

Introduction to governance of the Academy

This document should be read in conjunction with the Articles of Association, the Funding Agreement, the Governance Handbook, the Competency Framework and the Academies Financial Handbook.



SIR THOMAS RICH'S
GLOUCESTER

Contents

Foreword from the Chair	3
1. Definitions	4
2. Mission statement	6
3. Governance of the Academy.....	7
4. Trustees.....	8
5. Members	13
6. Trustee committees	15
7. Schemes of delegation	17
8. Link Trustees	29
9. Useful links	31
Appendix I – Nolan Principles	32
Appendix II – Trustee visit report template	33

Foreword from the Chair

Welcome to this Introduction to Governance, which is intended to serve as a reference document for the Academy's Governors and others on our governance processes and guiding principles.

As Governors, we must never lose sight of the key principles of Academy governance:

- to provide a strategic view;
- to act as a critical friend to the Academy's leaders;
- to hold the Academy's leaders to account; and
- to ensure that our policies meet the needs of the Academy and its students.



Always at the forefront of our thinking is the quality of our curriculum. "Tommies" has a special combination of tradition, innovation and the promotion of academic excellence and personal development. So, our curriculum offering is designed to:

- be academically challenging, as well as broad, balanced and rich in content;
- facilitate the acquisition of powerful knowledge and understanding, promoting high levels of core knowledge and appropriate skills, so that students are masters of their subject matter;
- encourage students to question, think creatively and critically, and be intellectually curious;
- promote self-discipline, resilience and a lifelong interest in learning;
- give social, moral and spiritual guidance; and
- provide a wide range of extra-curricular activity.

We have high expectations for all our students, including those at risk of under achievement. With these foundations, we aim to develop character and to prepare students for higher education and the world of work, so that they are able to move on to the next phase of life with confidence and ambition.

Teamwork, a good relationship with school leaders, communication, relevant skills and a capacity for constructive engagement and challenge are all elements of cohesive and effective governance. I hope that this Introduction to Governance demonstrates our determination to meet these ideals and to play our part in ensuring that Tommies goes from strength to strength.

Garde Ta Foy!

1. DEFINITIONS

Capitalised terms used herein shall have the following definitions:

Academies Financial Handbook	means the document entitled 'Academies Financial Handbook' published by the Education & Skills Funding Agency as updated from time to time;
Academy	means Sir Thomas Rich's School, being the independent school in Gloucester established and run by the Academy Trust;
Academy Trust	means Sir Thomas Rich's School, being a company limited by guarantee incorporated in England with the registered number 07331954 at registered address Oakleaze, Longlevens, Gloucester GL2 0LF;
Articles of Association	means the articles of association of the Academy Trust as adopted by the Members from time to time (and reference to an Article refers to a specific provision in the Articles of Association);
Assistant Headteacher(s)	means the Assistant Headteacher(s) of the Academy from time to time;
Board of Trustees	is the decision-making body of the Academy Trust and is comprised of the Trustees from time to time;
Bye-Laws	means the rules and bye-laws made by the Trustees from time to time (and reference to a Bye Law refers to a specific rule or bye-law as it appears in the Register of Bye Laws, which is available on the Academy's website);
C&E Committee	means the Curriculum and Evaluation Committee, being a committee of the Trustees;
Chair	means the duly elected chair of the Trustees from time to time;
Clerk	means the clerk to the Trustees or any other person appointed to perform the duties of the clerk to the Trustees from time to time;
Commercial Lead	means the member of Academy staff appointed to lead on commercial aspects of the Academy;
COP Committee	means the Commercial Operations and Premises Committee, being a committee of the Trustees;
Competency Framework	means the document entitled 'A Competency Framework for Governance: The knowledge, skills and behaviours needed for effective governance in maintained schools, academies and multi-academy trusts' published by DfE dated January 2017;

Deputy Headteacher(s)	means the Deputy Headteacher(s) of the Academy from time to time;
DfE	means the Department for Education, being the HM Government department responsible for children's services and education in England;
FARM&S Committee	means the Finance, Audit, Risk and Health & Safety Committee, being a committee of the Trustees;
Finance Director	means Finance Director of the Academy from time to time;
Funding Agreement	means the funding agreement made between (1) the Secretary of State for Education and (2) the Academy Trust dated 15 September 2010 as amended and restated 29 October 2015 and 21 January 2020;
Governance Handbook	means the document entitled 'Governance handbook: Academy trusts and maintained schools' published by DfE dated October 2020;
Governors	means the Members and the Trustees;
Headmaster	means the Headmaster of the Academy from time to time;
Local Authority	means Gloucestershire County Council;
Members	means the members of the Academy Trust from time to time;
Responsible Officer	means the individual appointed by the Board of Trustees to provide Trustees with independent oversight of the Academy's financial affairs, as set out in the document entitled: 'Sir Thomas Rich's School: Financial Policy and Procedures Manual';
SMT	means the Academy's senior management team, comprising the Headmaster, the Deputy Headteacher(s) and the Assistant Headteacher(s) from time to time;
Staff Representatives(s)	means the individual(s) appointed or elected by the Academy staff from time to time to represent them;
Terms of Reference	means the terms of reference of a given Trustee committee, as agreed and amended by the Board of Trustees from time to time;
Trustees	means the directors of the Academy Trust from time to time; and
Vice-Chair(s)	means the duly elected vice-chair(s) of the Trustees from time to time.

