

THE BRITISH SCHOOL OF BAHRAIN



Board of Directors Policy (Articles of Governance)

DOCUMENT CONTROL	
Policy Reference	BSB - Board of Directors "BOD" - 005
Date Adopted	November 2019
Last Review Date	August 2024
Next Scheduled Revision (yearly)	August 2025

Table of Contents

THE SCHOOL

1. School Legal Status
2. The School Guiding Statements
3. BSB Governance and Management including Host Country Government Relations
4. Community Involvement in Decision Making
5. Staff Involvement in Decision Making
6. Student Involvement in Decision Making
7. Non-Discrimination
8. School sections and levels of instruction
9. The Responsibilities of the Head
10. Policy Groups
11. The School Day
12. Appendix A – Terms & Conditions

1.0 School Legal Status

- 1.1 The British School of Bahrain is a legally recognised school in Bahrain. It is also operated pursuant to a Ministry of Education License under its owning entity, BSB Hawafiz W.L.L, C.R. 95211 incorporated under the laws of Bahrain.
- 1.2 The British School of Bahrain operates under the laws of Bahrain under a corporate charter and statutes approved by the Ministry of Education.
- 1.3 The laws and the corporate charter charge the Board with the responsibility to finance, establish, organise and maintain the School.
- 1.4 The laws also confer on the Board and the Executive Headmaster the authority to develop policy and to make regulations for the transaction of school business and for the orderly administration of the affairs of the school system.
- 1.5 Governance of the School is the responsibility of the Board of Directors (BOD)
- 1.6 The British School of Bahrain is registered with the Bahrain Ministry of Education and registered under Central Informatics Organization number 71047901.

2.0 The School's guiding statements

2.1 BSB School Aims

BSB aims to provide a challenging and stimulating educational environment, necessary for outstanding academic and physical achievement and holistic personal development.

We will ensure the quality of our education so that our students are equipped to succeed in other education systems, enter higher education and the world of work; and so that our staff develop professionally and enjoy fulfilling careers.

We will ensure the development of each individual student so that students become confident, critical thinkers and collaborators who are self-motivated and independent lifelong learners, who are also equipped with the character, entrepreneurial skills and qualifications for success at university and leadership in the world beyond.

We will ensure that our students and staff have an appreciation of the important role they play as members of the school and of the local and international community so that they develop as respectful, tolerant and self-aware individuals who will have a global outlook and become responsible citizens of the world.

2.2 BSB Vision

Our school's vision is to continue delivering exceptional student outcomes as the leading school in Bahrain. We seek to utilise our status as a member of the Inspired Group of premium schools to offer a world-class education rooted in character-forming values and a student-centred ethos.

2.3 BSB Mission Statement

Excellence, Responsibility, Individuality

At the British School of Bahrain

We achieve excellence:

Through doing as well as knowing;
Through constantly challenging ourselves to do better;
Through our determination to succeed;
Through our perseverance in the face of challenge; and
Through our enjoyment of learning.

We embrace responsibility:

For our own learning;
For our words and actions;
For our local and international community.

We celebrate individuality:

By ensuring a variety of approaches to teaching and learning;
By showing respect for other people’s opinions, beliefs and traditions;
By exploring different approaches to solving problems;
By promoting team spirit and diversity

2.4 Inspired Education Group – The leading global group of premium schools

2.4.1 Inspired offers academic excellence to over 80,000 students in over 110 schools across 24 countries. The international group of leading, premium schools utilises best educational practices from every corner of the globe to ensure each student receives a first-class learning experience, from Nursery to Upper 6th Form.

2.4.2 Inspired schools remain anchored in the vibrant cultures of their respective locations, and collectively, they form an international community that nurtures each student's academic and personal development in a progressive, dynamic, and innovative learning environment.

2.4.3 Specialist-led, extracurricular activities and exchange programmes are woven into the fabric of Inspired approach to schooling, resulting in a well-rounded, diverse student population of engaged, active learners who confidently apply their wide-ranging skills within a global context.

Further information on Inspired can be found at: <https://www.inspirededu.com/>

2.4.4 The Inspired Learning Approach

2.4.4.1 Students benefit from a robust, holistic, international curriculum formed around the Inspired three pillars of modern education: academic excellence, sports, and performing & creative arts, with dedicated, highly qualified teachers who demonstrate Inspired's exemplary methodology. In the application of a student-centred teaching model, Inspired schools achieve outstanding examination results and, importantly, nurture happy, multi-skilled individuals who have faith in their abilities. Inspired students are empowered to fulfil their potential and are fully equipped to thrive in a modern world.

2.4.4.1.1 Academics

Central to all our schools, our core of academia teaches our students critical and lateral thinking to inform the understanding and application of a wide variety of disciplines.

