

# **The Evo Diocesan Education Board**

## **Policy Manual for the Governance of Evo Diocesan Schools**

**GOVERNANCE POLICIES MANUAL – TABLE OF CONTENTS**

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## INTRODUCTION

- **This Policy Manual shall be applied in the governance of the Evo Diocesan Schools.**

- **Definition of ‘The Board’:**

This refers to the Diocesan Education Board or the various Governing Boards of the Evo Diocesan Schools.

- **Definition of ‘End Policies’:**

These are policies that define results, outcomes or benefits.

- **Definition of ‘Executive Limitation Policies’:**

These are policies that define what methods cannot be used to get expected results.

**MISSION, VISION, CORE VALUES AND STATEMENT OF FAITH****OUR MISSION:**

To support and strengthen Evo Diocesan Schools in preparing students spiritually and academically to become devoted followers of Jesus Christ and future leaders of the Nation.

**OUR VISION:**

Evo Diocesan Schools aspire to be schools of first choice to students, parents and staff, excelling in academic and Christian upbringing in a top class teaching and learning environment.

**CORE VALUES:**

- I. Godliness
- II. Excellence
- III. Service to God and humanity
- IV. Honesty
- V. Integrity

**STATEMENT OF FAITH:**

I believe that the crucified and risen Jesus is the Saviour of the world. That His death and resurrection transformed the world, and that transformation can happen inside of us and we, in turn, can be part of His transforming work.

## 1.0 - GOVERNANCE COMMITMENT POLICY

### Policy 1.0

The purpose of the Board is to see that the Diocesan Schools:

- (1) achieve the best possible results for appropriate persons at an appropriate cost, and
- (2) avoid unacceptable actions and situations.

#### 1.1 Governance Style and Values

The Board shall govern with an emphasis on

- (a) biblically based integrity and truthfulness in all methods and practices in line with the Core Values;
- (b) outward vision rather than internal preoccupation;
- (c) strategic leadership more than administrative detail
- (d) collective rather than individual decisions

- (e) growth and progression
- (f) proactivity rather than reactivity.

## **1.2 Governance Responsibility and Expectations**

The job of the Board is to determine and demand appropriate organizational performance on behalf of the Bishop of The Diocese of Evo., the Proprietor of the Schools. .

## **1.3 Objective Setting**

To accomplish its goals with governance style consistent with approved policies and procedures

## **1.4 Responsibility of the Board Chairman**

The Board Chairman assures the integrity and fulfilment of the board's processes and occasionally represents the board to outside parties.

## **1.5 Governance Goals**

The goal of policy governance is for the Board to create clarity and consistency through leading, directing and governing the School.

## **1.6 Board/Governing Council Member's Code of Conduct**

The Board commits itself and its members to Biblical, businesslike, ethical, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

## **1.7 Board/Governing Council Member's Individual Responsibility**

The Board or Governing Council aims for the individual and collective participation of its members to ensure its leadership success.

## **1.8 Committees**

Board's Standing committees, will be assigned to help the Board in the more effective and efficient execution of its job in specific areas of focus, eg Finance, Personnel/HR and will reinforce the wholeness of the Board's job. Ad-hoc Committees are set up to execute specific non-regular assignments, Unless otherwise stated, an ad-hoc committee ceases to exist as soon as its task is complete. A Board committee derives its existence and charge from the Board, regardless of whether Board members sit on the committee.

The Board Chairman and School heads (Principals) serve as ex-officio members of each Committee.

## **1.9 Governance Composition**

The composition of the Board shall be such that it is able to act on behalf of the Evo Diocese in its entirety, administratively, academically and spiritually.



### **1.10 Governance Enhancement**

The Board will strive for continuous performance improvement and invest in its governance ability.

### **1.11 Academic Excellence**

The Board will accept accountability for the quality of education at The Evo Diocesan Schools.

### **1.12 Finance**

The goal of Financial planning, forecasting, budgeting and control is for the Board to create clarity through leading, directing and governing the financial processes in accordance with the Evo Diocesan Finance Policies.

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<b>1.1 - GOVERNANCE STYLE AND VALUES POLICY</b>
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**Policy 1.1**

The Board shall govern with an emphasis on (a) biblically based integrity and truthfulness in all methods and practices in line with the Core Values;

- (b) outward vision rather than internal preoccupation;
- (c) strategic leadership more than administrative detail
- (d) collective rather than individual decisions;
- (e) future rather than past or present, and
- (f) proactivity rather than reactivity.

Accordingly:

1.1.1 We believe in the Statement of Faith.

1.1.2 We believe that deriving practical applications from God's Word is essential to completing our mission in a manner consistent with biblical truth.

1.1.3 The Evo School's policies and procedures, in its hiring and other activities, will not discriminate unfairly on the basis of origin, age or gender. Members of staff will be expected to be practising Christians, preferably of the Anglican Communion

1.1.4 The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute individual judgements for the Core Values. The Board will allow no board member,

individual or committee of the Board to hinder or be an excuse for not fulfilling the Board's commitments.