2. MISSION STATEMENT

The Academy aims to develop students with self-discipline, a thirst for learning, enquiring and creative minds and an appreciation of our heritage.

Pride in belonging to this Blue Coat school will ensure that pupils profit from the many opportunities they are offered. They will be well prepared to take responsible places in adult life.

The Academy aims to realise this through:

The achievement of the **highest standard of work**



The Academy encourages and expects students to work to the best of their abilities and to achieve the highest possible academic standards. It offers a broad and balanced traditional curriculum, which aims to stimulate students to develop interests and gain deep understanding and knowledge.

The promotion of a wide range of **extra-curricular activities**



The Academy provides, and encourages students to take part in a wide range of extra-curricular activities in order to offer enhanced opportunities for learning and achievement, to increase the sense of belonging and to foster good relationships within the Academy and the community.

The achievement of the **highest standards of behaviour**



The Academy aims to know its students well, as individuals, in which there is a relaxed and friendly, yet purposeful and disciplined atmosphere. It expects students to show respect for and tolerance of other students and staff. It expects very high standards of behaviour and appearance.

The achievement of the highest standards of **support and guidance**



We aspire to excel in our provision of teaching and learning opportunities and pastoral care so that all pupils are encouraged to have high aspirations and are well supported through excellent mentoring and social, moral and spiritual guidance to enable them to achieve their potential.

3. GOVERNANCE OF THE ACADEMY

The Trustees bear overall responsibility for the operation of the Academy. They are tasked with: (1) ensuring the Academy has clarity of vision, ethos and strategic direction; (2) holding executive leaders to account; and (3) overseeing financial performance and practices. The Members play a limited but crucial role safeguarding the Academy Trust's governance.

Effective governance is based on six key features:

- I. **Strategic Leadership** that sets and champions vision, ethos and strategy;
- II. **Accountability** that drives up educational standards and financial performance;
- III. **People** with the right skills, experience, qualities and capacity;
- IV. **Structures** that reinforce clearly defined roles and responsibilities;
- V. **Compliance** with statutory and contractual requirements; and
- VI. **Evaluation** to monitor and improve the quality and impact of governance.

All Governors, both the Trustees and the Members, should fulfil their duties in line with the seven principles of public life (the Nolan Principles, set out at Appendix I) the Staff Code of Conduct (available [here](#)), the relevant provisions of the Companies Act 2006 and the Governance Handbook, amongst other things.

Governors are expected to be ambitious for the children and young people that attend the Academy, both now and in the future.

The governance of the Academy is comprised of the Trustees (see Section 4) and the Members (see Section 5). These individuals are separate and distinct from each other and from the SMT. See Section 7 for the Academy's schemes of delegation.

Further information

Information on the governance of the Academy can be obtained from the Academy's website or by contacting the Clerk, Mrs Nicky Binning, by email (neb@strs.org.uk) or by telephone (01452) 338437.

4. TRUSTEES

The Trustees, led by the Chair, are the directors of the Academy Trust. The Trustees together for the Board of Trustees, which is the decision-making body of the Academy Trust and is accountable and ultimately responsible for the Academy.

There are three types of Trustee:

- I. **Trustees appointed by ordinary resolution** (i.e. by a simple majority of Members) under Article 50; and
- II. **Parent Trustees** elected or appointed under Articles 53-56B (inclusive); and
- III. **Co-opted Trustees** appointed under Article 58.

Although permitted to do so under the latest DfE guidance and the Articles of Association, the Board of Trustees do not appoint the Headmaster nor any other Academy staff member as a Trustee. This is consistent with DfE best-practice guidance. The Headmaster is entitled to attend (but not exercise a vote at) Trustee meetings (Bye Law 1), and the Deputy Headteacher(s) and Staff Observer(s) attend (but do not exercise a vote at) certain Trustee meetings only at the invitation of the Chair (Bye Laws 2 and 3).

The Trustees may from time to time make such Bye Laws as they deem necessary or expedient or convenient for the proper conduct and management of the Academy Trust (Article 137). A register of such Bye Laws is available on the Academy's website.

Role criteria

The Trustees fulfil an important role in the operation and governance of the Academy Trust. They serve as a critical friend to the Academy and, in particular, the SMT.