2.4.4.1.2 Sport

Inspired’s sporting pillar stands for health, well-being, fun, motivation, self-discipline, and self-esteem. Whether it’s about involving students in team sports or introducing them to individual pursuits, we aim to provide an athletics programme to suit every student. While

some students in each school go on to achieve national and international honours, all students benefit from the fitness, enjoyment, and life-long interest that sport can spark. The physical exercise involved also contributes to the mental alertness necessary for successful study.

2.4.4.1.3 Performing & creative arts

The arts help to instil confidence and self-assurance within our students, to nurture and develop their interests for life. This confidence is derived from performance, the appreciation of the arts as fundamental to the human experience, and a creative approach to all that our students do. From drama lessons and public speaking to instrumental music lessons and visual arts, Inspired Students experience it all as part of the core curriculum.

3.0 BSB Governance and Management

- 3.1 The British School of Bahrain is owned and managed by the Inspired Education Group.
- 3.2 The BSB Executive Headmaster manages the school on a day to day basis with the Senior Leadership Team in accordance with the procedures, policies and budgets set by Inspired.
- 3.3 The BSB team reports on a weekly basis to the Inspired Middle East CEO and Regional Education Director.
- 3.4 The school is accountable to the Governing Board of Directors (BOD) for its performance and quality in the following ways:
 - 3.4.1 Formal appraisal of the Executive Headmaster conducted by a BOD member at the beginning of the academic year including a mid-cycle and end of year review, during which all aspects of school performance are reviewed.
 - 3.4.2 Through the provision of a formal termly reporting mechanism to BOD that requires the inclusion of evidence of students' achievement and teachers' performance.
 - 3.4.3 At monthly BOARD meetings, the Executive Headmaster provides a report on academic progress and associated matters to the Board members.
 - 3.4.4 At weekly Senior Leadership Team meetings, reports are also tabled by the Heads of School and the Business Manager to the Executive Headmaster in the areas of human resources, finances, student enrolment, curriculum & assessment developments, general administrative & infrastructure matters, etc.
- 3.5 BSB is bound by the *Inspired* Management Policy and its responsibilities to the Bahrain Ministry of Education and Bahrain Quality Assurance Inspectorate to uphold its legal and ethical commitments to the school community. In this regard, BSB has developed comprehensive policies in all areas of its operation.

3.6 Host Country Government Relations

- 3.6.1 It is the policy of the Board to maintain and develop the excellent relations that have existed since the creation of the school with government authorities and agencies.
- 3.6.2 It is the policy of the Board to foster positive relations between the school and the Ministry of Education, and also with other Bahrain schools and universities, in order to ensure that the students of BSB will benefit as much as possible from the educational and cultural resources of the community they live in.
- 3.6.3 In turn, the school and its students should contribute as much as feasible to the community through educational and cultural programmes and exchanges.
- 3.6.4 As far as BSB is subject to them, the requirements of Bahrain laws will be observed.
- 3.6.5 All BSB employees are expected to follow the laws of Bahrain.

4.0 Community Involvement in Decision-Making

4.1 The Board views parents as stakeholders at the school and are encouraged to express ideas, concerns and suggestions about the school through the appropriate channels.

4.2 The British School of Bahrain's parental engagement groups

4.2.1 The British School of Bahrain has two different parental engagement groups through which it seeks to maintain excellent parental relationships, whilst also enhancing the support and gathering the input from these stakeholders.

4.2.1.1 The Parent Community & Charity Ambassadors (PCA)

4.2.1.2 The Parent Advisory Group (PAG)

4.3 The Parent Community & Charity Ambassadors (PCA)

4.3.1 The Parental Community & Charity Ambassadors is a School group of current volunteer parents that assists the school through the focus on the charity and community engagement of the school.

4.3.2 The PCA has three key functions within the British School of Bahrain:

4.3.2.1 To act as an initial point of contact for parents new to the school, providing them with a support network to enable them to be quickly integrated within both the school and the wider community.

4.3.2.2 To propose, organise and facilitate community and charitable events for the school

4.3.2.3 To enrich the spirit of the school community for parents, teachers and students through annual events such as the International Family Fair.

4.3.3 The School maintains a charitable account on behalf of the PCA.

4.4 The Parent Advisory Group (PAG)

4.4.1 The British School of Bahrain maintains an advisory group of current parents who provide experience and professional skills which aid the strategic development of the school.

