



*Anchored in Christ*

# Governing Board Important Documents incorporating:

1. Scheme of Delegation
2. Terms of Reference
3. Governors code of conduct
4. Governors Training plan
5. Governors annual work plan

**Date to be reviewed:**  
**Summer term 2021**

**Responsibility of:**  
**Full Governing Board**

**Date ratified by Governing Board:**  
**30th June 2020**

## Introduction

This document outlines the scheme of delegation for decision making at Chelsea Academy. It outlines who makes which decisions and clarifies the roles of each person in the Trust. In addition it shows what the different subcommittees are responsible for and how decisions are made.

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### 1. Chelsea Academy Scheme of Delegation

The Board of governors at Chelsea Academy is accountable in law for all decisions about the Academy. However, this does not mean that the Board is required to make all the decisions itself. Many decisions are delegated to sub committees and the Principal. This document shows areas of responsibility and has been fully agreed by the full Governing Board (FGB).

Our scheme of delegation is published on the Academy’s website and can be found on pages 4 to 5.

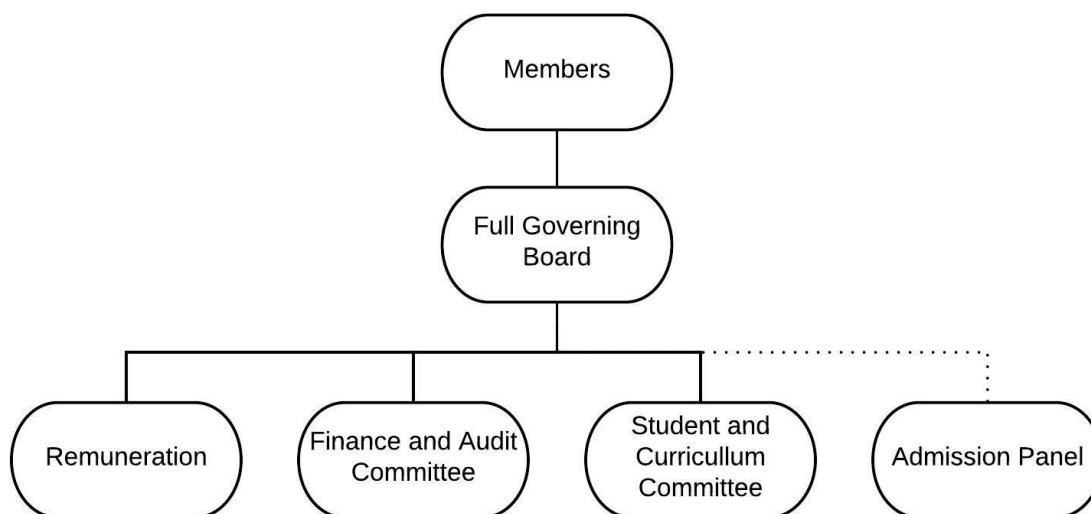
### Legal Structure of the Chelsea Academy and Governors’ Status and Duties

The Chelsea Academy (A Science Academy) is a company limited by guarantee which is registered at Companies House (No: 06176090). As a company Chelsea Academy’s basic powers, rights, duties and responsibilities are derived from the Companies Act 2006 and from its Memorandum and Articles of Association which are its core constitutional documents.

The Academy’s Memorandum of Association states its objects to be “to advance for the public benefit education in the United Kingdom in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a Church of England school offering a broad curriculum with a strong emphasis on but in no way limited to the Sciences and to be conducted in accordance with the principles and practices of the Church of England”. The Memorandum then sets out the Academy’s powers which must always be exercised in furtherance of the objects. The Academy (like any company) cannot do anything unless it has the power to do it under the terms of its Memorandum.

As a company limited by guarantee it does not have shareholders but has two members, the Royal Borough of Kensington and Chelsea and the London Diocesan Board for Schools. An appointment as a Governor of the Chelsea Academy means that the individual becomes a Director of the company and has all the duties of a Director as set out in the Companies Act and under the common law. The Chelsea Academy is also a charity registered with the Charity Commission and therefore has to comply with all charity laws as well as the requirements of the Charity Commission. An appointment as a Governor of the Chelsea Academy means that the individual also becomes a Trustee of the charity and has all the duties of a charity trustee under charity law.

