
 - The school day, year and calendar
 - Emergencies and contingencies
 - Admissions

The designated officer should also lead a Board evaluation exercise in February of each year to report to the Board and school body at the AGM on the strengths and weaknesses of the Board as a whole.

In addition, the designated officer should lead an annual audit of the School's implementation of Board policies and identify shortcomings requiring rectification. This will include oversight of the ECIS accreditation process.

In addition, the Board will maintain four Standing Committees who are governed by their own terms of reference (see Appendices Gov 1.2 to 1.5). They will have responsibility for specific Policy areas as follows:

- **Legal and Finance Standing Committee** - responsible for the legal status of the School through the Statutes and other legal documents. It will ensure that the School is legally secure for the future and work to eliminate any potential exposures that could threaten the School's longer-term prosperity. The Standing Committee will address specific legal issues as they arise. It is also responsible for the prudent fiscal management of the School through setting long range plans, annual budgets, monitoring expenditures and producing annual audited accounts. It will ensure that the School is financially secure for the future and work to eliminate any potential exposures. It will arrange adequate insurance coverage and lead activity relating to leases and loans. Terms of Reference for this sub – committee are shown in Appendix Gov 1.2.
- **Human Resources Standing Committee** – responsible for the setting of Policy relating to the School staff. They will use the organigram formulated by the Head of School to inform policies related to recruitment, remuneration, performance evaluation, professional development and discipline. The Standing Committee will lead the appraisal process for the Head of School. Terms of Reference for this sub – committee are shown in Appendix Gov 1.3.

TBSC	Issued: 4th December 2002	Policy No.: GOV 1
Committee Name: GOVERNANCE	Revised: 4th December 2004	Page 3 of 4

- **Buildings and Facilities Standing Committee** - responsible for the maintenance of adequate, safe and secure facilities to meet the School's objectives. This includes buildings, upgrading projects, IT safety and security. Terms of Reference for this sub – committee are shown in Appendix Gov 1.4.
- **Curriculum and Organization Standing Committee** – responsible for ensuring that an efficient organizational structure for the school is developed and maintained in line with the school's educational objectives. It will also ensure that the management and implementation of the school's curriculum by professional staff are consistent both with the Board's expectations and the school's strategic objective. It will ensure that the core curriculum follows the National Curriculum for England and Wales, that it is taught in English and that appropriate educational levels of attainment are being met. It will also be responsible for conducting the annual review of the School's Mission and Philosophy statement. Terms of Reference for this sub – committee are shown in Appendix Gov 1.5.

Standing committees should each keep a file of minutes from each sub-committee meeting to inform subsequent discussions on specific subjects and help new sub-committee members orientate themselves.

A separate report should also be sent for inclusion in each Board pack outlining the work of the sub-committee since the previous Board meeting and highlighting any decisions required by the whole Board. A pro-forma for this report is in Appendix Gov 1.6

The Board may also form ad-hoc Commissions or Committees to address specific issues that are more effectively addressed by focused groups as allowed for in Article 10 of the Statutes. Staff members accepting membership to an invitational committee do so on the understanding that they speak on the basis of their personal and professional experience, and not as official representatives of specific professional groups. A similar understanding is expected from committee members who are invited to serve as parent, student, or citizen members; they are invited for what they can personally contribute to the committee's work and not for their affiliation (if any) with groups or political points of view.

Policy Development and Revision

If a member of the School community identifies the need for a new Policy, then this will be raised at a Board meeting. The Board will decide if the policy should be developed and delegate the formulation to the relevant Standing Committee. The Board will give guidance to the Standing Committee on the scope and objectives for the new Policy and the timescale for development.

The Chairman of the Standing Committee will have the responsibility to develop the Policy using all appropriate resources especially the knowledge and skills of the Head and School staff. The formulation process shall ensure consultation within the School

TBSC	Issued: 4th December 2002	Policy No.: GOV 1
Committee Name: GOVERNANCE	Revised: 4th December 2004	Page 4 of 4

community that will be affected by the new Policy so that their views, comments and input are incorporated as considered appropriate into the draft Policy. This consultation should include other Standing Committees that may be affected by the Policy.

The final draft will be approved by the Standing Committee and then sent to Board members for review 5 days in advance of the Board meeting where approval will be sought. The same process will be followed for revisions to Policies identified in the scheduled review or where changes are identified as needed due to operational shortcomings.

Policy Availability

To be effective the Policy Manual must be readily available to everybody to the wider School community. The Policy Manual shall be available electronically through the School computer network, which shall provide access to all Policies on a 'read only' basis. This enables access in every classroom and administrative office. Copies of individual Policies can be printed as and when required.

Twelve 'controlled' paper copies of the Policy Manual shall be located as follows:

- Board Files - the 'master' version with original approval signatures
- Head of School's office
- Board President
- Designated Board officer
- Leaders of the 4 Board Standing Committees
- Deputy Head and Management Team office
- Staff Room
- Library
- Office

Policy Awareness

The Policy system will only be effective if there is wide awareness within the School Community. To ensure such awareness there are the following responsibilities-

- **Board President** – will ensure that all Board members are aware of the Policy manual and how the system functions. Of particular importance is an orientation for newly elected Board members and the Chairmen of Standing Committees
- **Head Teacher** – will ensure that all TBSC staff is fully aware and conversant with the Policy Manual by arranging periodic briefings as well as a specific briefing for all new staff and those moving into new roles. They will also ensure that all parents are made aware of the existence of the School web-site policy section.

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.1
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Policy Title (16 point, bold, centred)

Sub – Heading (12 point, bold)

Text: 12 point, left and right justified

- Bullet points

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.2
Committee Name: LEGAL & FINANCE	Revised:	Page 1 of 2

The British School Caracas

Legal and Finance Standing Committee

Terms of Reference

Objectives

The Standing Committee is responsible for the prudent legal and fiscal management of the School. The Standing Committee is responsible for the legal status of the School through the Statutes and other legal documents. It will ensure that the school is legally secure for the future and work to eliminate any potential exposures that could threaten the School's long-term prosperity. The Standing Committee will address specific legal issues as they arise. It will ensure that the School is financially secure for the future and work to eliminate any potential exposures. It will set long-range financial plans, annual budgets, ensuring subsequent compliance and producing annual audited accounts. It will arrange adequate insurance coverage and lead activity relating to contracts, leases and loans. The Standing Committee will address specific finance issues as they arise.