- 1.1.5 The Board will direct, lead, govern and inspire the School through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts, not on the administrative or programmatic means of attaining those effects.
- 1.1.6 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 1.1.7 The Board will monitor and discuss the Board's process and performance at each meeting and its overall performance on an annual basis.
- 1.1.8 Each member of the Board will support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.



## 1.2 - GOVERNANCE RESPONSIBILITY AND EXPECTATIONS

### Policy 1.2

The job of the Board is to represent the Diocese in determining and demanding appropriate organizational performance from the Diocesan Schools.

Accordingly:

- 1.2.1 The Board will be the link between the Bishop, as the Proprietor of the Schools, the Diocesan Board and the Schools.
- 1.2.2 The Board will produce the written governing policies which, at the broadest levels, address each category of organisational decisions.
  - 1.2.2.1 *Ends*: Organisational products, effects, benefits, outcomes, recipients, and their relative value (what good for which recipients at what cost).
  - 1.2.2.2 *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - 1.2.2.3 *Governance Process*: Specification of how the Board conceives, carries out, and monitors its own tasks.
  - 1.2.2.4 *Board-Principal Linkage*: How power is delegated and its proper use monitored; the Principal role, authority, and accountability.
- 1.2.3 The Board will produce assurance of Principal performance (against policies in 1.2.2.1 and 1.2.2.2).



## 1.3 - PROGRAMME PLANNING

### Policy 1.3

To accomplish its goals with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually, and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

1.3.1 The cycle will conclude each year on the last day of July so that administrative planning can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.

1.3.2 The cycle will start with the board's development of its agenda for the next year.

1.3.2.1 Consultation with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.

1.3.2.2 Governance education and education related to Ends determination (for example, presentation by, advocacy groups, and staff) will be arranged in the first quarter, to be held during the balance of the year.

1.3.2.3 The Board Calendar is to be based on a 1-year plan based on the Bishop's Engagements and the Schools Calendars.

1.3.3 Throughout the year, the Board will attend to agenda items developed in accordance with 1.3.2.

1.3.4 Principal monitoring will be included on the agenda in the event of policy violations.



## 1.4 - CHAIRMAN'S ROLE

### Policy 1.4

The chairman assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 1.4.1 The job result of the chairman is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organisation.
  - 1.4.1.1 Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the board to decide, not the Principal.
  - 1.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 1.4.2 The authority of the chairman consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the board specifically delegates portions of this authority to others. The chairman is authorised to use any reasonable interpretation of the provisions in these policies.
  - 1.4.2.1 The chairman is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognising).
  - 1.4.2.2 The chairman has no authority to make unilateral decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairman has no authority to supervise or direct the principal.

- 1.4.2.3 The chairman may represent the board to outside parties in announcing board–stated positions and in stating decisions and interpretations within the area delegated to him.
  - 1.4.3 The chairman may appoint members and a chairman for each board committee, unless otherwise stipulated by board policies or the Constitution.

**1.5 - GOVERNANCE GOALS POLICY****Policy 1.5**

The goal of policy governance is for the Board to create clarity through leading, directing and governing the Schools.

Accordingly:

- 1.5.1 The Board will in all instances act in good faith.
- 1.5.2 The Board will function and act in a consistent manner according to the policies in the implemented Policy Governance.
- 1.5.3 The Board will continuously focus on the achievement of the Mission and policies in the Ends domain while performing its duties.
- 1.5.4 The Board will be cognisant of its legal responsibility and moral obligation.
- 1.5.5 The Board will be the high-integrity linkage with the Diocese and will be unbiased and comprehensive.
- 1.5.6 The Board will ensure organisational performance, which is achieved through a performance-based system which recognises and rewards based on performance
- 1.5.7 The Board will be trusting in instances where responsibilities are delegated.



**1.6 - GOVERNING BODY MEMBER'S CODE OF CONDUCT POLICY****Policy 1.6**

The Board commits itself and its members to Biblical, ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly:

- 1.6.1 Members must be loyal to the Schools without conflict of interest. Loyalty to the Schools shall avoid any conflicting loyalty to other interest groups or membership of other boards or staff. The interests of the Schools come before the personal interest of any Board member acting as a receiver or supplier of services to the Schools.
- 1.6.2 Members must avoid conflicts of interest with respect to their fiduciary responsibility.
  - 1.6.2.1 There must be no self dealing or any conduct of private business or personal services between any Board member and the Schools except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - 1.6.2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent himself, without comment, from not only the vote but also from the deliberation.
  - 1.6.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. In the event of a possible conflict of interest, then such possibilities are to be disclosed to the Board prior to any action being taken.
- 1.6.3 Board members may not attempt to exercise individual authority over the Schools except as explicitly set forth in the Board policies.

- 1.6.3.1 Board members' interaction with the Principal or with staff must recognise the lack of authority vested in individuals except when explicitly authorised by the Board.
  - 1.6.3.2 Board members interaction with public, press or other entities must recognise the same limitation and inability of any Board member to speak for the Board, except the Chair when officially obligated, to repeat explicitly stated Board decisions.
  - 1.6.3.3 Board members will give no consequence or voice to individual judgements of the Principal or staff performance.
- 1.6.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 1.6.5 Board members must unconditionally accept the Statement of Faith.
- 1.6.6 If a Board member, who has school-going children, is in arrears for 2 months or more scheduled fee payments, the member shall cease to be a Board member immediately. This shall not disqualify the member from being re-elected or co-opted when he is no longer in debt to the Schools.