### The structure of the Governing Board at Chelsea Academy



### **Lines of accountability**

The Governing Board delegates responsibility for delivery of the vision and strategy to the Principal. The Board will hold the Principal to account for the performance of the Academy. Different subcommittees have responsibility for different aspects of the Academy and these are outlined in the individual terms of reference for each subcommittee.

### **Roles and Responsibilities**

#### The role of the members

The members of the trust have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of Association. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust Board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

While members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust Board, and in line with DfE expectations, not all members should be trustees. The DfE has amended the model articles to state that members are not permitted to be employees of the Academy trust.

#### The role of the trustees

The trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum and articles of association. The Board of Trustees is the accountable body for the performance of all schools within the trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the executive to account for the educational performance of the schools and their students, and the performance management of staff;
3. Oversee the financial performance of the trust and make sure its money is well spent.

Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. We use the term trustee (and more regularly than this, governor) as it avoids possible confusion caused when executive leaders are called directors but are not company directors and trustees.

The Governing Board is permitted to exercise all the powers of the Academy trust. The trust Board will delegate to the Principal responsibility for the day to day operations of the trust. The trustees can determine whether to delegate any governance functions.

The trust has the right to review and adapt its governance structure at any time which includes removing delegation and governors.

#### The role of committees

The trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust Board. However these committees are not legally responsible or accountable for statutory functions – the trust Board retains overall accountability and responsibility. The responsibilities of Board committees are set out in their terms of reference; the responsibilities for school Governing committees are set out in the scheme of delegation. The trust Board may appoint committee members and committee chairs.

The role of the Academy Principal

The Academy Principal is responsible for the day to day management of the Academy and is managed by the Governing Board and specifically the Chair of Governors.

Area	Decision	Delegation		
		Members	FGB	Principal
<b>Governance framework</b>				
People	Members: Appoint/Remove	✓		
	Trustees: Appoint/Remove		✓	
	Chair of Governors: Appoint/Remove	✓		
	Auditors: Appoint/Remove	✓		
	Role descriptions for members	✓		
	Role descriptions for trustees/chair/specific roles/committee members: agree		✓	
	Parent trustee/committee member: elected		✓	
	Committee chairs: appoint and remove		✓	
	LGC chairs: appoint and remove		✓	
	Clerk to Board: appoint and remove		✓	
	Systems and Structures	Articles of association: agree and review	✓	✓
Governance structure (committees) for the trust: establish and review annually			✓	
Terms of reference for trust committees (including audit if required, and scheme for Academy committees): agree annually			✓	
Terms of reference for LGC/local committees: agree and review annually			✓	
Skills audit: complete and recruit to fill gaps			✓	
Annual self review of trust Board and committee performance: complete annually			✓	
Annual self review: complete annually			✓	
Chair's performance: carry out 360 review periodically			✓	
Trustee / committee member contribution: review annually			✓	
Succession: plan			✓	✓
Annual schedule of business for trust Board: agree			✓	
Reporting	Trust governance details on trust and academies' websites: ensure			✓
	Academy governance details on Academy website: ensure			✓
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish			✓
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data		✓	

	protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve			
	Determine Academy level policies which reflect the Academy's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve			✓
	Management of risk: establish register, review and monitor		✓	
	Engagement with stakeholders		✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	
	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			✓
	Academy Principal : Appoint and dismiss		✓	
	Budget plan to support delivery of Academy key priorities: agree		✓	✓
	Academy staffing structure: agree		✓	✓
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	✓
	Reporting arrangements for progress on key priorities: agree		✓	
	Performance management of Academy Principal : undertake		✓	
Ensuring financial probity	Academy's scheme of financial delegation: establish and review		✓	
	External auditors' report: receive and respond	✓	✓	
	Academy Principal pay award: agree		✓	
	Staff appraisal procedure and pay progression: monitor and agree		✓	✓
	Benchmarking and Academy value for money: ensure robustness		✓	

## 2. Division of responsibility between the Governing Board and Principal

While the Governors carry the ultimate responsibility for the running of the Chelsea Academy their role is non executive and so they are permitted to and do delegate its day to day running to the Principal. The table below outlines the division of responsibility between the Governing Board and Principal.