Scope

The Standing committee shall undertake the following:

- Annually review the Statutes and determine whether modifications are required to reflect changes in the School's aims and situation, as laid out in the Governance of Board Policy Document.
- Annually review the sections of the Board Policy Manual assigned to its responsibility and recommend appropriate modifications for Board approval.
- Retain and manage the services of an external legal advisor in line with the Legal and Finance policy document.
- Review the ongoing relationship with C.A. Corporación de Propiedades ensuring that the best interests of the School are being maintained.
- Monitor changes within Venezuelan legislation and regulations. Identify any changes that might impact TBSC's situation and propose appropriate actions to the Board.
- Establish long-range financial plans and annual budgets with the Head of School and then monitor compliance throughout the School Year.
- Make recommendations to the Board in April to set fee levels appropriate for the coming School year.
- Arrange for the annual independent audit of TBSC accounts for presentation at the Annual General Meeting.
- Arrange Insurance policies as appropriate to protect the School's interest.
- The Standing Committee will address specific finance issues as they arise.

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.2
Committee Name: LEGAL & FINANCE	Revised:	Page 2 of 2

- In February of each year participate in the Board evaluation and audit exercise led by the Governance Standing Committee to report to the Board and AGM, the standards of Governance and performance in TBSC. This report should identify areas for improvement that the new Board elected in April should set as priorities. The audit team will include representatives from all Standing Committees.

Working Method

- After each AGM the new Board will select the members of the Standing Committee and elect the Chairman.
- After establishment the Standing Committee will determine its goals and work plans for the following year. These will be presented and agreed with the Board at a regular meeting.
- The Committee will aim to meet on average monthly. Issues will be reviewed, actions agreed and responsibility for tasks allocated amongst the Committee. Minutes will be made of the meetings and filed to provide information that may be pertinent to future discussions and to aid in the orientation of new members.
- Written reports will be given to the Board at regular meetings describing progress towards achieving the annual goals.
- Specific proposals will be recommended to the Board for approval and subsequent implementation.

Membership

The Committee should have between 4 – 5 Board members with a broad range of experiences and perspectives. Non Board members may be co-opted to assist with specific tasks.

Interfaces with other Standing Committees

The Standing Committee cannot work in isolation, it is very important that its work is co-ordinated with the other Standing Committees of the Board. Of particular importance is the relationship with the Human Resources and Buildings and Facilities Standing Committees. The respective Chairs of the Standing Committees shall keep each other informed of significant issues and events that have a wider impact.

TBSC	Issued: 6 th December 2002	APPENDIX GOV 1.3
Committee Name: HUMAN RESOURCES	Revised:	Page 1 of 2

The British School Caracas

Human Resources Standing Committee

Terms of Reference

Objectives

The Human Resources Standing Committee is responsible for the setting of Policy relating to the School staff. They will use the organogram formulated by the Head of School to inform policies related to recruitment, remuneration, performance evaluation, professional development and discipline. The Standing Committee will lead the appraisal process for the Head of School.

Scope

The Standing Committee will work very closely with the Head of School in undertaking its work relating to HR Policy. It will not be involved in matters relating to individual staff members or decisions relating to staffing of specific positions. The Standing Committee shall undertake the following:

- Annually review the sections of the Board Policy Manual assigned to its responsibility and recommend appropriate modifications for Board approval.

Review proposals by the Head of School in the Autumn term for the School's future organization, staffing and recruitment, that further the School's aims. Liaise with the Legal and Finance Standing Committee to ensure that their financial impact is analyzed and incorporated into the coming year's budget.

- Ensure that job specifications are available for all staff positions. These must clearly state the minimum academic, professional and experience qualification required for the incumbent.
- Annually review the standard employment contracts for local and expatriate staff ensuring that they are competitive relative to market conditions whilst providing the TBSC adequate legal protection
- Annually review the benefit package for expatriate staff including housing and medical insurance conditions to ensure they remain competitive and 'fit for purpose'.
- Review competitive salary / benefits survey information and in conjunction with the Finance Standing Committee make recommendations to the Board on salary adjustments.

TBSC	Issued: 6 th December 2002	APPENDIX GOV 1.3
Committee Name: HUMAN RESOURCES	Revised:	Page 2 of 2

- Monitor the Head of School's establishment and subsequent implementation of the Staff Development Process that comprises the Professional Development and Performance Evaluation Policies
- Lead the annual Head of School appraisal co-opting other Board members as appropriate to ensure a balanced assessment. Advise the Board of the outcome and make recommendations on the 'bonus level'.
- Lead search and recruitment activities when the School has to recruit a new Head of School.
- In February of each year participate in a Board audit exercise led by the Governance Standing Committee to report to the Board and AGM the standards of Governance and performance in TBSC. This report should identify areas for improvement that the new Board elected in April should set as priorities. The audit team will include representatives from all Standing Committees.

Working Method

- After each AGM the new Board will select the members of the Standing Committee. The members will elect the Chairman at the first meeting of the Standing Committee.
- After establishment the Standing Committee will determine its goals and work plans for the following year. These will be presented and agreed with the full Board at a regular meeting
- The committee will aim to meet on average monthly. Issues will be reviewed, actions agreed and responsibility for tasks allocated amongst the Committee.
- Written reports will be given to the Board at regular meetings describing progress towards achieving the annual goals
- Specific proposals will be recommended to the Board for approval and subsequent implementation.

Membership

The committee should have between 4-5 Board members with a broad range of experiences and perspectives. Non - members may be co-opted to help progress specific tasks

Interfaces with other Standing Committees

The Standing Committee cannot work in isolation, it will be very important that its work is coordinated with the other Committees of the Board. Of particular importance will be the Legal and Finance Standing Committee with relation to total staff costs and employment contracts. The respective Chairs of the Standing Committees shall keep each other informed of significant issues and events that have wider impact.