- 4.4.2 The PAG allows the school to benefit from the experience, knowledge and professional qualifications of parents. Members of the PAG are selected, through a voting system, by the wider parental body, from a shortlist assembled based upon identified strategic needs within the school.
- 4.4.3 Each elected member of the PAG serves a minimum of two years. Replacement individuals are elected as vacancies arise.
- 4.4.4 The aim of the PAG is to support the school by providing parental advice regarding medium- and long-term developments and strategy. This group does not focus on the day-to-day operations of the school.
- 4.4.5 The PAG has five key functions within the British School of Bahrain:
 - 4.4.5.1 To provide professional and parental advice regarding the longer-term development of the school to meet the needs of all stakeholders in a changing environment. This may include contributions to periodic analyses as appropriate.
 - 4.4.5.2 meet termly and review sections of the Schools Strategic Development Plan, providing parental advice regarding the strategic development of the school.
 - 4.4.5.3 To authorise strategic changes to income, including changes to fees, in order to support the development of the school as outlined in the School's development planning.
 - 4.4.5.4 To provide medium term parental advice regarding specific projects undertaken by the school.
 - 4.4.5.5 To act as parental representatives on all matters relating to Inspection.
- 4.4.6 The PAG will meet formally every term and as smaller subsets of this group as needed in order to fulfil its function.
- 4.4.7 The contents of discussions within all PAG meetings are highly confidential due to the sensitive nature of items. For this reason, formal minutes and agendas are not published.

4.5 The British School of Bahrain Parent Community Ambassadors (PCA)

This constitution has been written with due consideration to decree no.21 of 1989 in accordance with the Law of Social and Cultural Societies and Clubs.

- 4.5.1 Name The Parent Community & Charity Ambassadors (PCA)
The group shall be known as the Parent Community & Charity Ambassadors (hereinafter referred to as PCA).
- 4.5.2 Nature and Purpose
 - 4.5.2.1 The Parental Community & Charity Ambassadors is a School group of current volunteer parents that assists the school through the focus on the charity and community engagement of the school.
 - 4.5.2.2 The School has ultimate responsibility for the PCA and its members.
 - 4.5.2.3 The PCA has three key functions within the British School of Bahrain:
 - 4.5.2.3.1 To act as an initial point of contact for parents new to the school, providing them with a support network to enable them to be quickly integrated within both the school and the wider community.

4.5.2.3.2 To propose, organise and facilitate community and charitable events for the school

4.5.2.3.3 To enrich the spirit of the school community for parents, teachers and students through annual events such as the International Family Fair.

4.5.2.4 The PCA must ensure that their activities and their representations always align to these three key functions.

4.5.2.5 The PCA respects the fact that the Executive Head, Heads of School and School staff have entire responsibility and jurisdiction for the organisation of discipline, curriculum and pedagogy in the School and that the PCA will not be concerned with individual pupils or with individual members of staff, or with the design of the school's curriculum, as these areas are best addressed through clearly defined channels of communication and an open-door school leadership policy.

4.5.2.6 The PCA is not a school policy decision-making body.

4.5.2.7 The PCA Ambassadors should positively and constructively represent the views of both the school to the wider parental body and the views of the parent body to the School.

4.5.3 Aims and objectives

The PCA strives to support and enhance the functioning of specific areas of the School community:

4.5.3.1 Assist with the positive engagement of new parents and students through integration into support networks.

4.5.3.2 Propose to the school, organise and promote specified fund-raising activities to promote the values of charity within the pupils and wider school community

4.5.3.3 Assist with Community Service and positively develop the outreach of the School within the wider community.

4.5.3.4 Propose ideas regarding the School's spending of funds raised by the PCA's activities.

4.5.3.5 For members of the PCA to always represent the School positively in the wider community.

4.5.4 Composition

4.5.4.1 Members of the PCA shall be the parents and/or legal guardians of current students at the British School of Bahrain.

4.5.4.2 The Executive Head and the Heads of School shall be ex-officio members of the PCA.

4.5.4.3 The term of a PCA Ambassador is for one academic year commencing in September every year, provided that the parent remains a current parent of a student at BSB. Any PCA Ambassador who ceases to have a child at BSB shall be deemed to have resigned from the PCA.

4.5.4.4 The PCA shall be able to appoint Ambassadors within an academic year, should a vacancy arise for whatever reason.

4.5.4.5 The Executive Head reserves the right to ask any PCA Ambassador to step down, should they deem that the parent is not fulfilling the aims and objectives of the PCA.

4.5.5 Proceedings

- 4.5.5.1 The PCA shall nominate a Chairperson from within the PCA Ambassadors, who will steer the workings of the PCA on charity and community engagement.
- 4.5.5.2 All meetings of the PCA are informal and as such no agendas or minutes will be circulated.
- 4.5.5.3 The PCA (including ex-officio members) shall meet periodically in order to fulfil the functions of the group especially regarding the organisation of events within the School community.

4.5.6 Volunteering of PCA members

The parent members of the PCA shall at all times be volunteers and give of their time freely.

4.5.7 Finance

- 4.5.7.1 The School Finance office shall maintain one account in the name of the PCA which will retain all payments and funds received by the PCA.
- 4.5.7.2 All financial transactions associated with the PCA must be conducted through this account.
- 4.5.7.3 All cheques, promissory notes, and other account instruments, requiring signature or authorization on behalf of the PCA, shall be signed or authorised, as the case may be, in such a manner as the School shall determine; provided that signature or authorisation, shall involve at least two (2) authorised persons, one of whom shall be a parent member of the PCA and the other a nominee appointed by the Executive Head.
- 4.5.7.4 The PCA will propose ideas and projects, to be authorised by the School, regarding the spending of the funds retained within the PCA account.