The Competency Framework sets out the expertise and skills required to operate as a good Trustee. In particular, Trustees must be committed to the Academy and its pupils, have a deep understanding of how the Academy operates, its key areas of strength and for development, and the ability to work competently and in an agile manner including using all relevant technology platforms and applications.

Each Trustee must maintain their own governance improvement plan, which they must produce and agree with the Chair and the Clerk. As part of their governance improvement plan, Trustees must attend regular training regarding their role and the Academy, including without limitation relevant safeguarding training.

Term of office

The term of office for any Trustee is four years (Article 64). Trustees can serve a maximum of three consecutive terms, unless that Trustee has previously served as Chair, in which case that Trustee can serve a maximum of four consecutive terms (Bye Law 4).

Visits

Trustees are asked to conduct not less than five on-site visits in each academic year, one in each of the first half-terms.

Meetings

The Board of Trustees meet regularly, and not less than three times in every academic year (Article 109). Meetings of the Board of Trustees shall be convened by the Clerk.

The Clerk shall circulate to Trustees the agenda for each Trustee meeting together with all relevant reading materials in advance of the relevant Trustee meeting, and no later than 48 hours prior to the Trustee meeting's start time. Trustees wishing to table discussions at a Trustee meeting should therefore inform the Clerk in advance. In the event that a Trustee fails or is unable to so inform the Clerk of a topic for discussion, they shall have an opportunity to raise the topic at the end of the relevant Trustee meeting under "Any other business."

The minutes of Board of Trustee meetings shall be kept by the Clerk and made available to all Trustees. A record of individual Trustee's attendance records at Trustee meeting shall be made available on the Academy's website.

Delegation

The Board of Trustees delegate certain of their duties to certain committees. See Section 6 for a further details on the Trustee committees, and Section 7 for the Academy Trust's schemes of delegation.

Chair

The Board of Trustees elect each academic year one of their number to serve as Chair (Article 82). No Trustee can serve more than six consecutive terms in the office of Chair (Bye Law 6).

The Chair leads the Trustees, and carries out certain executive functions delegated by the Board of Trustees. See Section 7 for the Academy Trust's schemes of delegation.

The Chair works with other Trustees to produce their individual governance improvement plans, monitors their performance and levels of engagement, and bears overall responsibility for the efficacy of the Board of Trustees.

The current Chair is Roger Ogle.

Vice-Chair(s)

The Board of Trustees elect each academic year up to two of their number to serve as Vice-Chair(s) (Article 82). No Trustee can serve more than six consecutive terms in the office of Vice-Chair(s) (Bye Law 6).

The Vice-Chair(s) supports the Chair and carries out certain executive functions delegated by the Board of Trustees. See Section 7 for the Academy Trust's scheme of delegation.

The current Vice Chairs are Tim Connole and Tom Grogan.

Trustees appointed ordinary resolution

The Members may appoint up to nine Trustees by ordinary resolution (Article 50). The current Trustees appointed by ordinary resolution are as follows:

<u>Name</u>	<u>Background</u>	<u>Appointed</u>	<u>Term ends</u>	<u>Prior term(s)</u>
Tom Grogan	Law	06 November 2018	31 October 2022	0
Judith Carrington	Accountancy	5 March 2023	4 March 2027	1
Tim Connole	Education	7 July 2020	6 July 2024	0
Julia May	Law	7 November 2022	6 November 2026	0
Roger Ogle	Finance	27 February 2020	26 February 2024	2
Sian Rodway	Consulting	[16 March 2021]	[16 March 2025]	0
Tim Wilton	Education	30 November 2018	29 November 2022	2

Parent Trustees

The Academy Trust is required to have a minimum of two Parent Trustees at all times (Article 46(b)). The Parent Trustees must be elected or appointed under Articles 53 to 56B inclusive.

The current Trustees appointed by ordinary resolution are as follows:

<u>Name</u>	<u>Background</u>	<u>Appointed</u>	<u>Term ends</u>
Jo Townsend	Education	13 December 2022	12 December 2026
Yasmin Badat		TBC	TBC

Eligibility

The Parent trustee must be a parent, or an individual exercising parental responsibility, of a registered student at the Academy at the time when they are elected (Article 53).

Election

The Board of Trustees is required to make all necessary arrangements for, and determine all other matters relating to, an election of Parent Trustees, including any question of whether a person is a parent, or an individual exercising parental responsibility, of a registered student at the Academy. Any election of Parent Trustees which is contested shall be held by secret ballot (Article 54).

The arrangements made for the election of a Parent Trustee shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if the person prefers, by having their ballot paper returned to the Academy Trust by a registered student at the Academy (Article 55).

Where a vacancy for a Parent Trustee is required to be filled by election, the Board of Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent, or an individual exercising parental responsibility, of a registered student at the Academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so (Article 56)

Each parent, or individual exercising parental responsibility, of a registered student at the Academy shall be entitled to one vote for each Parent Trustee vacancy regardless of the number of registered student that parent, or individual exercising parental responsibility, may have at the Academy.