TBSC	Issued: 6 th December 2002	APPENDIX GOV 1.4
Committee Name: BUILDINGS & MAINTENANCE	Revised:	Page 1 of 2

The British School Caracas

Buildings and Maintenance Standing Committee

Terms of Reference

Objectives

The Standing Committee is responsible for the provision and maintenance of adequate, safe and secure facilities to meet the School's objectives. This includes buildings, upgrading projects, IT equipment, sports facilities, safety and security.

Scope

The Standing Committee through the Head of School shall undertake the following -

- Annually review the sections of the Board Policy Manual assigned to its responsibility and recommend appropriate modifications for Board approval.
- Ensure policies are in place to ensure management of crisis situations including earthquake, fire, explosions, severe weather and civil unrest. The objective of the policies and associated procedures should be to ensure the complete safety of all school members.
- Through the Head of School ensure that the School facilities are maintained in a safe and environmentally acceptable manner in full compliance of Venezuelan law and regulations. A periodic inspection (at least once every two years) should be conducted by a qualified third party for confirmation and identification of areas for improvement.
- In conjunction with the Head of School monitor the status and availability of buildings, large-scale classroom and IT equipment, and sports facilities in order to ensure their adequacy to support TBSC's objectives.
- Identify possible improvements to the Buildings and Facilities and in conjunction with the Legal & Finance Standing Committee make recommendations to the Board.
- Produce and maintain accurate topographic and architectural maps of the whole school site.

Working Method

- After each AGM the new Board will select the members of the Standing Committee and elect the Chairman.

TBSC	Issued: 6 th December 2002	APPENDIX GOV 1.4
Committee Name: BUILDINGS & MAINTENANCE	Revised:	Page 2 of 2

- After establishment the Standing Committee will determine its goals and work plans for the following year. These will be presented and agreed with the full Board at a regular meeting
- The committee will aim to meet on average monthly. Issues will be reviewed, actions agreed and responsibility for tasks allocated amongst the Committee.
- Written reports will be given to the Board at regular meetings describing progress towards achieving the annual goals
- Specific proposals will be recommended to the Board for approval and subsequent implementation.

Membership

The committee should have between 3 to 4 Board members with a broad range of experiences and perspectives. Non Board members may be co-opted to enable specific questions to be addressed.

Interfaces with other Standing Committees

The Standing Committee cannot work in isolation, it is very important that its work is co-ordinated with the other Committees of the Board. Of particular importance will be the relationship with the Legal and Finance Standing Committee. The respective Chairs of the Standing Committees shall keep each other informed of significant issues and events that have wider impact.

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.5
Committee Name: CURRICULUM & ORGANIZATION	Revised:	Page 1 of 2

The British School Caracas

Curriculum and School Organization Standing Committee

Terms of Reference

Objectives

The standing committee is responsible for ensuring that an efficient organizational structure for the school is developed and maintained in line with the school's educational objectives. It will also ensure that the management and implementation of the school's curriculum by professional staff are consistent both with the Board's expectations and with the school's strategic objectives. It will ensure that the core curriculum follows the National Curriculum for England and Wales and that it is taught in English, and that appropriate levels of educational attainment are being met. It will also be responsible for conducting the annual review of the School's Mission and Philosophy statement.

Scope

The standing committee through the Head of School shall undertake the following:

- Annually review the school organizational chart and suggest the appropriate modifications, according to the changing needs of the school.
- Ensure that curriculum and organization issues raised in internal and external reviews are being addressed.
- Confirm with the Head that there is adequate teaching space to ensure the implementation of the curriculum.
- Contribute to regular reviews of the school development plan.

Working method

- After each AGM the new Board will select the members of the Standing Committee, which will then select a Chairman.
- Once established, the standing Committee will then determine its objectives and methods of working for the coming academic year. These will be presented for approval by the full Board at its regular meeting.
- The Committee will meet as necessary to review pending issues
- Written reports will be presented to the Board at its regular monthly meetings describing progress towards the Committee's annual goals and any other specific issues requiring the Board's attention and approval.

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.5
Committee Name: CURRICULUM & ORGANIZATION	Revised:	Page 2 of 2

Membership

The Committee should have up to six members, two to three from the Board and up to three from the professional staff, including the Director of Studies. The Head of School may also attend. Specific people may be co-opted as the need arises. Both Board and staff should ensure some membership carry over from one year to the next, in order to ensure continuity of the work in hand.

Interfaces with other Standing Committees

The Committee must interface in relevant areas with other standing committees, the most obvious being Human Resources and Buildings and Maintenance.

TBSC	Issued: 1 st December 2002	APPENDIX GOV 1.6
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Sub-Committee Name

Date

Information:

Action Required:

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 1 of 6

Statutes of the "Sociedad Civil Escuela Británica"

Article 1. The Society, which shall have corporate capacity, shall be named "Escuela Británica" and shall be domiciled in the city of Caracas. The Society is strictly non-Profit and its income will be destined exclusively for educational purposes. The expenses incurred in the operation of the Society will be the normal and necessary ones for the achievement of said educational purpose. It is expressly forbidden that profits of any type be distributed among the Members of the Society.

Article 2. The Society has as its primary object the management of the school, the principal purpose of which is to provide education and instruction for the children of British Residents in this city and its surroundings, in accordance with the conditions established in these Statutes and in the corresponding regulations. The School may admit pupils of other nationalities who comply with the requirements established in the corresponding regulations of the school. The Society can also pursue such other educational and cultural activities as the Governing Board may deem appropriate, and to that purpose can cooperate with other institutions or organizations, which pursue similar aims.

Article 3. For the purpose of running the school, the Society can lease, acquire or construct the building or buildings, playgrounds and further dependencies appropriate for the good functioning of the school, as well as buildings destined for lodging teachers; it can enter into rental contracts and purchase land and real property of every kind; it can enter into contracts with the persons in charge of the management, administration and teaching in the school; and for the purpose of attaining the said objects it is empowered to receive monies on loan, with or without guarantee, with or without interest, and to pledge the properties of the Society. The Society can enter into contracts to obtain credit from banks or private persons and is authorized to acquire and to dispose of properties of all kinds. The Society can accept donations. The funds thus received shall be destined exclusively to the maintenance of the Society and its activities

Article 4. The duration of the Society is for 99 years.