4.5.8 Amendment

The PCA remains a School authorised group and therefore any matter pertaining to the PCA cannot be varied or changed in any way other than by the Executive Head and Board of Directors

4.5.9 Dissolution

As a School group, the PCA may be dissolved at any time by the Executive Head or by the Board of Directors.

4.6 The British School of Bahrain Parent Advisory Group (PAG) Constitution

This constitution has been written with due consideration to decree no.21 of 1989 in accordance with the Law of Social and Cultural Societies and Clubs.

4.6.1 Name: The BSB Parent Advisory Group (PAG)

The group shall be known as the Parent Group (hereinafter referred to as PAG).

4.6.2 Nature and Purpose

- 4.6.2.1 The British School of Bahrain maintains an advisory group of current parents who provide experience and professional skills which aid the strategic development of the school.
- 4.6.2.2 The PAG allows the school to benefit from the experience, knowledge and professional qualifications of parents. Members of the PAG are selected,

through a voting system, by the wider parental body, from a shortlist assembled based upon identified strategic needs within the school.

4.6.2.3 The aim of the PAG is to support the school by providing parental advice regarding medium- and long-term developments and strategy. This group does not focus on the day-to-day operations of the school.

4.6.2.4 The PAG has five key functions within the British School of Bahrain:

4.6.2.4.1 To provide professional and parental advice regarding the longer-term development of the school to meet the needs of all stakeholders in a changing environment. This may include contributions to periodic analyses as appropriate.

4.6.2.4.2 To meet termly and review sections of the Schools Strategic Development Plan, providing parental advice regarding the strategic development of the school.

4.6.2.4.3 To authorise strategic changes to income, including changes to fees, in order to support the development of the school as outlined in the School's development planning.

4.6.2.4.4 To provide medium term parental advice regarding specific projects undertaken by the school

4.6.2.4.5 To act as parental representatives on all matters relating to Inspection.

4.6.3 Aims and objectives

The PAG strives to support and enhance the overall functioning of the School through advising medium to long term strategic planning:

4.6.3.1 The PAG is a parent advisory group that contributes a parental perspective towards the medium and long-term strategic planning of the School.

4.6.3.2 The PAG, because of their professional qualifications and experience in related fields of work, may provide constructive advice towards the School's policies and procedures.

4.6.3.3 The PAG represents the parents in the sense of representative democracy. A shortlist of suitable candidates that are invited based upon the identified needs of the School are assembled, out of which elections or representation take place, should numbers suffice.

4.6.3.4 PAG members, through elections, are permitted to make decisions on agenda items by a mandate of the voters and are not required to poll or otherwise obtain the views of the parents for any agenda items.

4.6.3.5 The sensitive nature of agenda items will frequently mean that these items must remain confidential and it is not appropriate to publish them more widely.

4.6.3.6 The decisions of the PAG on agenda items are not subject to ratification or to appear to the wider parental body.

4.6.3.7 PAG members do not make final decisions regarding school policy or practice; however, where parent body approval is required under Ministry of Education regulations, the PAG decisions meet such approval requirements but do not bind the school to enact the matters approved.

4.6.3.8 PAG sub-committees and personal opinions may be sourced separately from full PAG meetings as appropriate in order to support school development and strategic planning.

4.6.3.9 During external inspection, the PAG will be called upon to represent the views of the parents to inspectors, as required.

4.6.4 Composition

4.6.4.1 Members of the PAG shall be the parents and legal guardians of current students at the School.

4.6.4.2 One member of the PAG may be a staff parent.

4.6.4.3 The business of the PAG shall be conducted by a PAG of current parents and the Executive Head.

4.6.4.4 The PAG's number shall be a minimum of five (5) elected parent members plus the Executive Head who acts as the Chair of the PAG.

4.6.4.5 The term of a parent member of the PAG is for a minimum of two academic years from the start of an academic year (September 1st).

4.6.4.6 Any parent member who ceases to have a child at BSB shall be deemed to have resigned from the PAG.

4.6.4.7 In the event of any position not being filled through election, or should a vacancy occur, for any reason whatsoever, the Chair of the PAG may appoint a member to fill that vacancy.

4.6.5 Proceedings

4.6.5.1 The Chair of the PAG shall typically call a termly meeting of the PAG, or more frequently as necessary.

4.6.5.2 Agenda items plus accompanying papers shall be circulated in advance.

4.6.5.3 The PAG typically holds at least three meetings per year, one per term. Additional meetings may be convened by the Chair as and when necessary.