Board of Trustees right to appoint Parent Trustees

The number of Parent Trustees required shall be made up by Parent Trustees appointed by the Board of Trustees if the number of parents standing for election is less than the number of vacancies (Article 56A).

In appointing a Parent Trustee the Board of Trustees shall appoint a person who is the parent, or an individual exercising parental responsibility, of a registered student at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age (Article 56B).

Co-opted Trustees

The Trustees may appoint Co-opted Trustees. A "Co-opted Trustee" means a person who is appointed to be a Trustee by being co-opted by Trustees who have not themselves been so appointed (Article 58).

5. MEMBERS

The Members are the members of the Academy Trust and are bound by the undertaking set out in Article 8.

Members have a similar role to the shareholders in a company limited by shares. Most notably they:

- may, by special resolution (that is to say, a 75% majority) amend the Articles of Association, subject to any restrictions created by the Funding Agreement or charity law;
- may, by special resolution, appoint new Members and remove existing Members (Articles 15A and 16);
- by ordinary resolution, appoint up to nine Trustees (Article 50);
- by ordinary resolution, remove Trustees (Article 66);
- appoint the Academy Trust's auditors and receive (but not sign) the Academy Trust's annual audited accounts (subject to any provisions in the Companies Act 2006); and
- by special resolution, change the name of and wind-up the Academy Trust, subject to any restrictions created by the Funding Agreement, charity or company law.

Members can also by special resolution direct Trustees to take or omit to take certain actions, though in practice this power is seldom used. Indeed, Members should avoid overstepping their powers or undermining the Board of Trustees' discretion in exercising its responsibilities. In general, Members do not attend Board of Trustee meetings (nor those of any Trustee committee), sit on executive leaders' performance review panels, or even contribute to specific decisions in relation to the Academy Trust's business.

The Members may at each of their meetings elect one of their number by ordinary resolution to act as chair for that meeting (Article 25).

There must at all times be a minimum of three Members (Article 18). An employee of the Academy Trust cannot be a Member (Article 12A). The current Members are as follows:

<i>Name</i>	<i>Background</i>	<i>Appointed</i>
Alan Pilbeam	Education	30 November 2018
Andrew Bishop	Law	30 July 2018
Jan Wilton	Business	30 July 2018
Mark Fenton	Education	[16 March 2021]
Roger Ogle	Finance	27 February 2020

Role criteria

The Members play a limited but crucial role in safeguarding the Academy Trust's governance. While they must ensure they do not stray into undertaking the Trustees' role, they should assure themselves that the governance of the Academy Trust is effective, that Trustees are acting in accordance with the Academy Trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing.

Members must be committed to the Academy and its pupils, have an understanding of how the Board of Trustees operates, its key areas of strength and for development, and the ability to work competently and in an agile manner including using all relevant technology platforms and applications.

Members must attend regular training regarding their role, including without limitation relevant safeguarding training.

Term of office

No individual shall serve as a Member for more than sixteen consecutive years.

An individual who is approaching the end of their sixteenth year as Member shall promptly give the Academy Trust notice in writing of their intention to resign no later than the sixteenth anniversary of their nomination, save only that such an individual may continue to serve as a Member beyond that date for so long as their resignation would cause the Academy Trust to have fewer than three Members at a given time (contrary to Article 12) in which case the Members shall work to appoint further suitable Member(s) without undue delay (Bye Law 9).

Meetings

The Members meet periodically, and not less than two times in every academic year (Bye Law 8). Meetings of the Members shall be convened by the Clerk.

6. TRUSTEE COMMITTEES

The Board of Trustees delegate many of their roles and responsibilities to certain committees, which meet periodically to give detailed consideration to issues, take decisions according to their delegated responsibilities and report back to the Board of Trustees.

The membership and Terms of Reference of each Trustee committee is agreed by the Board of Trustees at its first meeting of each academic year. Amendments to such memberships and Terms of Reference may be made from time to time, but must be ratified at the next meeting of the Board of Trustees.

The Board of Trustees or its committee(s) acting independently may establish working groups, which may include non-Trustees, to deal with specific matters and report back to the Board of Trustees or relevant Trustee committee(s).

Each Trustee committee and working group will decide the frequency, timing and location of its meetings. Each Trustee committee and working group will report at each Board of Trustee meeting its activity since the previous Board of Trustee meeting.

Minutes of each Trustee committee meeting shall be provided to the Board of Trustees, save only that minutes of the Personnel Committee shall be circulated only to the Personnel Committee and the Chair to preserve the confidentiality of the topics discussed.