Article 5. The Society shall consist of Members, who shall be parents or legal guardians of children at the school. There can only be one Member per family of children at the school, thus two parents will only have one vote in the Assemblies. Members shall pay

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 2 of 6

such dues as may be established in the corresponding regulations. A Member must be current in their child(ren)'s fees to maintain their right to speak or vote in the Assemblies, or to represent by proxy other Members.

Article 6. A Governing Board shall administer the Society and this Board shall consist of nine (9) Principal Members and five (5) Alternate Members. At least five (5) of the Principal Members must be of British nationality. Of the members of the Governing Board, in order of the number of votes cast at the Ordinary General Assembly for each one, nine (9) will remain in office for two (2) years as Principals, and the other five (5) will remain in office for one (1) year as Alternates. Should any Principal Board member elected for two (2) years be unable to remain on the Board, then an Alternate Members shall become a Principal Member based on the number of votes received at the previous Ordinary General Assembly and the amount of British nationals on the Board. The Principal Member, elected as an Alternate, shall remain in office only for the one (1) year originally intended.

In case of attrition, the minimum amount of Board Members allowed to constitute a Governing Board shall be seven (7). Upon reaching six (6) Members, an Extraordinary General Meeting necessarily must be held to elect new Board Members, although the Board can choose to hold an Extraordinary General Meeting to elect new Board Members at its discretion.

The members of the Governing Board shall elect among their number the persons who shall exercise the functions of President, Vice-President, Secretary, Treasurer and other members.

The Governing Board will carry out its duties and obligations as determined by the Statutes of the Society and the modifications introduced in this publication.

The President, or his substitute, in addition to his duties conferred by these Statutes, will be the representative of the School in all its legal activities, sign documents on its behalf, as authorized by the Board of the school, without prejudice to the rights of the Governing Board to confer powers or authorities to specified persons for certain acts.

The Board is empowered to authorize and implement all activities, contracts and actions related to the objectives of the school, administer with the widest powers the general supervision of the school and its property. It can enter into legal commitments for the school; buy, sell or mortgage school properties; employ personnel; establish salary levels for school personnel; present the Annual Report at the Annual General Meeting of parents on the administrative and financial situation of the school, and in general undertake all of the functions conferred on it by the Statutes and the laws that apply to administrators.

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 3 of 6

Article 7. The functions of the Governing Board are:

- The administration of the Society with the broadest powers;
- The determination of the general expenses of the Society;
- Entering into contracts with the persons who are to be responsible for the management, administration, education and instruction in the school;
- The appointment, when it deems it necessary to do so, of a director or manager of the Society or of the school to whom the Board may delegate the powers which it deems necessary;
- To carry out the decisions taken by the Assemblies;
- To enter into contracts of hire, emphyteusis, purchases of all sorts of chattels and real properties; taking out insurance policies
- To lay down the regulations and policies necessary for the functioning of the Society and the school
- The appointment of commissions or committees for the better functioning of the Society or the school, it being understood that it can delegate to the said commissions or committees the power to lay down such regulations as may be necessary subject to their being approved by the Governing Board;
- The appointment of honorary members or counsellors in such capacity as the Governing Board may deem appropriate;
- The establishment of the remuneration to be paid to the employees of the Society; the decision as to admission and removal of members;
- Requesting, contracting and applying for all sorts of loans and credits from banks and commercial firms, as well as from private persons, subject to the prior authorization of the Assembly
- Agreeing to the use of reserve funds if there are such;
- The annual presentation to the Assembly of an audited report on the financial statements;
- The keeping of a book of minutes of the Assemblies and a book of minutes of the Governing Board;
- The fulfilment and execution of all decisions of the Assemblies.

Article 8. The functions of the President of the Governing Board are:

- Represent the Society in all its acts;
- Subscribe such deeds and contracts as he may be so authorized by the Governing Board;
- Sign all contracts, shares, documents, letters and further papers of the Society, without prejudice to the right of the Governing Board to confer powers or authorities on specified persons for certain acts;

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 4 of 6

- Sign, together with the Treasurer, Secretary or other members of the Governing Board indicated by the Board, cheques, bills of exchange, payment orders [and other bank instruments] issued by the Society;
- Confer general or special powers either for the defence of the Society in a lawsuit, whether as plaintiff or defendant, or for any other act, it being understood that he can confer the powers authorized by the Governing Board and to do such other things to which he is authorized by the Articles of Association.

Article 9. The functions of the Vice-President are to substitute the President in the latter's absence.

Article 10. The Secretary has the following functions:

- Sign the correspondence of the Society and the minutes of the meetings together with the person who has presided them;
- Convoke meetings of the Governing Board and the Assembly;
- Keep the minutes of the meetings of the Governing Board and the Assembly;
- Sign, together with the President or other Board member designated by the Board, the cheques, bills of exchange, payment orders and other bank instruments issued by the Society.

Article 11. The functions of the Treasurer are:

- Administer the funds of the Society in such a manner as the Governing Board may decide and to render accounts annually or as often as the Governing Board may request;
- Sign, together with the President or other Board member designated by the Board, the cheques, bills of exchange, payment orders and other bank instruments issued by the Society.
- Ensure that the funds of the Society are managed in a financially prudent manner.

Article 12. The cheques, bills of exchange, payment orders and other bank instruments issued by the Society must always bear two signatures in order to be valid, viz. those of the President and the Treasurer or Secretary or any other member of the Governing Board and other functionary expressly authorized by the Governing Board to that end.

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 5 of 6

Endorsements, assignments or conveyances of the properties and securities belonging to the Society shall be signed in the same form.

Article 13. The Governing Board shall meet whenever the interests of the Society so require and at least six (6) times per year;

Its decisions shall be made by majority of votes of the Principal Board Members. The Board can deliberate provided at least five (5) Principal Board members are present. In the case where there is a tied vote, the President has the option of casting the decisive vote.

Of each meeting detailed minutes shall be kept, which shall be signed by the Secretary and the person who has presided the meeting.