**1.7 - GOVERNING BOARD MEMBER'S INDIVIDUAL RESPONSIBILITY POLICY****Policy 1.7**

The Board commits itself to the individual and collective participation of its members to ensure its leadership success.

Accordingly, each board member is expected to participate in the following ways:

- 1.7.1 Attendance – As Board contemplation, deliberation and decision making are processes which require wholeness, collaboration and participation, attendance at board meetings is required of board members.
- 1.7.2 Preparation and participation – board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Board members will ensure that they understand the policy governance model, and are able to apply the principles and continually refresh their knowledge of the model. Board members will also ensure that board self-evaluation occurs at each meeting.
- 1.7.3 Board discipline – Board members will formally commit to observing board policies, enforce the agreed-upon rules when they are violated by Board members, and support the Board Chairman and any other board member exercising group discipline.
- 1.7.4 Members as individuals - the Principal is accountable only to board as a body, and not to individual members. Accordingly, the relationship between the Principal and individual members of the Board, including the Board Chairman, is collegial, not hierarchical.



- 1.7.5 Volunteerism - Individual board members may make themselves available to staff to help or advise and when so doing they must remember that they are doing so not as a board member but as an individual, holding no power from the Board.
- 1.7.6 Support of and participation in school events – all board members are expected to demonstrate their commitment to the Schools by participation and support of School events, including official meetings, fundraising and/or social events, work days, promotions and cultural and/or sporting activities.
- 1.7.7 Board members will commit to regularly pray for the Schools and where possible attend scheduled prayer meetings for the Schools.
- 1.7.8 The board shall create no office for the purpose of helping advising, instructing, or exercising responsibility for or authority over any aspect of the organisation that has been delegated to the Principal.

**1.8 - BOARD COMMITTEE PRINCIPLES AND STRUCTURES POLICY****Policy 1.8**

Board's Standing committees, when used, will be assigned to help the Board in the more effective and efficient execution of its job in specific areas of focus, eg Finance, Personnel/HR and will so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Principal. Ad-hoc Committees are set up to execute specific non-regular assignments, Unless otherwise stated, an ad-hoc committee ceases to exist as soon as its task is complete. A Board committee derives its existence and charge from the Board, regardless of whether Board members sit on the committee.

Accordingly:

- 1.8.1 Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy proposals and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
- 1.8.2 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Principal.
- 1.8.3 Board committees cannot exercise authority over staff. Because the Principal works for the full board, he will not be expected to obtain approval from a Board committee before an executive action.
- 1.8.4 Board committees are to avoid over-identification with parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.

- 1.8.5 Ad-hoc Board committees will be used sparingly and ordinarily in a temporary capacity.
- 1.8.6 This policy applies to any group which is formed by board action, whether or not it is called a committee. It does not apply to committees formed under the authority of the Principal.
- 1.8.7 Every committee meeting is to be minuted and these minutes must be made available to the Board.
- 1.8.8 Board committees will function under the auspices of Board members.
- 1.8.9 The Board Chairman and Principals are ex-officio members of all committees.

**1.9 - GOVERNANCE COMPOSITION POLICY****Policy 1.9**

The composition of the Board shall be such that it is able to act on behalf of the Diocese in its entirety.

Accordingly:

- 1.9.1 The Diocesan Bishop shall appoint members to the Board to cover all the skills and expertise required for effective governance and in accordance with the constitution, directives and policies of the Diocese. Co-opting of individuals onto the Board should be done so as to enhance the ability of the Board to represent the ownership in its entirety.

<b>1.10 - GOVERNANCE ENHANCEMENT POLICY</b>
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**Policy 1.10**

The Board will strive for continuous performance improvement and invest in its governance ability.

Accordingly:

1.10.1 Board skills, methods and supports will be sufficient to ensure governing with excellence.

1.10.1.1 An on-boarding Training package will be used to orientate new Board members, as well as retraining to maintain and increase existing member's skills and competences.

1.10.1.2 Outside monitoring assistance, including peer review, will be arranged from time to time so that the Board can exercise confident control over organisational performance. This includes but is not limited to financial audits.

1.10.2 Board costs will be prudently incurred, though not at the expense of endangering the development or improvement of knowledge and skills

1.10.2.1 Up to 0.5 % of the School's turnover in each financial year may be used for training Board members, including attendance at external conferences and workshops.

1.10.2.2 Up to 0.5 % of the School's turnover in each financial year may be used for evaluation and other third party monitoring of the School's performance.



<b>1.11 - ACADEMIC EXCELLENCE POLICY</b>
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**Policy 1.11**

The Board will be accountable for the quality of education at the Evo Diocesan Schools.

Accordingly, the Board will ensure that:

1.11.1 The Principal accepts responsibility for the quality of academic and spiritual education at the School.

1.11.2 The Principal will provide the Board with input as to the capability of relevant teaching methods, personnel and premises to support quality education.