4.6.5.4 The PAG:

4.6.5.4.1 Shall regulate its meetings as it deems fit

4.6.5.4.2 Shall determine the method of giving notice of meetings.

4.6.5.5 Meetings of the PAG shall be chaired by the Executive Head.

4.6.5.6 PAG meetings are formal meetings and therefore minutes will be taken and approved by members of the PAG group.

4.6.5.7 The School will appoint an appropriate person to produce minutes of all full PAG meetings. Minutes are not required for any sub-group meetings or for individual meetings between PAG members.

4.6.5.7.1 Due to the sensitive nature of these minutes they are not available for wider publication outside of the PAG.

4.6.5.7.2 There is no requirement for PAG meeting minutes to be shared with parents or staff.

4.6.5.7.3 PAG minutes will be agreed and signed at the next meeting and appear on the next agenda as an item.

4.6.6 Election of PAG members

4.6.6.1 A shortlist of potential PAG members will be created based upon the identified strategic needs of the School.

4.6.6.2 From the published shortlist, a minimum of five (5) PAG members will be elected to serve a minimum of two years as a PAG member.

4.6.6.3 Should a vacancy arise, all parents will be sent a letter asking them if they would like to be considered as a member of the PAG.

4.6.6.4 From the parental volunteers, a short-list will be identified based upon identified strategic requirements within the school.

4.6.6.5 Parents who are willing to put themselves forward for election must agree to provide information which will be circulated to all parents:

4.6.6.5.1 Their full name

4.6.6.5.2 The occupation/experience and relevant qualifications

4.6.6.6 The School will facilitate the voting of new PAG members from the identified short list.

4.6.7 Quorum

30% of members being present shall constitute a quorum of PAG meetings

4.6.8 Finance

The PAG will not be involved in dealing with school or PCA funds, therefore there is no requirement to produce an annual financial report.

4.6.9 Amendment

The PAG remains a School authorised group and therefore any matter pertaining to the PAG cannot be varied or changed in any way other than by the Executive Head.

4.6.10 Dissolution

As a School group, the PAG may be dissolved at any time by the Executive Head or by the Directors of the School Board.

5.0 Staff Involvement in Decision-Making

5.1 It is the policy of the BOD to encourage staff participation in decision-making for the school.

5.2 Such participation shall include, as appropriate, involvement in:

5.2.1 Policy development

5.2.2 Administrative rules development

5.2.3 Budget planning

5.2.4 Facilities planning

5.3 In the development of regulations and arrangements for the operation of the school system, the Executive Headmaster shall include at the planning stage, whenever feasible, those employees who will be affected by such provisions.

5.4 The professional staff shall be given full opportunity and encouragement to contribute in curriculum development and in the development of policies and regulations pertaining to the instructional programme.

5.5 The Executive Headmaster shall develop channels of communication across the whole school to allow for the ready communication of staff ideas and feelings regarding the operation of the school.

5.6 The Executive Headmaster shall endeavour to ensure that the Board is presented with a balanced reflection of staff views.

5.7 Regular staff wellbeing surveys are conducted to provide staff with a ‘voice’ in decision making.

6.0 Student Involvement in Decision-Making

6.1 The BOD believes that students – as individuals and as members of the school community – should have opportunities to take responsibility for their own learning.

6.2 Learning to participate constructively in group decision-making is an important part of growing up; therefore, students should be encouraged, in keeping with their level of maturity, to take part in the development of educational policies and regulations that affect them.

6.3 In general, such participation is best channeled through class or school organisations, such as the student representative councils, which offer practice in self-government and serve as forums for expression of student ideas.

6.4 The students have the opportunity to elect their class representatives each year.

6.5 Head Student Team are appointed in Year 6 and Head Prefects are appointed in the Upper 6th Form each year. Students will put themselves forward during assemblies and the students and teachers will vote for the students they would like to represent them.

6.6 Senior Head Prefect Team

6.6.1 The Upper 6th prefects are also required to write a letter of application to the Executive Headmaster and attend an interview with senior administrators.

6.6.2 Students may also be asked to serve on advisory committees to the School, as appropriate.

6.7 The Senior Leadership Team will consider student opinions in decision-making that directly affect student programmes, activities, privileges and responsibilities.

7.0 Non-Discrimination

7.1 The British School of Bahrain is committed to an inclusive policy, which recognises and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential.

7.2 In line with the school ethos, BSB seeks to develop and nurture diversity and believes that diversity among its many members strengthens the school, stimulates creativity, promotes the exchange of ideas, and enriches school life.

7.3 BSB views, evaluates, and treats all persons solely as individuals on the basis of their own personal abilities, qualifications, and other relevant characteristics.

7.4 Therefore, no person in the school shall be discriminated against on the basis of race, national or ethnic origin, colour, religion or gender.

7.5 It is stipulated, however, that this policy does not preclude any policy, programme or activity that has as its aim the improvement of conditions for particular individuals or groups. For example, a programme of learning support, or a programme to support children with language or cultural challenges, shall not be considered 'discriminatory' under the terms of this policy.