Area	Principal	Governing Board
<b>Overall responsibilities</b>	<ul style="list-style-type: none"> <li>Runs the Academy on a daily basis.</li> <li>Advises governors.</li> <li>Is the main influence on the Governing Board's decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Determines, and ensures the clarity of, the aims, ethos and priorities of the Academy.</li> <li>Acts as critical friend – asking supportive and challenging questions.</li> <li>Delegates the power to run the Academy to the Principal.</li> <li>Holds senior leadership to account for the educational performance of the organisation and its students, and the performance management of staff.</li> <li>Oversees the financial performance of the Academy and makes sure its money is well spent.</li> </ul>
<b>Planning and policy making</b>	<ul style="list-style-type: none"> <li>Writes and formulates the Academy development plan (ADP) Drafts the detailed action plans.</li> </ul>	<ul style="list-style-type: none"> <li>Is involved in planning discussions and decisions through its committees.</li> <li>Agrees the final ADP.</li> <li>Ratifies whole-Academy policies.</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>Supplies information and advice and produces the curriculum plan.</li> <li>Determines and implements an appropriate curriculum for the Academy.</li> </ul>	<ul style="list-style-type: none"> <li>Determines curricular policy and agrees the curriculum.</li> <li>Establishes a Sex and Relationship Education (SRE) policy and makes sure copies are available for parents. (In practice this can be delegated to the Principal).</li> </ul>
<b>Teaching and learning</b>	<ul style="list-style-type: none"> <li>Responsible for the standards of teaching – evaluates the standards of teaching and learning and ensures that proper standards of professional performance are established and maintained.</li> <li>Writes the special educational needs (SEND) information report.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors the standards of teaching and learning.</li> <li>Approves the SEND information report.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>Draws up the initial staffing plan based on the Academy's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Approves the number of staff at the Academy and the level of the posts.</li> <li>Approves the proportion of the overall budget to be spent on staff.</li> </ul>
<b>Appointments</b>	<ul style="list-style-type: none"> <li>Manages the appointment process – for example, drawing up job descriptions, organising a day in the Academy and producing a timetable for candidates.</li> </ul>	<ul style="list-style-type: none"> <li>Has formal responsibility for managing appointments (in practice the mechanics of recruitment are normally delegated to the Principal)</li> <li>Appoints the Principal.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Produces the budget headings</li> <li>Manages the Academy's spending.</li> <li>Reports on the impact of specialist funding, such as the pupil premium or sports grant.</li> </ul>	<ul style="list-style-type: none"> <li>Approves and monitors the budget.</li> <li>Monitors the Academy's financial management.</li> <li>Has formal responsibility for making sure pupil premium information is published online. (In practice this is often delegated to the Principal).</li> </ul>

<b>Salaries</b>	<ul style="list-style-type: none"> <li>● Interprets the regulations for the governors.</li> <li>● Makes performance-related pay recommendations following staff appraisals.</li> </ul>	<ul style="list-style-type: none"> <li>● Approves teachers' salaries, including recommendations from the Leadership Team on whether to award performance related pay in line with the Academy's pay policy.</li> <li>● Determines salary levels for all members of staff.</li> <li>● Ratifies the statutory pay policy.</li> </ul>
<b>Personnel</b>	<ul style="list-style-type: none"> <li>● Day-to-day management of staff – for example, deploying, managing and leading all teaching and non-teaching staff and allocating particular duties to them.</li> <li>● Carries out appraisal of staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Deals with disciplinary / grievance issues at the panel stage.</li> <li>● Approves the discipline, conduct and grievance procedures.</li> <li>● Carries out Principal appraisal</li> <li>● Ratifies the appraisal policy.</li> <li>● Ensures staff receive a regular appraisal of their performance.</li> </ul>
<b>Premises</b>	<ul style="list-style-type: none"> <li>● Day-to-day management of the Academy, including who can enter the premises.</li> <li>● Complies with health and safety law.</li> <li>● Decides whether to close the school when there are health and safety risks.</li> </ul>	<ul style="list-style-type: none"> <li>● Approves a lettings policy (if applicable).</li> <li>● Ensures emergency procedures are in place.</li> </ul>



## **Appendix 1**

### **Terms of Reference**

#### **1. Terms of Reference for the Full Governing Board**

##### Purpose

- The Board of governors at Chelsea Academy is accountable in law for all decisions about the Academy.
- The Governing Board delegates responsibility for delivery of the vision and strategy to the Principal. The Board will hold the Principal to account for the performance of the Academy.
- Different subcommittees have responsibility for different aspects of the Academy and these are outlined in the individual terms of reference for each subcommittee.