1.11.3 The Principal will be accountable to the Board for compliance with laws, regulations and standards that may be binding on teachers and the school management.

1.11.4 The Principal will be accountable for internal and external review of educational performance from time to time.

<b>2.0 - UNITY OF CONTROL POLICY</b>
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**Policy 2.0**

Only decisions of the Board acting as a body are binding on the Principal.

Accordingly:

2.0.1 Decisions or instructions of individual Board members, officers or committees are not binding on the Principal except in rare instances when the Board has specifically authorized such exercise of authority.

2.0.2 In the case of Board members or committees requesting information or assistance without Board authorization, the Principal can refuse such requests that require, in the Principal's opinion, a material amount of staff time or funds, or are disruptive, or are confidential or irrelevant. Such cases must be brought to the attention of the Board Chairman.



**2.1 - AUTHORITY AND ACCOUNTABILITY POLICY OF THE PRINCIPAL****Policy 2.1**

The Principal is the Boards only official link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Principal.

Accordingly:

- 2.1.0 Save in the Staff member's capacity as a Board member, the Board will never give instructions to persons who report directly or indirectly to the Principal.
- 2.1.1 Save in the Staff member's capacity as a Board member, the Board will refrain from evaluating either formally or informally, any staff other than the Principal and the Administration Officer of the Board.
- 2.1.2 The Board will view the Principal's performance as identical to organisational performance, so that organisational accomplishment of the Board's stated Ends and avoidance of the Board's disallowed means will be viewed as successful Principal performance.

## 2.2 - DELEGATION TO THE PRINCIPAL

### Policy 2.2

The Board will instruct the Principal through written policies that prescribe the organisational Ends to be achieved and describe organisational situations and actions to be avoided, allowing the Principal to use any reasonable interpretation of these policies.

Accordingly,

2.2.1 The Board will develop policies instructing the Principal to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called "*Ends policies*".

2.2.2 The Board will develop policies that limit the latitude the Principal may exercise in choosing the organisational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called "*Executive Limitations policies*".

2.2.3 As long as the Principal uses any reasonable interpretation of the Board's Ends and Executive Limitation policies, the Principal is authorised to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

2.2.4 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Principal domains. By doing so, the Board changes the latitude of choice given to the Principal. But as long as any particular delegation is in place, the Board will respect and support the Principal's choices.



**2.3 - MONITORING PRINCIPAL'S PERFORMANCE POLICY****Policy 2.3**

Systematic and rigorous monitoring of the Principal's job performance will be solely against the expected Principal's job outputs: organisational accomplishment of Board policies on Ends and organisational operation within the boundaries established in Board policies on Executive Limitations.

2.3.1 Monitoring is simply to determine the degree to which the Board policies are being met. Information that does not do this will not be considered to be monitoring information.

2.3.2 The Board will acquire monitoring information by one or more of the following three methods:

(a) by internal report, in which the Principal discloses compliance information to the Board,

(b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and

(c) by direct Board inspection, in which a designated member or members of the Board assesses compliance with the appropriate policy criteria.

2.3.3 In every case, the standard for compliance shall be reasonable interpretation by the Principal of the Board's policy being monitored.

2.3.4 All policies which instruct the Principal will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

*Policy*

*Method*

*Frequency*

Policy Manual		Policy Type: Board/Principal Linkage
Treatment of Parents and Guardians	Internal	Annually
Treatment of Employees	Internal	Annually
Treatment of Learners	Internal	Termly
Asset Protection and Management	Internal	Quarterly
Financial Activities and Condition	Internal	Quarterly
Programme Quality	Internal	Annually
Safety and Security	Internal	Quarterly
Communication and Support to the Board	Inspection	Annually
Ends Policy	Internal	Annually
Admissions	Internal	Annually

<b>3.0 - GENERAL EXECUTIVE CONSTRAINT POLICY</b>
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**Policy 3.0**

The Principal shall not cause or allow any procedure, practice, activity, decision or circumstance that is either unlawful, imprudent or in violation of commonly accepted business, professional and biblical ethics.

Accordingly,

**3.1 Admissions**

With respect to those applying to the School, the Principal shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, that fail to provide appropriate confidentiality and privacy, or that deviate materially from the Board's Ends policies.

**3.2 Communication and Support to the Board**

The Principal shall not permit the Board to be uninformed or unsupported in its work.

**3.3 Ends Focus of Grants or Contracts**

The Principal shall not give or receive any grant or enter into any contract arrangements that fail to (1) support the Ends policies or (2) avoid unacceptable Means

**3.4 Financial Considerations**

### **3.4.1 Asset Protection and Management**

In accordance with the Constitution, the acquisition or disposal of fixed property and major assets must be approved at the appropriate levels of authority. Major assets are here defined as goods, commodities, marketable securities or any other property with a value as defined in the approved annual guidelines. The Principal shall not allow any of the School's assets to be unprotected, inadequately maintained or unnecessarily risked.

### **3.4.2 Financial Activities and Condition**

With respect to the actual ongoing financial condition and management and administration of funds, as per the approved budget, the Principal shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditure from Board priorities established in Ends policies.