Permanent Trustee committees

The permanent Trustee committees are as follows

Finance, Audit, Risk Management and Health & Safety Committee

The Finance, Audit, Risk Management and Health & Safety Committee is concerned with the Academy Trust's financial management, budget strategy, audit, risk management and the safety of those who work at or attend the Academy. See Section 7 for the Finance, Audit, Risk Management and Health & Safety Committee's schemes of delegation.

The Finance, Audit, Risk Management and Health & Safety Committee meets four times a year and minutes from these meetings are tabled at Board of Trustees meetings.

The current chair of the Finance, Audit, Risk Management and Health & Safety Committee is Judith Carrington*. The other current members of the Finance, Audit, Risk Management and Health & Safety Committee are: Roger Ogle, Sarah Tufnell and Tom Grogan.

*denotes a Parent Trustee.

Personnel Committee

The Personnel Committee is concerned with all matters of staffing, pay and conditions of service as well as monitoring and evaluating the effectiveness of the SMT. The Personnel Committee also acts as the pay review committee to determine Academy staff salaries, including performance related pay.

The Personnel Committee meets three times a year. The chair of the Personnel Committee provides verbal updates to the Board of Trustees but full minutes from Personnel Committee meetings are kept confidential due to the nature of the business discussed.

The current chair of the Personnel Committee is Tom Grogan. The other current members of the Personnel Committee are Bilal Pandore, Julia May and Roger Ogle.

Commercial Operations and Premises Committee

The Commercial Operations and Premises Committee monitors and evaluates the commercial aspects of the Academy including all Sports Centre operations and lettings and all matters related to the development of Academy premises and grounds.

The Commercial Operations and Premises Committee meets three times a year and minutes from these meetings are tabled at Board of Trustees meetings.

The current chair of the Commercial Operations and Premises Committee is Tim Wilton. The other current member of the Commercial Operations and Premises Committee is Sian Rodway.

Curriculum and Evaluation Committee

The Curriculum and Evaluation Committee is concerned with the Academy's curriculum offer, learning and teaching, as well as the Academy's self-evaluation and improvement. This committee is responsible for reviewing policies that are not covered by other committees.

The Curriculum and Evaluation Committee meets two times a year and minutes from these meetings are tabled at Board of Trustees meetings.

The current chair of the Curriculum and Evaluation Committee is Tim Connole. The other current members of the Curriculum and Evaluation Committee are Julia May*, Roger Ogle and Sarah Tufnell.

*denotes a Parent Trustee.

Admissions Committee

The Admissions Committee is concerned with all aspects of Academy pupil admissions.

The Admissions Committee meets once a year and minutes from these meetings are tabled at Board of Trustees meetings.

The current chair of the Admissions Committee is the Headmaster. The other current members of the Admissions Committee are Tim Connole and Tim Wilton.

7. SCHEMES OF DELEGATION

This Section sets out the schemes of delegation that exist between the Trustees and the SMT.

For the avoidance of doubt, Members do not play a role in the operation of the Academy, nor do they sit on any Trustee committees. The Members therefore do not appear in the schemes of delegation set out below.

A. Finance, Audit, Risk Management and Health & Safety Committee (FARM&S Committee)

Scheme of delegation		
SMT	FARM&S Committee	Board of Trustees
1. Draw up and submit to the FARM&S Committee an annual budget plan for the Academy's funds which must conform to the DfE's requirements.	Consider the annual budget plan proposed by the SMT.	Approve the annual budget plan recommended by the FARM&S Committee.
2. Prepare and submit to the FARM&S Committee any significant proposals for revisions to the budget plan.	Consider any proposed revisions to the annual budget plan proposed by the SMT, if thought proper approve, and report to the Board of Trustees where appropriate.	Receive 'monitoring reports' from the FARM&S Committee on the use of the Academy's resources including monitoring the annual budget.
3. Prepare and submit to the FARM&S Committee the financial statement to form part of the annual report of the governing body to parents and for filing in accordance with Companies Act and Charity Commission requirements from time to time.	Receive financial statements and auditors' reports and recommend to the Board of Trustees such action(s) as appropriate in response to such finance statements and audit findings.	Approve the financial statements and annual report and the responses to the audit findings report as recommended by the FARM&S Committee.
4. Consider the appointment or reappointment of the auditors of the Academy on a regular basis and make any proposals necessary.	Recommend to the Board of Trustees the appointment or reappointment of the Academy's auditors.	Approve the appointment or reappointment of the Academy's auditors.
5. Prepare and submit to the FARM&S Committee the updated risk register.	Review the risk register annually and ensure the risks identified are managed appropriately.	Approve the risk register as recommended by the FARM&S Committee.