##### Membership

- The membership of this group shall be a minimum of three governors and shall include the Principal. The Chair will be appointed by the Members. The governors shall, each academic year, at their first meeting in that year, elect a vice-chair from among their number. A governor who is employed to work at the Academy shall not be eligible for election as vice-chair.
- The Trust shall have the following governors:
  - (a) seven sponsor governors (four from LDBS, three from RBKC);
  - (b) one staff governor;
  - (c) one parent governor;
  - (d) the Principal;
  - (e) one private sector governor;
- The Governing Board may appoint up to four co-opted governors. (A 'co-opted governor' means a person who is appointed to be a governor by being co-opted by governors who have not themselves been so appointed).

##### Quorum

- As per our Articles paragraph 95 the quorum for a meeting of the Governing Board, and any vote on any matter thereat, shall be any three governors, or, where greater, any one third (rounded up to a whole number of the total number of governors holding office at the date of the meeting).
- Where there is an equal division of votes the chair or, as the case may be, the person who is acting as chair for the purposes of the meeting, shall have a second or casting vote.

##### Meetings

- The Full Governing Board meets four times each year and the annual work plan on page 16 below shows what is discussed at each meeting.

##### Terms of Reference

The committee is authorised to cover:

##### ***Systems and Structures***

1. To ensure operation within published articles of association.
2. Review terms of reference for the FGB and review when needed.
3. To establish and review annually the committee structure.
4. To agree and review terms of reference for sub committees.
5. Complete the annual skills audit and put in plan training to fill any gaps.
6. To complete an annual skills review of the Board.
7. To periodically carry out 360 review of the Chair's performance
8. To create a plan of succession (when required) for the Board and ensure that there is one in place for the Academy.
9. To agree on the annual schedule of business for the trust Board.

### **Reporting**

1. To submit an annual report and financial accounts. This is to include accounting policies, signed statement on regularity, propriety and compliance. Incorporate governance statement which should demonstrate value for money.

### **Being Strategic**

1. To determine and approve Academy wide policies which reflect the trust's ethos and values. Different branches have responsibility for different policies (see page 19 – 20 for further details. This process was reviewed by the FGB in April 2020). Policies that come to the FGB are listed in Appendix 3 of this document.
2. To review and monitor the Academy's Strategic Risk Register.
3. Engagement with stakeholders and the Chelsea Academy Foundation.
4. To determine the Trust's vision and strategy via a five year strategic plan and agree key priorities and key performance indicators (KPIs) each year against which progress towards achieving the vision can be measured.
5. To take responsibility for the appointment and dismissal of Academy Principal.
6. To agree a budget plan which will support delivery of Academy key priorities.
7. To agree Academy staffing structure.
8. To identify the training and development needs of the Governors of the Academy and to make recommendations on the best means of providing for these needs as part of a planned programme.

### **Holding to account**

1. To agree auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment).
2. To agree on reporting arrangements for progress on key priorities.
3. To decide the group of governors who are going to undertake the performance management of the Academy Principal.
4. To monitor the spending of the Pupil Premium and SEN funding to ensure that students are being supported.
5. To monitor the safeguarding policy and ensure that safeguarding processes are robust and monitored termly.

### **Ensuring financial probity**

1. To establish and review the Academy's scheme of financial delegation  
To question the chair of the finance committee about the finances of the Academy at each FGB meeting.
2. To check the accounts every two months to ensure that the budget is being followed and there are no concerns about over or under spending.

## **2. Terms of Reference for the Finance and Audit Committee**

### Purpose

- To assist the decision making of the Governing Board, by enabling more detailed consideration to be given to the management of the Academy's finances and resources (including proper planning, monitoring and probity).
- To provide assurances to the Governing Board that risks are being adequately identified and managed by reviewing internal financial control at the Academy and agreeing a programme of work to address, and provide assurance on, those risks.
- To make appropriate comments and recommendations on such matters to the Governing Board on a regular basis.
- Major issues will be referred to the full Governing Board for ratification.

### Membership

- The membership of this group shall be a minimum of three governors and shall include the Principal. The Chair will be chosen by this group. The Director of Finance and Operations shall be a co-opted member of the group and the group will co-opt other members to assist it to discharge its responsibility effectively.

### Quorum

- For the purposes of any vote, the quorum shall be three voting members, including the Principal or the Director of Finance and Operations in his/her absence.

### Meetings

- The group will meet at least three times per year, the timings of which will be set to match the deadlines for important decisions.
- Additional meetings may be called by the Chair as s/he may deem necessary.