## **3.5 Fundraising**

The Principal is not authorised to undertake any fundraising activities without approval from the Board. Such funds are to be distributed at the discretion of the Principal in consultation with the Board, according to the approved annual guidelines and the fundraising budget and plan. Fundraising shall not conflict with the Ends policies nor compromise the Christian witness of the School.

## **3.6 Outreach**

The Principal shall not fail to facilitate outreach into the community, including in such a manner that learners can be involved and equipped for service in society.

## **3.7 Principal Succession**

In order to protect the Board from sudden loss of Principal services, the Principal shall not fail to designate and inform the Board of more than one staff member , including at least one Vice Principal, familiar with the Board's issues and processes, and involved in School management issues and processes.

### **3.8 Programme Quality**

With respect to the programmes produced and services provided by the School, the Principal shall not fail to ensure that these programmes/services meet or exceed industry standards for excellence in programme quality and safety while seeking to facilitate the maximizing of individual potential in order to fulfil the particular purpose for which each individual has been created.

### **3.9 Safety and Security**

With respect to students, teachers and other persons on the premises, the Principal shall not cause or allow conditions, procedures or decisions that are unsafe, do not comply with regulations, or that fail to provide appropriate safety and security.

### **3.10 Treatment of Employees**

With respect to the treatment of staff and/or volunteers, the Principal shall not cause or allow anything that is unfair, unsafe, undignified, unnecessarily intrusive or that fails to provide appropriate confidentiality and privacy.

### **3.11 Treatment of Students**

With respect to the treatment of students, the Principal shall not cause or allow conditions, procedures or decisions that are unfair, unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy.



### **3.12 Treatment of Parents and Guardians**

With respect to interactions with parents/guardians or potential parents/guardians, the Principal shall not cause or allow conditions, procedures or decisions that are mutually unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy.

## 3.1 - ADMISSIONS

### Policy 3.1

With respect to those applying to the School, the Principal shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, that fail to provide appropriate confidentiality and privacy, or that deviate materially from the Board's Ends policies.

Consequently the Principal shall not:

- 3.1.1 Admit any pupil whose parents or guardians do not agree for the pupil to be brought up in conformity with the Christian faith. This should be confirmed at least by a letter from a pastor.
- 3.1.2 Admit any pupil without a thorough evaluation of, but not limited to, all application forms including references and accompanying documents such as cumulative academic records
- 3.1.3 Admit any pupil whose educational or special needs cannot be met by the School's available resources or programmes.
- 3.1.4 Admit any pupil who demonstrates anti-social or rebellious behaviour, or willful disregard for discipline or scorn for Christian truths and/or values
- 3.1.5 Fail to request a home interview, if in his / her opinion, such an interview is deemed necessary.
- 3.1.6 Fail to keep a summary for reporting to the Board on a quarterly basis. The summary shall include the following:
  - 3.1.6.1 Number of applicants per grade;
  - 3.1.6.2 Number of successful and unsuccessful applications;
  - 3.1.6.3 Reasons for non-acceptance of applications.

- 3.1.7 Fail to file all applications and accompanying reports in the central filing system of the School Administration office. Successful applications shall be filed in the pupil's record files, and unsuccessful applications shall be archived and remain accessible for a period of 3 years.

<b>3.2 - COMMUNICATION AND SUPPORT TO THE BOARD</b>
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**Policy 3.2**

The Principal shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Principal shall not:

- 3.2.1 Neglect to submit monitoring data required by the Board (see policy on Monitoring Principal Performance) in a timely, accurate and understandable manner, directly addressing provisions of Board policies being monitored.
- 3.2.2 Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- 3.2.3 Fail to report in a timely manner on actual or anticipated non-compliance with any policy of the Board, including non-compliance by the Board itself.
- 3.2.4 Fail to raise issues timely and obtain for the Board as many stakeholder and external points of view and opinions as needed for fully informed Board choices.
- 3.2.5 Present information in an unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation and other.
- 3.2.6 Fail to provide a mechanism for official Board or committee communications.
- 3.2.7 Fail to deal with the Board as a whole except responding to members or committees duly charged by the Board.



### 3.3 - ASSET PROTECTION AND MANAGEMENT

#### Policy 3.3

The acquisition or disposal of fixed property and major assets must be approved at the appropriate levels of authority. Major assets are here defined as goods, commodities, marketable securities or any other property with a value as defined in the approved annual guidelines. The Principal shall not allow any of the School's assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Principal shall not:

- 3.3.1 Make any purchase in a manner not consistent with the Diocesan and Board's procurement policy, annual expenditure guidelines and approved budget.
- 3.3.2 Allow unauthorized personnel and volunteers access to material amounts of funds.
- 3.3.3 Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 3.3.4 Negligently expose the School, the Board or staff to claims of liability.
- 3.3.5 Fail to protect intellectual property, information and files from loss or significant damage.
- 3.3.6 Endanger the School's public image or credibility, particularly in ways that would hinder the accomplishment of its mission and ends policy.

### 3.4 - FINANCIAL ACTIVITIES AND CONDITION

#### Policy 3.4

With respect to the actual ongoing financial condition and management and administration of funds, as per the approved budget, the Principal shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditure from Board priorities established in Ends policies.