7.6 The letter and spirit of applicable human rights law shall be carefully observed, enforced and supported, so that all members of the school community may work together in an atmosphere of tolerance and respect for individual differences.

7.7 The policy of non-discrimination shall prevail in all matters, including, inter alia:

- 7.7.1 instruction and course selection
- 7.7.2 choice of instructional materials
- 7.7.3 provision of careers guidance and counselling
- 7.7.4 matters pertaining to race and community relations.

7.8 The BOD prohibits the distribution of any materials promoting discriminatory views, either inside the school or on school grounds.

8.0 School sections and levels of instruction

8.1 The school provides education for students aged 3+ to 18+.

8.2 The school is divided into instructional sections (which overlap at transition levels):

- 8.2.1 Infant School (Nursery, Reception, Year 1 & 2)
- 8.2.2 Junior School (Year 3 to Year 6)
- 8.2.3 Senior School (Year 7 to Upper 6th form)

8.3 The Executive Headmaster has overall responsibility for managing the School.

- 8.3.1 The management of the Infant School is delegated to the Head of Infants.
- 8.3.2 The management of the Junior School is delegated to the Head of Juniors.
- 8.3.3 The management of the Senior School is delegated to the Head of Seniors.

8.4 In the absence of the Executive Headmaster, an appointed Head of School section assumes overall management responsibility for the school.

9.0 The Responsibilities of the Head

9.1 *Inspired* management shall appoint an Executive Head for a negotiated contract term. The contract may be renewed at the discretion of the BOD.

9.2 In the event that any vacancy occurs in the office of the Executive Head, *Inspired* shall promptly fill such vacancy.

9.3 The Executive Head shall have responsibility for the management of the school, subject to the policies of the BOD

9.4 The Executive Head shall receive such remuneration as *Inspired* shall allow.

9.5 The Executive Head shall be responsible for the administrative and academic functions of operating the school in accordance with policies set down in this document.

9.6 The duties of the Executive Head shall be clearly defined by *Inspired*.

9.7 The Executive Head is not responsible to any individual Board member or Board committee, unless so instructed by *Inspired*.

9.8 Qualifications of the Executive Head

9.8.1 The Executive Head shall be a person of educational attainment with suitable qualifications, of good character and executive ability.

10.0 Policy Groups

10.1 *Inspired* recognises that the Executive Head is the leader of the school with responsibility for managing the school under the Board's policies.

10.2 *Inspired* also acknowledges that the operation and management of a complex, modern school needs the collective input of many staff members.

10.3 Therefore, the Senior Leadership Team (SLT), consisting of the roles listed below, shall act in an advisory capacity to the Head.

10.4 The SLT provides a valuable management forum to share information and benefit from group thinking. However, *Inspired* and the Head have overall responsibility for management and for the policies of the School.

10.5 The members of the Senior Leadership Team (SLT) include the positions designated as management positions on the school's organisational chart.

10.6 Senior Leadership Team (SLT)

The Executive Headmaster

The Deputy Head of Whole School

The Director of Finance

The Head of Infant School

The Head of Junior School

The Head of Senior School

The Head of Operations

The Head of Maintenance

The Head of ICT

The Head of Human Resources

The Head of Business Development

The Deputy Heads of each school section (presently 6 SLT members)

11.0 The School Day

11.1 The Senior Management Team shall arrange and schedule the school day to maximum benefit for its educational delivery.

- 11.2 Variations in the daily schedule may be arranged to enable individual students or groups of students to receive special instruction.
- 11.3 The School day starts at 0745.
- 11.4 Each school section has a staff briefing once per week.
- 11.5 Classes commence each day at 0800.
- 11.6 Classes conclude each day at 1455.
- 11.7 After school Extra-curricular Activities (ECAs) operate from 1500 to 1600 daily.
- 11.8 During each school day there will be approximately six hours of instruction.
- 11.9 During the Holy Month of Ramadan, the school may adjust hours of instruction as appropriate.
- 11.10 During the academic year BSB is required to provide 180 instructional days.

12.0 Appendix A – Terms & Conditions

THE BRITISH SCHOOL OF BAHRAIN

Terms and Conditions of Admission:

Parents are advised to read in full the School's terms and conditions before submitting an application. Parents who submit an application to the school will be subject to the terms and conditions detailed below. If you are unsure about any information contained within this page, please speak to a member of the Admissions Team who will be able to advise you further.