### Terms of Reference

The committee is authorised to cover:

#### **Finance**

1. To consider the Academy's indicative funding (notified annually by the Department of Education through the Education Skills Funding Agency [ESFA]) and to assess its implications for the Academy with guidance from the Director of Finance and the Principal.
2. To ensure compliance with the DfE/ESFA Academy Financial Handbook
3. To consider and recommend acceptance/non-acceptance of the Academy's three year budget, before submission to the ESFA in June each year and ensure that this budget is balanced and offers value for money.
4. To monitor and review expenditure on a regular basis and manage the reserves, drawing any matters of concern to the attention of the Governing Board.
5. To monitor and review all financial procedures on a regular basis, including the implementation of bank account arrangements and make recommendations for improvement.
6. To agree the financial statements that form part of the annual report of the Governing Board and for filing in accordance with the Companies Act and Charity accounting requirements.
7. To agree and manage a programme of risk review and checking of financial controls and to then receive these reports along with the auditors' and then to recommend to the full Governing Board action as appropriate in response to these findings.
8. To ensure that information submitted to the DfE and ESFA that affects funding, including pupil number returns and funding claims, is accurate and in line with the funding criteria.
9. To recommend to the full Governing Board the appointment or reappointment of the auditors of the Academy.
10. Approval of contracts valued at £50k - £90k (if outside of budget) and £90k - £250k (if within budget).

11. Approval of payments over £90k.
12. Approval of any request for a corporate credit card.
13. Writing off debts.
14. As part of the budget setting process, to receive and review the overall cost, size, structure, mix and composition of the staff (this will be done in partnership with the student and curriculum committee who will ensure that the curriculum is fit for purpose).

***Premises and Resources***

1. To review annually the Academy's plans for site development and capital projects and advise upon, and monitor, maintenance, repair and refurbishment with the aim of ensuring that the Academy environment is conducive to quality learning and the effective delivery of the curriculum.
2. To provide guidance to the Full Governing Board on all tenders and contracts covering the management and maintenance of the Academy site, other than those delegated to the Principal and the Director of Finance and Operations.
3. To monitor the requirements of building control regulations and health and safety guidance, and comply with the recommendations of the health and safety audit.

***IT and learning technologies***

1. To review annually the Academy's plans for IT expenditure and ensure that the plans are affordable and sustainable.
2. To receive updates each meeting about network performance and reliability.

***Policies***

1. To review and approve policies as delegated by the Full Governing Board as indicated in Appendix 3 of this document.

### **3. Terms of Reference for the Student and Curriculum Committee**

#### Purpose

- To assist the decision making of the Governing Board by enabling more detailed consideration to be given to all matters relating to standards of attainment, student progress, the quality of teaching, the curriculum, diversity and behaviour.
- To make appropriate comments and recommendations on such matters to the Governing Board on a regular basis.
- Major issues will be referred to the full Governing Board for ratification.

#### Membership

- The membership of this group shall be a minimum of three governors and shall include the Principal. The Chair will be chosen by this group.
- Vice Principals and Assistant Principals shall be invited to attend in an advisory capacity.
- The group will invite other members, as appropriate, to attend to assist it to discharge its responsibility effectively.

#### Quorum

- For the purposes of any vote, the quorum shall be three voting members, including the Principal or the Vice Principal in his/her absence.

#### Meetings

- The group will meet at least once per term, the timings of which will be set to match the deadlines for important decisions. Seven days' notice will usually be given.
- Additional meetings may be called by the Chair as s/he may deem necessary.

#### Terms of Reference

The committee is authorised to cover:

1. Agree with the Principal targets for student attainment and progress. To monitor the performance of the Academy against these targets and national measures as appropriate.
2. Receive regular reports from the Principal on the strategies put in place to address student underperformance and the actions which have been taken where necessary.
3. Receive regular updates from the Principal and reports as required on the curriculum, quality of teaching, assessment systems, academic and pastoral support, student behaviour, staff CPD, and other relevant activities of the Academy.
4. Oversee the Academy's activities in relation to:
  - The curriculum
  - Learning, teaching and assessment
  - Student Achievement and Progress
  - Student support, welfare and guidance
  - Student behaviour and attendance
  - External services provided for all students
5. Monitor and discuss with Academy staff progress against the Academy Development Plan and Self Evaluation Form.
6. Engage with representatives of the student body as appropriate.
7. To review and approve policies as delegated by the Full Governing Board as indicated in the Policies Document with the exception of the SEND policy which will be approved at FGB.
8. As part of the curriculum planning process, receive and review the overall cost, size, structure, mix and composition of the staff ensuring that it remains within the budget envelope agreed with the FGB and finance sub committee.