Accordingly, the Principal shall not:

- 3.4.1 Expend more funds than have been received in the financial year to date, unless the Diocesan guideline for such debt is met, and the expenditure is included in the year's budget and planning
- 3.4.2 Spend / permit spending of funds other than for their designated purposes
- 3.4.3 Indebt the organization for an amount greater than can be repaid by certain unencumbered revenues, without adequate approval, disclosure and planning and in accordance with the annual expenditure guidelines.
- 3.4.4 Use any long term-reserves without disclosure and planning, in addition to adequate approval by the Board.
- 3.4.5 Make a single purchase or commitment of an amount or for a period greater than permitted by the annually approved spending guidelines and Financial authorities Manual, without approval of the Board.
- 3.4.6 Disallow disclosure to Board of all material transactions, in terms of annual guidelines.
- 3.4.7 Accept a donation for any purpose which deviates from the Ends policy or which imposes conditions which are inconsistent with the Ends policy.

3.4.8 Disallow an annual audit of all financial figures to be conducted.

### 3.5 - FUNDRAISING

#### **Policy 3.5**

Funds derived from sources other than School fees are raised to contribute to the general financial resources of the School. Such funds are to be distributed at the discretion of the Principal in consultation with the Financial / Internal Control Manager and Board, according to the approved annual guidelines and the fundraising budget and plan. Fundraising shall not conflict with the Ends policies nor compromise the Christian witness of the School.

Accordingly, the Finance/Internal Control Manager shall not fail to ensure that:

- 3.5.1 He will act as a competent fundraiser who is able to faithfully articulate the School's Mission, Vision and Core Values.
- 3.5.2 A fundraising budget and plan is presented annually for approval by the Board and monitored according to the School's financial policies.
- 3.5.3 All proposals, grant applications and promotional materials are of excellent standard and in line with the School's Mission, Vision and Core Values.
- 3.5.4 Accurate, comprehensive, up to date records and a database of information are maintained of all contacts, donors and donations received.
- 3.5.5 All donors are appropriately acknowledged and thanked



3.5.6 Fundraising amongst parents is governed by the following principles:

- parents shall preferably not be treated as the main source of fundraising; and
- parents are not obligated to support fundraising.

3.5.9 All fundraising activities must be approved by the board.

## 3. 6 PRINCIPAL SUCCESSION

### **Policy 3.6**

In order to protect the Board from sudden loss of Principal services, the Principal shall not fail to designate and inform the Board of more than one staff member, including at least one Vice Principal, familiar with the Board issues and processes, and involved in School management issues and processes.

Accordingly, the Principal shall not fail to ensure that:

- 3.6.1 A professional and leadership development program is in place as to consistently identify, train and expose individuals to leadership criteria and developing these individuals in knowledge, understanding and skills.
- 3.6.2 At least three individuals are identified that have leadership aspirations, potential, talents, expertise, understanding and empathy to fulfil leadership responsibilities.
- 3.6.3 Mentor and coach these individuals with potential for succession, outside of a formal professional and leadership development program (informally).
- 3.6.4 Identified individuals are continuously assessed in terms of effectiveness and development progress.
- 3.6.5 A specific staff member is identified who could act as principal at any possible time for an interim period.

## 3.7 PROGRAMME QUALITY

### **Policy 3.7**

With respect to the programmes produced and services provided by the School, the Principal shall not fail to ensure that these programmes and services meet or exceed industry standards for excellence in programme quality and safety while seeking to facilitate the maximising of individual potential in order to fulfil the particular purpose for which each individual has been created.

Accordingly, the Principal shall not:

- 3.7.1 Alter or deviate from the Vision, Mission and Core Values of the School.
- 3.7.2 Allow expected outcomes to become vague.
- 3.7.3 Fail to implement frequent monitoring of student progress towards the accomplishment of all the expected outcomes
- 3.7.4 Fail to provide students with the opportunity and resources to gain and apply knowledge. This should be continually assessed in terms of relevance to educational requirements.
- 3.7.5 Fail to ensure that the School's daily operational practices consistently model Godliness, Excellence, Patriotism , Integrity, Respect and Passion

## 3.8 SAFETY AND SECURITY

### Policy 3.8

With respect to students, teachers and other persons on the premises the Principal shall not cause or allow conditions, procedures or decisions that are unsafe, do not comply with regulations, or that fail to provide appropriate safety and security.

Accordingly, the Principal shall not:

- 3.8.1 Fail to ensure adequate security for staff, students and members of the public whilst on the school premises.
- 3.8.2 Fail to ensure that adequate first aid is provided at sporting and other School events.
- 3.8.3 Fail to comply with relevant fire protection standards.
- 3.8.4 Fail to ensure that students are informed of and educated with respect to appropriate health, safety and emergency procedures.

## 3.9 TREATMENT OF EMPLOYEES

### **Policy 3.9**

With respect to the treatment of staff and/or volunteers, the Principal shall not cause or allow anything that is unfair, unsafe, undignified, unnecessarily intrusive or that fails to provide appropriate confidentiality and privacy.

Accordingly, the Principal shall not:

- 3.9.1 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions.
  