1. Payment of Deposit

- 1.1 To reserve a place in the school, applicants must pay the full prescribed fee as indicated in the conditional offer letter.
- 1.2 Parents must allow at least 3 working days for Bahrain bank cheques or direct bank transfers to clear and up to 30 working days for a foreign country bank draft to clear.
- 1.3 Parents will be liable to pay all necessary bank and/or transfer charges for any application processes

2 Payment of Fees

- 2.1 Parents are required to settle the Registration, Book/Resources deposit fee and the Term Tuition fees in advance, before enrolment.
- 2.2 Parents are encouraged to pay their Tuition fee in advance as per the due dates to avoid late penalty fee of 10% and forfeiting of siblings discounts, as and where applicable.
- 2.3 Parents have the option to pay their fee in instalments; this will attract a service charge of 25% per child and instalments must be paid by direct debit, standing order or Post-dated cheques. An instalment plan will be issued prior to enrolment. This will be in liaison with the Head of Finance and subject to the management committee's approval.
- 2.4 Dates on which payments are due are clearly indicated on the Invoice and it is the responsibility of individual parents to ensure fees are paid on time.
- 2.5 The School reserves the right to suspend or expel any student who has overdue fees.
- 2.6 Students who have overdue fees may be refused entry to the School premises and suspended from attending classes and/ or using School facilities. This includes the right for the School to refuse letter requests and cancel student name from the enrolment register.
- 2.7 The preferred method of payment is by bank transfer. For bank details, please refer to the invoice. Cash, cheque or credit card payments should be paid directly at the School's Accounts Department. Cheques should be made payable to "The British School of Bahrain".

- 2.8 It is requested that no direct deposits are made to the School's bank account. Parents who pay by electronic transfer are requested to quote the invoice number and student name as transaction reference and submit a receipt of this transaction to the accounts department either by hand or via email.
- 2.9 Any student who is suspended, expelled or withdrawn by the School for breach of the School's terms and conditions is not entitled to any refund; he/she will also be liable to pay the remainder of the fee, in its entirety, at the discretion of the School.
- 2.10 The School will take such action, including recourse to the legal process, as it deems necessary to recover all outstanding debt. Any such action will also include the recovery of reasonable costs incurred by the School in relation to the recovery procedures.
- 2.11 The School also reserves the right to charge a 10% late fee surcharge where a payment is made after the applicable instalment due dates. Parents/Students will incur a penalty charge for each missed instalment.
- 2.12 The whole remaining fee becomes immediately payable for students who are in breach of their agreement without prior written consent from the School; this is at the discretion of the School.
- 2.13 Invoices for the Annual fees are generally handed out at the time of enrolment for new students and for existing students, posted ten weeks prior to the end of the Summer term, with payment due six weeks prior to the end of that term. In the event of the invoice still not having been received eight weeks prior to the end of term, the Accounts Office should be contacted and a duplicate invoice obtained. **Misplacement or non-receipt of the original invoice will not be considered a valid reason for failure to pay the fees by the due date.**
- 2.14 Tuition fees for the term are payable in full regardless of sickness or absence for other reasons (including study leave). Where payment has been made by cheque and the issued cheque is not honoured by the bank for whatever reason, a further administration charge of BD25 will be levied.
- 2.15 In the event of the non-payment of school fees by the due date, the School reserves the right to remove the student from the school roll and offer the place to a student on the waiting list.
- 2.16 Parents/Students must remember at all times that the school's agreement is with the Individual parents/students and they are liable to pay the school all the prescribed fees, as and when necessary.
The employer of the parents will have nothing to do with the school.

3 Other Charges

- 3.1 Other fees are payable in individual cases. These include:
- GCSE, BTEC, AS and 'A' Level examination entry fees

- ESL, Additional Mathematics
- Specific School outings
- International trips
- Extracurricular activities

Fees for these and arrangements for payment will be notified separately.

- 3.2 Please note that total GCSE and A-level fees can amount to several hundred Bahrain Dinars and will increase if the Examining Board increases their fees. Entry into examinations and activities for which fees are due will be denied where relevant charges or tuition fees have not been paid.

4 Refund Policy

- 4.1 Refunds will only be processed in accordance with the terms and conditions outlined in clauses 4.2 to 4.13, and provided students requesting a refund have complied fully with the School's terms and conditions.
- 4.2 All applications for refunds must be made in writing by submitting a completed 'Refund Request Form' to the Admissions Department at least 60 days prior to the term start date (as detailed in the offer letter).
- 4.3 It is the policy of the School not to refund tuition fees 60 days prior to the term start date.
- 4.4 If unforeseen and pressing circumstances result in a student having to leave before the start of the new term, a 50% refund of tuition fees may be considered, provided that the School has received written notice prior to the due date for advance payment of fees for that term. Such refunds will be granted solely at the discretion of the School and only in exceptional circumstances.
- 4.5 A cancellation fee of BD 100/- per student shall be deducted for any such approved refund.
- 4.6 Where the school is unable to provide the programme of study for which the student originally applied for, offered and accepted and the applicant does not want to take up a place on any alternative programme offered, the applicant will be considered for a refund.
- 4.7 Refunds will only be made via the original payment method; except where the original payment was made by cash.
- 4.8 Parents are liable to pay any bank/ transfer charges associated with the processing of a refund application.
- 4.9 The School will aim to process all refunds within 6 weeks from the date the complete 'Refund Request Form' and any supporting documents are received.