#### **4. Terms of Reference for the Remuneration Committee**

##### Purpose

- To assist the decision making of the Governing Board by enabling more detailed consideration to be given to all matters relating to remuneration.
- To make appropriate comments and recommendations on such matters to the Governing Board as required.
- Major issues will be referred to the full Governing Board for ratification.

##### Membership

- The membership of this group shall be a minimum of three governors.
- No member of staff will be a member of the committee, although the Principal and Director of Finance and Operations are expected to attend, absenting themselves from any item which may directly impact on them personally.
- The Chair will be chosen by this group.
- The group will be able to co-opt other members to assist it to discharge its responsibility effectively.

##### Quorum

- For the purposes of any vote, the quorum shall be three voting members.

##### Meetings

- The group will meet at least twice a year, the timings of which will be set to match the deadlines for important decisions. Seven days' notice will usually be given.

##### Terms of Reference

The committee is authorised to:

1. Make recommendations on the Governing Board's policy for pay and remuneration of all staff employed to work solely at the Academy.
2. Monitor and review the implementation of the policy, in order to ensure it is effective and is revised as necessary in the light of changing circumstances.
3. Ratify any pay rises for staff based on the criteria outlined in the Academy pay policy.
4. Receive recommendations on the level of remuneration for the Principal in the light of the outcome from the performance management process that applies to the Principal's role.
5. Make recommendations on the Governing Board's policy for the dismissal of staff (noting that dismissal of staff has been delegated to the Principal), including severance on the grounds of capability, ill-health, early retirement, and redundancy, although not on grounds relating to disciplinary matters (to be dealt with by the full Governing Board). To consider and make recommendations on the terms of severance to be applied in each case.
6. Establish appropriate Panels, both for initial consideration of, and to hear any subsequent appeal against, individual decisions in relation to salary assessments, (including, where appropriate, determination starting salaries). The membership of these panels will comprise three members (excluding the Principal) all of whom shall be governors of the Academy.
7. Make recommendations to the Governing Board on any significant changes to the Academy's benefits package, particularly regarding pension arrangements, for all staff.
8. Advise the Governing Board on any policy relating to payments to Governors for the provision of services, other than for being a Governor, and/or the payment of legitimate expenses, whether in their role as Governor or in any other capacity.
9. Review and approve policies as delegated by the Full Governing Board as indicated in the Policies Document.

##### **Staffing**

1. To make recommendations on the Academy's arrangements for the recruitment, selection and appointment of staff, and to monitor the operation of these arrangements to ensure compliance with

legislative requirements regarding equality, as well as with any equal opportunities policy agreed by the Governing Board.

2. To make recommendations on the Governing Board's policy for the training and development of all staff in the Academy.
3. To make recommendations on the Governing Board's policies for staff grievance, and to monitor the implementation of these to ensure compliance with legislative requirements and equal opportunities principles.

## **5. Terms of Reference for the ad-hoc Admission Panel**

### Membership

- The membership of the Admission Panel will comprise four governors.

### Quorum

- The quorum for a meeting of the Admission Panel shall be three governors.

### Clerk

- The Committee will appoint its own clerk who will not be a member of the Panel. The clerk's role will be to record those present and to minute the decisions of the Panel.

### Chair

- The Chair will be appointed by the members of the Committee. The Principal (if a member) may not chair the Committee.

### Terms of reference

1. To determine applications for admission in accordance with the Governing Board's published admission policy.
2. To ensure that the Governing Board's approved arrangements are in place for parents to appeal against the Committee's decision not to offer a place.
3. To carry out its duties in accordance with the DfE Codes of Practice on Admission and Admission Appeals.