- 3.9.2 Prevent staff from lodging a grievance with the Board when
  - (1) internal grievance procedures have been exhausted or
  - (2) the employee alleges that Board policy has been violated to his/her detriment.
  
- 3.9.3 Victimise or punish or have disciplinary action instituted against a staff member because he/she raised or lodged a grievance.
  
- 3.9.4 Fail to acquaint all members of staff with this policy
  
- 3.9.5 Employ permanent or temporary teaching staff, including coaches and volunteers, who are not suitably qualified.  
  
Any deviation from the above must be approved by the Board.
  
- 3.9.6 Fail to encourage and motivate staff and to provide opportunities for staff to continually develop their skills, knowledge and ability so that they grow in effective service to Christ and education.

- 3.9.7 Fail to implement the Disciplinary Policy and Procedures fairly, consistently and promptly, with the aim of correcting rather than punishing unacceptable behaviour. This does not mean that the School will not terminate the services of employees in appropriate circumstances.

## 3.10 TREATMENT OF STUDENTS

### **Policy 3.10**

With respect to the treatment of students, the Principal shall not cause or allow conditions, procedures or decisions that are unfair, unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy.

Accordingly, the Principal shall ensure that:

3.10.1 With respect to the code of conduct for student,

3.10.1.1 All students are not ignorant of the requirements of the code of conduct, based on the Core Values;

3.10.1.2 No student is admitted to the school without both the student and parent/guardian agreeing to abide by the code of conduct and committing to this in writing; and

3.10.2 With respect to discipline of students, behaviour that is contrary to Biblical standards and principles or scornful of Christian truths and values shall not go unpunished. The Principal shall ensure that methods of discipline contrary to those based on Biblical principles and values are not employed. Unacceptable behaviour that could lead to a disciplinary enquiry, suspension or expulsion shall not fail to be included in the code of conduct.

3.10.3 The suspension and expulsion policy, according to which a student is found to demonstrate consistent antisocial or rebellious behaviour, a wilful disregard for discipline, scorn for Christian truths and/or values and lack of response to a series of previous disciplinary and rehabilitative strategies, is adhered to.

3.10.4 The student leaders are provided with mentors and role models who model and counsel servant leadership, based on the example of Jesus Christ, which seeks to influence others for their benefit and puts the desires and needs of others before

one's own. The Principal shall ensure that the student leaders are not burdened with tasks and responsibilities that are too onerous or require the exercise of judgement exceeding the age or appropriate maturity of students.

3.10.5 The development of quality relationships between parents, School, Church and community is facilitated.



## 3.11 TREATMENT OF PARENTS AND GUARDIANS

### **Policy 3.11**

With respect to interactions with parents/guardians or potential parents/guardians, the Principal shall not cause or allow conditions, procedures or decisions that are mutually unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy.

Accordingly, the Principal shall not:

3.11.1 Use application forms that elicit information for which there is no clear necessity.

3.11.2 Use methods of collecting, reviewing, transmitting, or storing parent/guardian information that fails to protect against improper access to material elicited.

3.11.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and auditory, for interaction with parents/guardians.

3.11.4 Operate without clear policies on matters of general interest to students and parents/guardians in order to establish with them a clear understanding of what may be expected and what may not be expected of the services offered.

3.11.5 Fail to inform parents/guardians of these policies or to provide a grievance procedure in support of their rights, under this policy.

3.11.6 Fail to operate in partnership with parents/guardians and ensure that there is a mechanism for aggregating inputs from parents/guardians.

3.11.7 Fail to assess, at least annually, the effectiveness of the above mechanism.

## 4.0 PURPOSE

### **Policy 4.0**

The purpose of the School, as detailed in the School's Mission and Vision, is to provide a quality Christian-based education through which children of Christian families can achieve their potential at affordable rates.

Accordingly,

- 4.1 The School shall provide holistic education from JS 1-3 and SS 1-3.
- 4.2 At the completion of their education, students should be thoroughly equipped to live and stand for Christ and thus reach others for Christ.
- 4.3 Based on the level of education received at the School, students should be able to be acceptable at any tertiary institution for further education.

<b>Board Chairperson Description</b>
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The Board Chairperson should be well known and respected and have an understanding of the schools organization and be dedicated to its mission. His values must be consistent with those the Board has identified for itself. He should have the ability to draw the best from individuals and the Board as a whole. He must have a good working relationship with the Principal and be willing to make sufficient time to serve in this capacity.

Role of the Chairperson:

1. Administrative leader of the Board.
2. Works with the Board, in partnership with the Principal to achieve the Mission and Vision of the School.
3. Responsible for the working relations between the Board and the Principal.
4. Responsible for the relations between the Board and the Lord Bishop/Diocese.
5. Models the code of conduct for Board membership to the rest of the Board.
6. The Chairperson with the Board Secretary, produces the agenda for Board meetings.
7. The Chairperson must ensure that the Board has the information it needs to fulfill its role.
8. The Chairperson conducts and facilitates the Board meeting.
9. The Chairperson calls for executive decisions.
10. The Chairperson facilitates the appointment of Board Committees and Committee chairpersons and makes sure that committees complete their tasks on time.
11. The Chairperson is an ex-officio member of all Committees.
12. The Chairperson is the Board's spokesperson to the School community.
13. When necessary the Chairperson keeps all Board members informed between Board meetings.