Article 14. During the month of April of each year the Ordinary General Assembly shall be held in such place and at such hour as the Governing Board may determine, subject to a notice to that effect being published in a newspaper of recognised national circulation, not less than five (5) days before the date of the meeting. Extraordinary Assemblies may be held whenever the Governing Board considers it proper to do so or if it is so requested by a number of members comprising not less than one fifth (1/5th) of the total number of Members. The notices to convene such meetings shall be published in a newspaper of recognised national circulation not less than five (5) days prior to the date of the meeting.

Article 15. For the celebration of the Assemblies, both Ordinary and Extraordinary, the presence of not less than 30% of the total number of Members, including proxy votes, is required. If the number of Members, including proxy votes, does not fulfil the said quorum, one half hour after the time mentioned in the convocation, a second assembly shall be convoked and shall be considered valid regardless of the number of Members present or represented, provided that the possibility of this second convocation was duly mentioned in the original convocation. At both the Ordinary and Extraordinary Assemblies the decisions shall be taken by majority of the votes of those attending the meeting, including those represented by proxy, unless the decision to be taken involves the modification of the Statutes, in which case a majority of 2/3 will be required. Each Member shall be allowed to represent by proxy no more that two (2) other Members as well as their own vote.

Article 16. The functions of the Ordinary General Assemblies are:

TBSC	Issued: 15th June 1951	Policy No.: GOV 2
Committee Name: GOVERNANCE	Revised: 7th March 2002, revision No. 4	Page 6 of 6

- To discuss and approve the audited report on the financial statements of the society and the school, having regard to the reports of the Treasurer and the Commissary;
- Elect the persons who will constitute the Governing Board and the five (5) alternate members;
- Elect the Commissary and the Alternate member who shall substitute him;
- Take cognisance of any other matter that may be specifically submitted to it;
- Amend the Statutes. An Extraordinary Assembly expressly convened for that purpose could also effect such amendment.

Article 17. The fiscal year of the Society ends on the 31st of December of each year, although the Board at its discretion can in the future modify the ending date.

Article 18. The Governing Board has power to create reserve funds as it may deem appropriate.

Article 19. The present Statutes have been discussed and approved unanimously by the members and an authentic copy of the same will be attached to the Articles of Association of the Society in order to be lodged for filing in the competent Subaltern Registration Office. The present Statutes constitute the regime by which the Society is governed and in the cases not therein foreseen the provisions of the Civil Code will be applicable, without prejudice to the application of provisions of the Commercial Code to the extent that they may be applicable to such unforeseen cases.

TBSC	Issued: 28th September 2001	Policy No.: GOV 3
Committee Name: GOVERNANCE	Revised:	Page 1 of 3

Mission Statement and Philosophy

Mission Statement

The British School Caracas provides a high quality British style education based upon the framework of the National Curriculum for England and Wales. The curriculum is enhanced and adapted to meet the varied needs of our international school community, highlighting the richness and diversity of Venezuelan culture and history.

The school seeks to educate the whole person, to foster respect, tolerance and understanding, and to develop the skills and aptitudes, which will allow students to adapt and succeed in a world which is rapidly changing.

The school offers a secure, family environment where children are challenged to reach their full potential in academic, social, sporting and aesthetic fields. We emphasize the development of the individual but also encourage students to see themselves as valued and productive members of our school and the community.

Philosophy

Our **curriculum and practices** reflect the philosophical foundation of the National Curriculum for England and Wales and manifest our beliefs in the learning community, the value of the individual, a respect for other cultures and the importance of responsible citizenship. The foundation of this British style education is an English language curriculum that has the following characteristics:

- Undertaken in a supportive and happy environment with an ethos of ‘positive reinforcement’
- Based on the needs of individual so that every pupil is challenged to achieve their full potential
- Effort and learning are recognised and rewarded, not just achievement.
- Emphasis on the ability to learn and apply newly acquired knowledge
- Encouraging confident, independent and creative thinking
- A broad, balanced and integrated curriculum covering arts, sciences, humanities and physical activity
- Encouraging the interaction of children so they learn and share together
- The progress of each pupil is objectively monitored and measured to determine their needs

TBSC	Issued: 28th September 2001	Policy No.: GOV 3
Committee Name: GOVERNANCE	Revised:	Page 2 of 3

- Pupils feel themselves citizens in a school community where they interact with all age groups gaining respect for their seniors and helping their juniors.
- The participation of all members of the School community in implementing the curriculum is encouraged.

The School's curriculum is **enhanced** to capitalise on the unique opportunities offered by its International outlook, the Caracas environment and the multi-national composition of its pupils. The enhancements aim to achieve the following:

- Set and maintain high educational standards based on the National Curriculum of England and Wales
- Expose pupils to the richness and diversity of the British and Venezuelan /Spanish cultural and historical heritage
- Develop International Citizenship through discussion of economic, social, environmental and political issues
- Promote an awareness and understanding of the cultural diversity of the School's population
- Provide a flexible and highly supportive environment for the expatriate pupils exposed to frequent moves

The School is a **broad community** with many members who are expected to work together in an inter-dependent way to enable success for the pupils. The expectations of each community member are:

- The Pupils – to capitalise on the opportunities that the TSBC offers to them and to strive to realise their potential.
- The Teaching Staff – to be role models to the children and excite their desire to learn, develop and become responsible citizens. They will be committed to the achievement of educational excellence and the importance of the School's value system. The staff will maintain open and honest communications with Parents on the progress of their children.
- The Parents- personally support their children outside of school ensuring that they provide opportunity and encouragement for advancement of their studies. They will ensure that they and their children comply with the Policies of the TBSC. They will actively support the school and their children through personal attendance and participation at school events.