## Appendix 2

### Governors Annual Work Plan 2020 - 2021

#### AUTUMN TERM

##### Students and Curriculum Sub-Committee – Half Term 1 (Tuesday 29th September 2020)

- Election of Chair
- Review the terms of reference
- Curriculum and pastoral provision on return to school- covid update
- Review the Academy's student performance data at GCSE, AS and A level with particular regard to the performance of student groups.
- Actions taken in response to GCSE and A level results

##### Full Governing Board – Half Term 1 (Thursday 15th October 2020)

- Election of Vice Chair
- Confirm schedule for Governors to monitor Self-Evaluation Framework (SEF) document
- Receive the Academy Development Plan for information
- Chelsea Academy Foundation update
- Update and sign registers of business interest

#### Half Term Break

##### Remuneration Sub-Committee – Half Term 2 (Monday 2nd November 2020)

- Election of Chair
- Review the terms of reference
- Review of performance management process and dealing with any issues arising
- Agree any financial recommendations arising from the Principal's Performance Management Review

##### Students and Curriculum Sub-Committee – Half Term 2 (Thursday 26th November 2020)

- Receive updated academic profile for students in Years 7 – 13
- Review targets for students in Year 11 and 13
- Review and agree GCSE and A level targets for students in Years 10 & 12
- Receive report on destinations of Academy leavers in Years 11, 12 & 13 including NEETs (Not in Education, Employment or Training)
- Be updated on curriculum and pastoral provision- covid update

##### Finance Sub-Committee – Half Term 2 (Tuesday 1st December 2020)

- Election of Chair
- Review the terms of reference
- Review of year end accounts and external audit report
- Finance update – review budget
- Review impact of student numbers
- Facilities update
- Approve disposal of capital assets or any other financial write offs (as needed)
- Review of risk register and risk management strategy
- Review GDPR Dashboard
- Update on the Health & Safety and Safeguarding
- Review the annual Health and Safety report
- Review of internal audit reports
- Recommendation of external auditor

##### AGM – Half Term 2 (Thursday 10th December 2020)

- Appointment of Chair
- Receive and consider the Annual Report and Accounts
- Appointment of External Auditor

##### Full Governing Board – Half Term 2 (Thursday 10th December 2020)

- Receive and consider the Annual Report and Accounts

- Report on the effectiveness of Pupil Premium and SEN expenditure
- Agree GCSE and A level targets
- Ratify the Self Evaluation document (SEF)
- Review the Year 7 and Year 12 admissions arrangements
- Ratify the Risk Register
- Receive the annual Health and Safety report

#### **Admissions Panel Meeting – Half Term 2**

- Consider applications for exceptional social and medical need
- Consider sibling applications (as needed)
- Verification of Foundation applicants
- Allocation of Foundation places

#### **Other Activities for Half Term 2**

1. Undertake Principal's Performance Management Review
2. Submit annual report and audited financial statements to the Education and Skills Funding Agency (ESFA) and Companies House by 31st December (Director of Finance and Operations)
3. Consult of any changes to admissions arrangements for the following Autumn (Admissions Officer)

### **SPRING TERM**

#### **Half Term Break**

#### **Finance Sub-Committee – Half Term 4 (Tuesday 23rd February 2021)**

- Update on the Health & Safety and Safeguarding
- Amended budget for year
- Benchmarking
- First draft of three year budget for next year
- Contingency plans for year
- Facilities update
- Review of Risk Register
- Review GDPR Dashboard
- Approve disposal of capital assets or any other financial write offs (as needed)

#### **Students and Curriculum Sub-Committee – Half Term 4 (Wednesday 10th March 2021)**

- Receive update on progress towards GCSE & A level targets
- Receive report on intent, implementation and impact of the curriculum in chosen subject(s)
- Finalise any Curriculum changes for September 2021
- Review ASP (Analyse School Performance), Fisher Family Trust Data Dashboard and ALPs KS4 & KS5 (not all of these will be available because of cancelled exams)

#### **Full Governing Board Meeting – Half Term 4 (Thursday 25th March 2021)**

- The evaluation of Chelsea Academy as a Church of England school

#### **Other Activities for Half Term 4**

- Undertake Principal's Performance Management Mid-Year Review meeting

### **SUMMER TERM**

#### **Remuneration Sub-Committee – Half Term 5 (Monday 10th May 2021)**

- Annual pay award for following academic year
- Review the Academy's pay policy
- Review policies for next year

#### **Half Term Break**

#### **Finance Sub-Committee – Half Term 6 (Tuesday 8th June 2021)**

- Expected out-turn for year

- Review final budget for following academic year and three year plan
- Finance up-date – review of budget and update of three year plan
- Contingency plans for year
- Facilities update
- Consider buy-into Bi-Borough & Diocese Service level agreements
- Approve disposal of capital assets or any other financial write offs
- Agree internal audit plan for the following year
- Update on Health & Safety and Safeguarding
- Review of risk register
- Review GDPR Dashboard
- Review of internal audit reports
- Recommendation to consider change of external auditor (if needed)
- Recommendation of internal auditor