14. The Chairperson leads in policy development and ensures that all policies are implemented.
15. The Chairperson is responsible for orientation of new Board members.
16. The Chairperson is the problem solver for the Board, he deals with members who break policy or code of ethics.

<b>Board Treasurer Description</b>
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The Board has the ultimate responsibility for the financial viability of the School. The Treasurer has particular responsibility to guide and advise the Board and must be competent to do so, having practical experience and knowledge of financial systems, controls and relevant legislation. He should also be willing to submit all financial decisions to the test of Scripture and must not ignore or downplay applicable Biblical principles or precepts.

**Role of the Treasurer:**

1. Be vigilant and diligent in monitoring the School's financial situation, especially regarding possible threats to financial stability.
2. To inform the Board regularly and timely of the School's financial situation.
3. To be aware of possible conflict of interest and safeguard the School and Board members or Principal against such situations.
4. To ensure that the School complies with legislation and statutory requirements pertaining to financial matters.
5. To chair the Finance Committee.
6. To act as a signatory to The Evo School account and various other documents as required.
7. To liaise with the Finance/Internal Control Manager regarding financial matters and provide expert financial advice if needed.
8. To provide data for the Board when evaluating the Principal's performance with regard to financial responsibilities for the annual assessment process.
9. To liaise with the Finance/Internal Control Manager regarding bad debts and arrange a settlement agreement with the relevant parents/guardians.
10. Ensure that the Finance / Internal Control Manager prepares proposals for sound financial policies and assist the Board in monitoring adherence to those policies.
11. Review financial control systems to safeguard the School's resources.

12. Ensure that The Finance / Internal Control Manager prepares financial reports to the Board at every Board meeting, including at least the balance sheet, income statement and cash flow. Reports shall highlight deviations from budget with explanations and actions being taken to correct such deviations. Ideally the following should also be presented:

- Report on the number of students enrolled compared to the number projected, and compared to the number in the same period of the previous year;
- Report on fundraising activities and results
- Recommendations for budget revisions;
- A list of critical issues which may affect the financial stability of the Schools;
- Other investments (if applicable)

<b>Board Secretary Description</b>
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The Board Secretary has the ultimate responsibility for the accuracy and completeness of the Board documents.

Role of Board Secretary:

1. Responsible for the supervision of the Administration Officer in the administration of the Board's Secretariat
2. Prepare the Schedule of Board meetings
3. Take minutes of the Board meetings.
4. Draft the meeting agenda that the Chairperson approves and distribute the approved agenda to all Board members along with all supporting documentation needed for the Board meeting at least two weeks (or more) before the meeting.
5. Attend all Board meetings and takes the minutes. After the meeting he distributes the draft minutes and once they have been passed, ensures that they are entered into the minute book and signed off.
6. Distribute evaluation forms to the Board after each meeting for the purposes of evaluating the meeting.
7. Notify Board members of any changes to the scheduled or ad-hoc meetings.
8. Receive apologies from Board members not able to attend meetings.
9. Be responsible for keeping Board documents and membership data update.
10. Be responsible for notifying members of the Annual General Meeting and to handle related secretarial work for the Annual General Meeting e.g. reports, ballot papers etc.



11. Be a Chair/member of Standing and Ad hoc Board Committees as determined by the Board Chair.

<b>Board Member Description</b>
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Board Members are represented on the Board as to assist the Board as a whole to achieve its objective.

Role of Board Member:

1. Attend regular meetings of the Board and be accessible for personal contact in between the Board meetings.
2. Provide leadership to Board committees. Each Board member is expected to be prepared to serve as an active, ongoing member of at least one committee. This requires a number of meetings per year plus individual committee task completion time.
3. Commit time to support The Evo School's activities and functions.
4. Responsibly review and act upon committee recommendations brought to the Board for action.
5. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues before the Board.
6. Participate in the annual Board member self-review process.
7. Participate in the any Board development and planning retreat whenever held.
8. In general, utilize personal and professional skills, relationships and knowledge for the advancement of the School.



<b>Committee Chairperson Description</b>
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The Committee Chairperson should be well known and respected and have an understanding of the committee's task and function and be dedicated to it. He should have the ability to draw the best from individuals and the committee as a whole.

Role of Committee Chairperson:

1. Is a member of the Board.
2. Sets the tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's Chairperson.
6. Reports to the full Board on committee's decisions/recommendations.
7. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
8. Initiates and leads the committee's annual evaluation.

<b>Committee Member Description</b>
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Committee Members are represented on the committee as to assist the committee as a whole to achieve its objective.

Role of Committee Member:

1. Regularly attends committee meetings and important related meetings.
2. Makes serious commitment to participate actively in committee work.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about committee matters, prepares himself well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the committee's annual evaluation and planning efforts.

**Signed:**

**Chairman, Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date:.....**

**Secretary, Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date:.....**

**Performance Improvement Coordinator,  
Evo Education Board -**

**Name:.....**

**Signature:.....**

**Date: .....**