TBSC	Issued: 28th September 2001	Policy No.: GOV 3
Committee Name: GOVERNANCE	Revised:	Page 3 of 3

- Office and Support Staff – who ensure that the School functions in an efficient, safe and secure manner with a system of open communications.
- School Management Team (SMT) – to run the School in accordance with the Board’s direction ensuring a safe and secure environment for the pupils. It will use systems and procedures to ensure it is run in a fair, effective and ethical manner. The effectiveness of the teaching staff will be systematically assessed. It will ensure that there is open communication amongst all members of the broad community.
- The PTA – supports the community spirit of the school through organising fund raising to support the School, social events, inductions for new parents and lastly being a ‘sounding board’ for issues within the School.
- The Board – to ensure that the School is meeting its objectives set through this Mission and Philosophy Statement together with specific directions to the SMT. The Board ensures open communication with Parents on the School’s performance and future direction

Underpinning the School is a **value** structure based on ‘self’, relationships, society and the environment, which is the basis for all activities within the broad community. The School aims to instil the following **virtues** in all pupils so that they will evolve into responsible, caring and respected member of society:

- Honesty and truthfulness
- Respect and understanding of others
- Tolerance and openness to others
- Willingness and ability to communicate
- Responsibility and ownership for their actions in society particular regarding the underprivileged and the environment
- Self discipline

The School is a learning organization committed to a continuous process of review and development to ensure that the school reacts and anticipates our rapidly changing world and provides the structure and range of educational opportunities appropriate for our students. The process of change within the school is seen as positive and necessary to adapt to changing circumstances, to improve on current practice and to maintain our relevance to the community, while still retaining our core values. A program of professional development ensures that the teaching staff is aware and equipped to deal with the changing world. The Board will ensure that the intent of this Mission and Philosophy is consistently applied through a system of Policies and Procedures that is systematically monitored.

TBSC	Issued: 28th September 2001	Policy No.: GOV 4
Committee Name: GOVERNANCE	Revised:	Page 1 of 2

Board – Head Relationship

- The governing body shall be so constituted, with regard to membership and organization, as to provide the school with sound direction, continuity and effective support.
- The governing body shall provide appropriate training for its members in the understanding and performance of their duties.
- The governing body shall use a system for the evaluation of its own effectiveness in performing its duties.
- The head of the school, although accountable to the next higher authority, whether the superintendent/director or governing body, shall be the responsible leader of the school.
- The governing body shall utilize a clearly defined performance appraisal system for the head of the school. The appraisal shall be conducted with the knowledge of the head of school, and reported in writing. The head shall have an opportunity to discuss and appeal any aspects of the appraisal.
- There shall be evidence of long-range educational planning with a strategy for accomplishing the school's goals.
- The governing board and the administration shall comply with all applicable statutes and governmental regulations.
- All statements and representations relating to program, services, and resources shall be clear, factually accurate, and current.
- There shall be a co-operative and effective working relationship between the governing body and the school administration. There shall be clear understanding of respective functions, set down in written form.
- The school shall have clearly formulated policies wherever necessary to give consistency and order to its operation, and shall ensure that those concerned - staff, students, parents and others, understand these policies.
- Administrative leadership and procedures shall promote a co-operative working relationship between administration and staff and ensure proper utilization of the capacities of all concerned.
- The school shall observe ethical principles in all its dealings with parents, staff, and students, and shall maintain co-operative and constructive relations with them in the interest of serving the needs of its students.
- The school shall maintain friendly and constructive relations with the citizens and authorities of the community in which it is located. It shall seek to promote fruitful cultural exchange between itself and its host community.

The "Outcomes" Approach

Rather than concentrating on "structure", the school evaluation process should concentrate on "outcomes" or "how things work in practice". That is to say that the overriding concern should be whether the school's organisation and administration serves, at present and in the foreseeable future, the best educational interests of the school

TBSC	Issued: 28th September 2001	Policy No.: GOV 4
Committee Name: GOVERNANCE	Revised:	Page 2 of 2

community. Nevertheless, certain outcomes are deemed to be absolute requirements, whatever the school structure:

The school's Educational Leader must:

- Have appropriate qualifications and experience in education
- Be the final arbiter in curriculum matters (design, delivery and review)
- Appoint, allocate, appraise and dismiss academic staff
- Have power to manage the educational budget, once approved
- Not be subjected to Board micro-management
- Be able to contribute to Board deliberations
- Maintain effective communication with the Board
- Delegate appropriately to colleagues, and maintain effective working relations with them

The Board must:

- Appoint, appraise and dismiss the Educational Leader
- Be so constituted that there is reasonable and informed debate on school issues, hence ensuring that those making final decisions receive good advice (debate must involve the Educational Leader)
- Not micro-manage (it should concentrate on broad strategy and policy i.e. long-term issues)
- Have its modus operandi and major decisions in writing
- Assume trustee status for finances, to ensure that the law is obeyed and that the school is secure
- Be trained as an entity
- Operate effective processes for appraisal of the Board's performance

The Board and the Educational Leader must:

- Ensure that the essential features of their respective roles are clearly written down
- Maintain a co-operative working relationship

TBSC	Issued: 19 th March 2001	Policy No.: GOV 5
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Individual Board Member Authority and Liability

Because all powers of the Board of Directors derived from the By-Laws of the Association are granted in terms of action as a group, individual members exercise authority only as they take action at a duly convened, official meeting of the Board of Directors.

Because they have no individual authority or responsibility for the legal or financial affairs of the School, Board members are not individually liable for Board of Directors actions, except as Venezuelan law may apply.

TBSC	Issued: 19 th March 2001	Policy No.: GOV 6
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Board Member Conflicts of Interest

Board members shall have no substantial financial or other interests that conflict with the interests of the School. In any given case, the Board shall decide whether or not a conflict of interest is 'substantial', and whether it warrants any special measures, such as requiring the member to refrain from voting on a particular matter, or requesting his/her resignation.

It is the responsibility of Board members to make known to the Board any circumstances that could involve a potential conflict of interest between themselves and the School.

The remuneration received from the School by ex-officio Board members, such as the Head of School and the teacher representative, shall not be considered a conflict of interest for the purposes of this policy.

TBSC	Issued: 19 th March 2001	Policy No.: GOV 7
Committee Name: GOVERNANCE	Revised: 4 th December 2002	Page 1 of 2

TBSC Board Evaluation

Board evaluation is divided into two parts – evaluation of the Board by the Board itself (“Internal Evaluation”) and an evaluation of the Board by selected members of the School community (“External Evaluation”). The Evaluation process should aim to be concluded by the beginning of the Easter term to ensure that the Board has time to reflect on the process and provide recommendations for the new Board as elected in May. Responsibility for the Evaluation process is with the designate Board officer.

Internal Evaluation

The Internal Evaluation should consist of two processes.