6. Ensure compliance with the document entitled 'Sir Thomas Rich's School: Financial Policy and Procedures Manual' and, in particular, the detailed 'Schedule of Financial Delegation' set out therein.	Oversee and monitor the Academy's compliance with the 'Sir Thomas Rich's School: Financial Policy and Procedures Manual ' and in particular, the detailed 'Schedule of Financial Delegation' set out therein.	Receive 'monitoring reports' from the FARM&S Committee.
7. Provide the information required by the Responsible Officer to assist with their reviews.	Review the reports of the Responsible Officer on the effectiveness of the financial procedures and controls and any consider any recommendations made and report on these to the Board of Trustees.	Receive 'monitoring reports from the FARM&S Committee' on the effectiveness of the Academy's financial procedures and controls.
8. Day-to-day risk assessments and Health and Safety compliance.	Monitor risk assessments and day-to-day management of risk and Health and Safety.	Agree health and safety policies and set up arrangements to manage risk and Health and Safety
Headmaster	FARM&S Committee	Board of Trustees
9. Ensure: (i) regularity and probity; (ii) prudent and efficient administration; and (iii) the avoidance of waste and extravagance.	Oversee and monitor the proper use of the Academy's resources including monitoring annual budget.	Receive 'monitoring reports' from the FARM&S Committee on the use of the Academy's resources including monitoring the annual budget.
10 Day-to-day organisation, staffing and management of the Academy.	Oversee and monitor the proper use of the Academy's resources including monitoring annual budget.	Receive 'monitoring reports' from the FARM&S Committee on the use of the Academy's resources including monitoring the annual budget.

B. Personnel Committee

Scheme of delegation		
Headmaster	Personnel Committee	Board of Trustees
<p>1. Make recommendations as to any desired changes to the Academy's management structure, personnel or remuneration, including the SMT.</p>	<p>Consider, and if thought proper approve, any recommended changes to the Academy's management structure, personnel or remuneration.</p> <p>Prepare advertisements and briefing papers for SMT and other Academy management posts.</p> <p>Set up selection panels for SMT and other Academy management posts.</p>	<p>Advertise SMT and other Academy management vacancies nationally.</p> <p>Ratify the Personnel Committee's recommendation to make an appointment to an SMT or other Academy management post.</p>
<p>2. Decide the number of non-SMT or other Academy management staff and the level of remuneration for such staff.</p>	<p>Act as the pay review committee in relation to performance related pay.</p>	
<p>3. Decide on the procedures for appointing non-senior management staff.</p> <p>Conduct interviews and appoint non-senior management staff.</p> <p>Conduct interviews and support non-senior management staff.</p> <p>Set the level of remuneration for non-senior management members of staff.</p> <p>Draft a job specification for any vacant non-senior management post.</p>		

<p>4. Ensure that appropriate targets are set by teachers and departments to maintain high standards of attainment.</p> <p>Set the timing of the performance management, performance related pay and appraisal cycle</p>	<p>Receive updates from the Headmaster on teachers' progress towards meeting their appraisal targets, decisions about performance related pay and the impact of support strategies to improve performance.</p>	<p>Receive an anonymised summary of teachers' progress towards their targets.</p>
<p>5. Consider requests for employees to work part-time, job share and for maternity and paternity leave and make decisions as appropriate.</p>	<p>Receive updates from the Headmaster on requests for employees to work part-time, job share and for maternity and paternity leave.</p>	
<p>6. Provide feedback on and evaluate the performance of the SMT and other Academy management staff.</p>	<p>Approve annual appraisal targets for the SMT and other Academy management staff.</p> <p>Evaluate and consider the performance of the SMT and other Academy management staff.</p> <p>Set the level of remuneration of the SMT and other Academy management staff.</p>	<p>Receive verbal 'monitoring reports' from the Personnel Committee on the SMT's progress towards their and the Academy's annual targets.</p>
<p>7. Issue formal written warnings to staff in appropriate circumstances.</p>	<p>Issue formal written warnings to staff in appropriate circumstances (for example where the Headmaster has been involved in investigations leading up to suspension).</p>	<p>Hear appeals against the decision of the Headmaster or the Personnel Committee to issue a formal written warning to an employee.</p>

<p>8. Suspend or end the suspension of staff in appropriate circumstances.</p>	<p>Suspend or end the suspension of staff in appropriate circumstances (for example where the Headmaster has been involved in investigations leading up to suspension).</p>	<p>Hear appeals against the decision of the Headmaster or the Personnel Committee to suspend an employee.</p>
<p>9. Dismiss staff in appropriate circumstances.</p>	<p>Dismiss staff in appropriate circumstances (for example where the Headmaster has been involved in capability or disciplinary matters leading up to dismissal).</p> <p>Decide whether any payment should be made in respect to dismissal or to secure the resignation of a member of staff.</p>	<p>Hear appeals against the decision of the Headmaster or the Personnel Committee to dismiss an employee.</p>
<p>10 Implement all policies relating to appraisal, personnel such as capability, disciplinary and grievance procedures.</p>	<p>Develop and adopt all necessary policies relating to personnel such as capability, disciplinary and grievance procedures.</p>	<p>Receive 'monitoring reports' from the Personnel Committee on capability, disciplinary, grievance, suspension or dismissal.</p>