- 4.10 If the student is eligible for a refund of their fees by bank draft or cheque, the School will not be in any way responsible for the draft after its dispatch from the School premises and will not issue a replacement draft or cheque if it is lost or misplaced.
- 4.11 Refunds will not be made to a third party unless the School has received (written) explicit authorisation from the applicant. This should be in the form of a signed hard-copy letter from the parent, specifically authorising the School to refund their fees to a named third party. This condition applies regardless of the source of the original fee payment.
- 4.12 Refunds requested which are not in accordance with the terms and conditions outlined in this policy will be made at the sole discretion of the School.
- 4.13 One full term's notice is required prior to withdrawal from the school. If a student is withdrawn from the school without giving one term's notice, the school will seek a full term's fees in lieu of this notice period, known as Fees In Lieu of Notice.
- 4.14 In the event that all or part of the School is closed temporarily or permanently due to pandemic, terrorism or for any other reason, the School will not be liable to refund any fees or other monies it has received.

5 Term Deferral

- 5.1 Term deferrals will be approved in accordance with the School's Admissions Policy.
- 5.2 Term deferrals are subject to application, payment of a deferral fee, and the School's written approval.
- 5.3 Students are reminded that as per the School's Admissions Policy all term deferral requests must be made in writing at least 60 days before the Term start date.
- 5.4 If a deferral is approved, a fee may be charged:
(i) Full term fee for the term deferred.
- 5.5 Upon deferring the term, students waive their right to a refund. Where a student has deferred their term, and subsequently fails or attempts to withdraw from the school, no refund will be provided except at the sole discretion of the School.

6 Pupil Audio-Visual

Photography and videography of students, staff and parents at the British School of Bahrain (BSB) are created for the purpose of sharing student achievements, skills, talents, celebrating pupil success and as a beautiful memory of each student's time at our school, as well as the day-to-day life of the school and the entire BSB community.

Photographs and video images may be used for internal and external purposes including external marketing. Therefore, images may be used for internal magazines, publications and displays, they may be hosted on the BSB and Inspired Education Group Websites (in Bahrain, South Africa, Europe & UK) and Social Media Channels, submitted to communications,

publications and commercial actions through printed and online media outlets, used in school publications and external marketing assets. Photography and videography of particular events and programmes within BSB are submitted to media and news outlets that occasionally cover special events within our school.

Consent is assumed through signing the Parent-School contract and most parents like to see this child's achievements celebrated publicly. At any time, a parent may withdraw consent by submitting a written request to the Executive Headmaster.

7 Attendance

A record of attendance is kept for each student. The school reserves the right to withdraw a student's candidature from examinations and withdraw them from the school, if the student's attendance record shows that they have attended fewer than 80% of their scheduled periods. The school reserves the right to suspend or expel such students, without any liability whatsoever to the school. In the event of unforeseen circumstances that prevent the student from attending their periods, the school must be informed immediately. (Please refer to the school attendance policy provided separately.)

8 Conditions of offer

The offer of a place at the British School of Bahrain is made on the condition that the student withdraws all other applications for schools and is removed from any waiting lists for other schools, where applicable. Maintaining an active application or being on a waiting list for another school will be considered a breach of the Parent-School contract.

9 Personal Conduct

The School imposes a strict code of conduct on its students. The school expects its students to behave as responsible and to act within the moral and legal norms of society, whether they are on school premises or otherwise.

10 Changes and Amendments

The school reserves the right to amend the timetable and advertised curriculum content, tuition fees and start dates for its terms at its discretion and without any prior notice. The school reserves the right to change the advertised examining body for any or all of the courses offered. The school reserves the right to conduct classes in any of the school (or partner schools) premises, including temporarily hired or rented rooms. The school reserves the right to amend or alter its prospectus at its discretion and without any prior notice. The school reserves the right to amend or alter any or all of these Terms and Conditions at its discretion and without any prior notice.

Parents are reminded to visit the school website regularly for the details of up-to-date Terms and Conditions.

Disclaimer:

- It is the parent’s responsibility to provide valid and up-to-date contact information for them and, when appropriate, their agent. This contact information should include a working e-mail address. The school will assume that any method of communication for which the parent has provided contact information, including e-mail, is secure. The school will not be liable for any damages, financial or otherwise, resulting from the release of the student's personal information to a third party as a result of communication with an invalid or insecure contact point or the interception of communication with said contact point, be it a postal or email address, a telephone or fax number or an SMS.
- The parents confirm that all the information presented in support of the application is complete and accurate and that there are no issues of an academic, behavioural or medical nature that have not been disclosed.
- The parents accept that the school reserves the right to require a student to leave if, subsequent to the submission of an application and the signing of The Terms and Conditions of Registration and Re-Registration, information is discovered or disclosed that would have led to the rejection of that application.
- The parents accept that the school shall not be held responsible or liable for the loss of or damage to any item brought into the school.