1. Self-evaluation against a job description (see Appendix Gov. 7)

The job description will cover the duties of a Board member and the commitments required from them. Commitments will cover:

- Attendance and conduct at, and preparation for meetings
- Participation in debate and delegated tasks
- Support of the School
- Familiarisation with the School routines.

Each Board member will be asked to assess his/her own performance against the job description.

2. Whole Board evaluation.

The Board as a whole will evaluate its performance over a number of areas namely:

- Policies
- Roles and responsibilities
- Planning
- Meetings

External Evaluation

The Board will be appraised by representatives of the School community, which will include the Senior Management Team, PTA and Staff (coordinated by the Staff representative to the Board).

This is envisaged as being achieved by means of a questionnaire that will include a description of the role and responsibilities of the Board as laid out in the School documentation.

TBSC	Issued: 19 th March 2001	Policy No.: GOV 7
Committee Name: GOVERNANCE	Revised: 4 th December 2002	Page 2 of 2

Questions will cover: -

- Accessibility
- Openness
- Impartiality
- Confidentiality
- Forward planning
- Consultation where appropriate
- Consistency
- Communication

Analysis and Discussion of Evaluation Results

The completed evaluation questionnaires are to be collected and analysed with a view to stimulating Board discussion at a specially determined Board Meeting or part meeting. From the evaluation the Board will identify its:

- Strengths
- Areas that need strengthening
- Plans and proposals for improvement

The self-evaluation, it is hoped, will help in the introduction for discussion, issues of poor performance in a Board member. The goal of this discussion should be to offer constructive advice to improve performance or to introduce the question of whether the member should reconsider the strength of his/her commitment to the School and the practical effectiveness of that commitment. The evaluation meeting should be viewed as an opportunity for board members to consider if they wish to continue to serve the School as a member of the Board, or whether for reasons e.g. other commitments, waning interest, they may wish to move on to involvement in other ways.

A communication detailing the results of the evaluation will be produced and will be published for information to the School community and included in the new Board members orientation documentation. In addition, documentation of the evaluation process, resulting completed questionnaires and conclusions should be held on a Board File in the Head of School's office for future reference.

It is expected that this evaluation process will improve the efficiency and effectiveness of the Board and that it should be a positive exercise that can be modified with use for greater effectiveness.

TBSC	Issued: 4th December 2002	APPENDIX GOV 7.1
Committee Name: GOVERNANCE	Revised:	Pages: 2

Board Member Job Description and Service Commitment

Board Member Job Description

The primary roles of a board member are:

1. To carry out the functions of the office of board member and/or officer as stated in statutes of the “Sociedad Civil Escuela Británica”.
2. To continuously assess the School’s Mission.
3. To do everything possible to fulfil the School’s Mission.

Board members will focus on the development of policies that govern the school’s plans and purposes. This is distinct from the focus of the Head of School and School’s staff, which is to determine the means of implementation.

Commitment of a Board Member

All board members are expected to exercise the duties and responsibilities of board membership with integrity, diligence and care. It is expected that all board members, wherever reasonably possible, will:

- Represent the School in a positive and supportive manner at all times and in all places.
- Establish as a high priority, attendance at all meetings of the Board and committees, on which they serve.
- Agree to serve on at least one committee, attend the meetings and participate in the accomplishment of its objectives.
- As Chair of the Board, or committee, it is expected that the Board Member will:
 - Call meetings as necessary.
 - Ensure agenda and support materials are made available to all members in advance of the meetings.
 - Conduct the meetings in an orderly, fair, open and efficient manner and be responsible for keeping minutes.
 - Make committee progress reports to the Board at its scheduled meetings as detailed in the Governance of Board Policy document.
- Participate in board orientation and self-evaluation or other development programmes that are designed to enhance the skills needed as a board member. In addition a board member should undertake to familiarise his/herself with the School routines and establish some regular presence at the School.
- Avoid conflicts of interest between the position of board member and personal life. If such a conflict should arise, the conflict has to be declared to the Board and

TBSC	Issued: 4th December 2002	APPENDIX GOV 7.1
Committee Name: GOVERNANCE	Revised:	Pages: 2

- the Board Member should refrain from voting on matters in which the conflict arises.
- Observe Board procedures and display courteous conduct in all Board and committee meetings and observe the confidentiality of all matters discussed in these meetings.
 - Be prepared to discuss the issues and business addressed at the meetings, having read the agenda and all background material relevant to the topics at hand.
 - To work with and respect the opinions of my peers who serve the Board and to leave personal prejudices out of all Board discussions.
 - To support in a positive manner all actions taken by the Board even if that Member is in a minority position on those actions.
 - To act for the good of the School Community.
 - To refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results and prohibit methods that conflict with Board policy.
 - Where, for whatever reason, a board member finds himself or herself unable to carry out the work of Board Member in the manner described above, the Board Member will agree to resign his/her position.
 - Job description for the designated Board officer
 - to monitor and review Governance Policies (see Gov. of Board Policy doc.)
 - to lead the Board evaluation (see Policy Gov. 7)
 - to lead the annual audit of the school's implementation of policies (see Gov. of Board Policy doc.)

TBSC	Issued: 4th December 2002	Policy No.: GOV 8
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Public Attendance at Board Meetings

The Board cordially invites members of the wider school community (i.e., parents and staff) to attend all open sessions of Board meetings; executive sessions of board meetings are restricted to Board members only.

Individuals who wish either to attend board meetings or to present specific issues or grievances to the board should first make a request in writing to the Head of School. This should give the reasons for the request to attend the Board meeting and, where relevant (for example, in the case of a grievance) should explain why the issue has not been resolved at the teacher or head of school level. The Head will analyse the request under the following guidelines:

- While the Board wishes to allow anyone a fair and adequate hearing, it wants to ensure that due process within the school hierarchy has been exhausted before an issue is brought to its attention,
- The Head will keep the President of the Board closely informed about the status of any request for attendance at a Board meeting,
- The Head will thoroughly investigate the request for attendance in order to have available all relevant background information,
- If possible, the Head will take action under existing policies and resolve the issue immediately,
- If the request for attendance appears to be justified, then the Head will inform the President of the Board whose decision will be final. The Head will inform the applicant in writing about the result of their request.