C. Commercial Operations and Premises (COP) Committee

Scheme of delegation		
SMT and Commercial Lead	COP Committee	Board of Trustees
1. Draw up and submit for approval an annual budget plan for the Academy's commercial operations.	Consider, and if thought proper recommend to the Board of Trustees, the budget plan proposed by the Commercial Lead.	Consider, and if thought proper approve, the annual budget plan recommended by the COP Committee.
2. Prepare and submit for approval any significant proposals for revisions to the budget plan.	Consider any proposed revisions to the annual budget plan proposed by the Commercial Lead, and if thought proper agree them and report them to the Board of Trustees where appropriate.	Receive 'monitoring reports' from the COP Committee on the income generation and spend of the Academy's commercial operations.
<p>3. Day-to-day management of the Academy's commercial operations and premises including risk assessments and health and safety compliance.</p> <p>Decide on what charges to levy for commercial activities.</p> <p>Day-to-day deployment and management of staff involved in the Academy's commercial activities, including without limitation the exercise of efficient working practices proper discipline.</p>	<p>Oversee and monitor the income generation and spend of the Academy's commercial operations.</p> <p>Receive updates as to the level of charges levied for commercial activities.</p> <p>Develop and adopt all policies relating to the Academy's commercial operations and premises.</p>	<p>Receive 'monitoring reports' from the COP Committee on the day-to-day management of the Academy's commercial operations.</p> <p>Approve reports from the COP Committee on major premises developments and Academy building design and usage.</p>

	Consider major premises developments and agree on building design and usage.	
4. Ensure probity and efficient receiving of payments, and taking reasonable steps to minimise bad debt.		

D. Curriculum and Evaluation (C&E) Committee

Scheme of delegation		
SMT and Commercial Lead	C&E Committee	Board of Trustees
1. Produce the Academy's self-evaluation summary	Appraise the Academy's self-evaluation summary and contribute to its development.	Consider, and if though proper approve, the Academy's self-evaluation summary.
2. Produce the Academy's 1 Year Improvement plan	Monitor the implementation of strategies identified in the Academy's 1 Year Improvement plan.	Consider, and if though proper approve, the Academy's 1 Year Improvement Plan.
3. Produce the Academy's Medium Term Development Plan.	Monitor the implementation of strategies identified in the Academy's Medium Term Development Plan.	Consider, and if though proper approve, the Academy's Medium Term Development Plan.
4. Monitor and improve the effectiveness of staff development and continued professional development.	Monitor the effectiveness of staff development and continued professional development.	Receive 'monitoring reports' from the C&E Committee on improvement and development plans' progress.
5. Monitor student progress and attainment, including the performance of groups of pupils. Review the attainment of pupils using ASP, FFT, Ofsted ISDR, Academy-based tracking mechanisms and effect intervention strategies to raise attainment.	Receive reports on student progress and attainment, including the performance of groups of pupils. Monitor the attainment of pupils using ASP, FFT, Ofsted ISDR and Academy based tracking mechanisms.	Receive 'monitoring reports' from the C&E Committee on pupil progress.
6. Determine and organise an appropriate curriculum for the Academy.	Ensure that a broad and balanced curriculum is implemented in the Academy.	Ensure that the curriculum is balanced and broadly based.
7. Monitor the quality of learning and teaching, behaviour and attendance and range of extra-curricular activities and effect Academy improvement.	Monitor learning and teaching through considering summaries of lesson observations and 'book pulls' and feedback from Trustee visits.	Receive 'monitoring reports' from the C&E Committee on learning and teaching, behaviour and attendance and extra-curricular activities.

	<p>Monitor behaviour and attendance through examining data on bullying incidents, racist incidents, detentions and exclusions including examining equality measures.</p> <p>Monitor the provision of extra-curricular activities.</p>	
<p>8. Implement the Academy's curriculum policies.</p>	<p>Monitor the implementation of the Academy's curriculum policies and to develop, review and adopt all policies not covered by the FARM&S Committee and Personnel Committee.</p>	

E. Admissions Committee

Scheme of delegation		
SMT & Admissions Officer	Admissions Committee	Board of Trustees
<p>1. Coordinate testing arrangements, in-year admissions, late tests and appeals in accordance with the Academy's policies.</p>	<p>Develop and adopt all policies relating to admissions.</p> <p>Recommend which pupils should be admitted to the Academy in accordance with its admissions policy and the Local Authority co-ordinated scheme.</p>	<p>Set up arrangements for pupil admissions.</p>