Individuals who are invited to attend an open session of a Board meeting may only participate actively at the invitation of the Chair of the meeting.

TBSC	Issued: 4th December 2002	Policy No.: GOV 9
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Executive Sessions

The Board may hold a session closed to the ex-officio members of the Board upon the request of one of the Board Members present at a meeting. The purpose of the executive session does not need be announced in advance, and will be unlimited. Examples of issues that could be discussed at executive sessions follow:

- Discussion of an individual's qualifications to hold a job or pursue training.
- Preliminary discussions of site acquisitions for any capital improvements.
- Materials and information concerning criminal or civil actions that are not part of a public court record.
- Strategy sessions pertaining to collective bargaining, pending or potential litigations, when an open meeting would affect the bargaining or litigation position of the Board.
- Discussions that would disclose the identity of a bona fide and lawful donor to the School, when the donor has requested anonymity.
- The hearing of student disciplinary cases.
- The hearing of employee disciplinary or dismissal cases.
- Personnel matters in which the names, competency and abilities of individual employees or students are discussed.
- Training and orientation sessions conducted to assist members of the Board in the fulfilment of their responsibilities.
- Discussion of potential or actual emergencies or matters of security related to the preservation of the public peace, health and safety.
- Legal advice rendered to the Board concerning an issue or matter under Board discussion.
- Preliminary discussions of tentative information relating to student admission, fees, personnel needs, or fiscal requirements.

Board members are duty-bound not to disclose any details of discussions held in executive session and the minutes of these sessions will be recorded but not published.

TBSC	Issued: 25th September 2000	Policy No.: GOV 10
Committee Name: GOVERNANCE	Revised: 4th December 2002	Page 1 of 1

School Day, Year, and Calendar

The school day will be of at least 6½ hours duration, with a distinction to be made between different Key Stages, and of which approximately 75 minutes are to be allocated to breaks and lunches.

The school year will comprise a minimum of 180 instructional days plus 5 INSET days that will be declared when the calendar is set.

The school calendar will, in general follow the U.K. pattern, generally beginning the first week of September and ending at the end of June / beginning July. It will consist of three roughly equal Terms (Autumn, Spring and Summer). Venezuelan national holidays will be respected. The Head of School will present a proposal for the following School Year calendar for approval of the Governing Board at or prior to the January Board Meeting.

TBSC	Issued: 25th September 2000	Policy No.: GOV 11
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Emergency Situations

The Head of School will act on the advice of the President of the Governing Board or delegated Board members, who themselves will be informed through high level formal and informal networks of any outbreak of civil unrest justifying school closure.

TBSC	Issued: 25th September 2000	Policy No.: GOV 12
Committee Name: GOVERNANCE	Revised:	Page 1 of 1

Indefinite or Long Term Closing

The Board, upon the recommendation of the Head of School, shall close the School indefinitely, or for such term as it may determine, if the Board finds that the continued operation of the School will be accompanied by such risk to personal safety and security that the effective education of the students becomes impossible; or if the Board finds that the continued operation of the School is not in the best interest of the School itself. In either case, the Head of School will be responsible for setting in motion the contingency plans developed to deal with such temporary or permanent closing of the School.

The Board will ensure that, during periods of enforced school closure, the following measures are taken:

- The whole school community is kept informed about the status of the school, and especially of potential dates for re-opening.
- The School web site is updated regularly with information bulletins.
- Named board and staff members shall be official points of contact, in the event that the Head of School and the Board President find themselves out of the country and unable to return due to embassy or company travel advisories.

TBSC	Issued: 29th January 2001	Policy No.: GOV 13
Committee Name: GOVERNANCE	Revised:	Page 1 of 2

Admissions Policy

Applications for admission are accepted throughout the year. Families seeking admission for their child should make an appointment with the Admissions Office.

The language of instruction at the British School is English. It is expected that children admitted to TBSC will either be already functional in English or (especially in the Pre-school and Kindergarten) can be expected to achieve functional levels within a reasonable time span, as determined by the school. To this end it is advisable that:

- The parents of children entering Pre-school and Key Stage 1 (Kindergarten, Years 1 and 2) should have sufficient English to support the school's learning programme and language policy.
- Children admitted to Year 1 and above should be reasonably fluent in English, having normally previously attended an English-language or bi-lingual school. Age appropriate oral and written English assessments will be carried out for students whose first language is not English.

TBSC will provide English as a Foreign Language (EFL) instruction to assist children who do not have a functional level of English. This support will be available for a limited period of time with the expectation that the student would make sufficient progress not to require additional EFL support. Parents are expected to encourage the practice of English at home, particularly in reading. Students who do not reach a functional level of English in a reasonable time frame, as determined by the school, will require continued support. In this case the parents will be liable to pay a supplementary fee to cover the cost of the additional support.

Criteria For Admissions

The School will only admit pupils for whom it is believed that their individual needs can be met with normal curriculum provision. Specifically:

- Children with severe physical, mental or emotional handicaps cannot be admitted.
- Children with relatively minor specific learning difficulties may be admitted. However, only those children with special educational needs which, in the opinion of the Learning Support Unit, can be adequately dealt with by the regular TBSC instructional staff will be admitted.

The Head of School will be responsible for judging in each case whether or not the school can make adequate provision for the child's needs. The school reserves the right to withdraw the offer of a place where information regarding pre-existing conditions, which affect the student's learning, has not been made available to the school. **Parents should also note that the school may not accept re registration of a student who, in the judgement of the Head of School, is not substantially benefiting from the school's programme.**

TBSC	Issued: 29th January 2001	Policy No.: GOV 13
Committee Name: GOVERNANCE	Revised:	Page 2 of 2

Placement in classes will be made on the basis of the child's previous academic record and the assessment of the school. This may include, in exceptional circumstances, placement in a class other than the appropriate age group. Admission to TBSC is dependent on the availability of a suitable place, subject to the provisions outlined above, in the following order of priority:

- Shareholders of the Corporación de Propiedades (preferential rights by Statute)
- Corporate, expatriate families (provided payment of fees is made at the corporate rate)
- Siblings
- Alumni
- Others, on a space available basis. (Note: the private rate for school fees is restricted to parents resident in Venezuela)