F. Exclusions

Scheme of delegation		
Headmaster	Board of Trustees	Exclusions Panel
<p>1. The Headmaster can exclude a pupil for one or more fixed periods, up to a maximum of forty-five Academy days.</p> <p>Full details of the Headmaster's power to exclude can be found here.</p>	<p>With respect to</p> <ul style="list-style-type: none"> - any permanent exclusion; - any fixed term exclusion which brings the total Academy days excluded to more than fifteen in a term; and - any exclusion that will result in that pupil missing a public exam or national curriculum test <p>the Board of Trustees must consider the decision made by the Headmaster through setting up an exclusions panel.</p> <p>The Board of Trustees has fifteen Academy days from the day it receives notice of the exclusion to meet and consider the decision. The Board must have due regard to the parent(s)' (or person(s) exercising parental responsibility's) representations about the exclusion.</p> <p>With respect to any fixed term exclusion that will take the pupil's total days excluded above five for the term (where the parent(s) (or person(s) exercising parental responsibility) has requested such a review), the Board of Trustees has fifty Academy days from the day it receives notice of the parent(s)' (or person(s) exercising parental</p>	<p>The Board of Trustees decides who will sit on the panel.</p> <p>Trustees on a given exclusions panel should be impartial and have no prior connection to the pupil or had any involvement in the exclusion process.</p> <p>Minutes should be taken at any review meetings.</p> <p>Further details of the exclusion panel procedures can be found here.</p>

	responsibility's) representations about the exclusion to consider	
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8. LINK TRUSTEES

The Link Trustee scheme enables Trustees to be better informed about the day-to-day working of the Academy and provides a link between the Board of Trustees and other members of the Academy community.

Link Trustees have a delicate role to play and should avoid appearing intrusive or being unnecessarily judgemental. Link Trustees make periodic visits to the Academy, which should be planned and agreed with the Headmaster and relevant staff. Link visits aim to:

- I. **develop supportive relationships** between Trustees and Academy staff;
- II. **familiarise Trustees** with the working environment of the Academy; and
- III. enable Trustees to **observe the implementation of policies**.

Link Trustee visits are not intended for:

- A. making judgements about the quality of teaching;
- B. checking on the progress of specific pupils;
- C. pursuing personal agendas; or
- D. monopolising staff time.

Trustees must observe principles of confidentiality in conversations between them and staff and in subsequent feedback to other Governors and SMT.

Trustees should make themselves available for discussions with all individual staff concerned, and observe all relevant class/Academy guidelines.

Every Trustee visit must have an agreed purpose agreed with the Headmaster, SMT, the Chair, the Vice-Chair(s) or the Board of Trustees, as appropriate. Trustees should produce a written report following each of their visits, consistent with the template provided at Appendix II. These written reports will be circulated to the Board of Trustees and kept by the Clerk.

The current Link Trustees are as follows:

<i>Link</i>	<i>Trustee</i>
Behaviour and Personal Development	Sarah Tufnell
Careers and Employer Engagement	Sian Rodway
Catering	Judith Carrington
Child Protection & Safeguarding	Roger Ogle & Tom Grogan
Collective Worship	Julia May
Complaints	Chair of Trustees
Data Management	Tom Grogan
Diversity & Inclusion	<i>vacancy</i>
Extra Curricular	Julia May & Tim Wilton

Finance, Charges & Remissions	Judith Carrington
Health & Safety	Tim Wilton
Leadership & Management	Roger Ogle
Learning & Teaching	Tim Connole
PHSE & Sex Education	Julia May
Risk Management	Sian Rodway
Special Educational Needs, Disability & Pupil Premium	Tim Connole
Widening Access	Sian Rodway

In addition to the Link areas, the C&E Committee organises a programme of Trustee visits to Academy departments.

Trustees are asked to conduct between one and three Link visit in each Academy year, in respect of one or more of their Link areas.

9. USEFUL LINKS

[Articles of Association](#)

[Competency Framework](#)

[Department for Education](#)

[Facebook](#)

[Funding Agreement](#)

[Governance Handbook](#)

[Governors and policies hub](#)

[Governors for Schools](#)

[Instagram](#)

[Keeping Children Safe in Education](#)

[LinkedIn](#)

[The Key](#)

[Twitter](#)

APPENDIX I – NOLAN PRINCIPLES

The Seven Principles of Public Life were originally published by the Nolan Committee in October 1994, to consider standards of conduct in various areas of public life, and to make recommendations. They are as follows:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

APPENDIX II – TRUSTEE VISIT REPORT TEMPLATE

TRUSTEE ACADEMY VISIT — [PURPOSE]

Part 1: Plan and purpose of the visit	
Name and role of Trustee	
Name and role of staff	
Date and time of visit	
Agreed focus	
Relevant Academy objective or priority	
Trustee preparatory notes	

Part 2: Trustee observations and comments
What is the Academy doing within this area of focus?

Part 2: Trustee observations and comments

How do you know the Academy's actions are having an effect?

Part 3: Areas for follow-up with the Headmaster, Chair or Vice-Chair(s)