#### **Students and Curriculum Sub-Committee – Half Term 6 (Thursday 24th June 2021)**

- Receive update on progress towards GCSE & A level targets
- Receive update on the impact of the curriculum for Years 7–10, 12
- Agree post 16 Curriculum and admission arrangements
- Receive an update on the impact of careers education, advice and guidance

#### **Full Governing Board Meeting – Half Term 6 (Thursday 1st July 2021)**

- Performance review of members of Governing Board
- Review the impact of the Governing Board
- Review of membership, terms of reference and delegated powers Governing Board committees
- Confirm Code of Conduct
- Agree Governors' Training Plan and dates for Link Governors' visits for next academic year
- Confirm / appoint Reviewers to undertake the Principal's Performance Management Review and appoint an external adviser to support the process
- Agree and approve budget for the following financial year as reviewed by the finance and audit subcommittee.

#### **Other Activities for Half Term 6**

- Publish proposals and admissions arrangements for the following Autumn
- Submit balanced budget to ESFA by 31 July (Director of Finance and Operations)

### **STANDING ITEMS AT EACH MEETING**

#### **Full Governing Board**

- Declaration of pecuniary and financial interests
- Update on Students' progress
- Reports from Sub-Committees
- Reports from Governor visits
- Report from the Principal
- Monitor Academy Development Plan, via the Principal's report, and the Self Evaluation Document
- Review risk register
- Review GDPR Dashboard
- Financial Management Accounts update
- Safeguarding
- Receive confidential items
- Confirm dates for governors' attendance at Academy events

#### **Sub-Committees**

- Policy review as per cycle
- Monitor Self Evaluation Document

### Appendix 3

#### Policy and Statutory Documents Responsibility - approved by the FGB 2nd April 2020

<b>Policy</b>	<b>Who is responsible for the policy?</b>	<b>Frequency</b>
<b>Governors' Code of Conduct</b>	FGB to approve	Annually
<b>Data Management and Protection (Including protection of children's biometric data)</b>	FGB to approve	Every 2 years
<b>SEND</b>	FGB to approve	Annually
<b>Equalities and Equal Opportunities</b>	FGB to approve	Annually
<b>Complaints Procedure</b>	FGB to approve	Annually
<b>Whistleblowing</b>	FGB to approve	Annually
<b>Children with Medical Needs who cannot attend school</b>	FGB to approve	Annually
<b>Supporting students with medical conditions</b>	FGB to approve	TBA, but regularly
<b>Designated teacher for looked-after and previously looked after students</b>	FGB to approve	Annually
<b>Exclusions</b>	FGB to approve	Annually
<b>Admissions</b>	FGB to ratify	Annually
<b>Child Protection and Safeguarding</b>	Link governor to review and then recommend to the FGB	Annually
<b>Pay</b>	Remuneration to review and then recommend to the FGB	Annually
<b>Probation</b>	Remuneration to approve	Every 2 years
<b>Performance Management</b>	Remuneration to approve	Every 2 years
<b>Disciplinary Procedure</b>	Remuneration to approve	Annually
<b>Principal's Dedicated Time</b>	Remuneration to approve	Every 2 years
<b>Occupational Health and Safety</b>	Finance and Audit to review and then recommend to the FGB	Annually
<b>Risk Management</b>	Finance and Audit to review and then recommend to the FGB	Every 3 years
<b>Fraud</b>	Finance and Audit to approve	Every 3 years
<b>CCTV</b>	Finance and Audit to approve	Annually
<b>Financial Regulations Manual</b>	Finance and Audit to approve	Every 3 years
<b>Staff Training and CPD</b>	Student and Curriculum to review and then recommend to the FGB	Every 3 years
<b>Feedback and Marking</b>	Student and Curriculum to review and then recommend to the FGB	Every 2 years
<b>More Able and Talented</b>	Student and Curriculum to review and then recommend to the FGB	Every 2 years
<b>Behaviour</b>	Student and Curriculum to review and then recommend to the FGB	Annually
<b>Teaching and Learning</b>	Student and Curriculum to review and then recommend to the FGB	Every 3 years
<b>Christian Ethos</b>	Student and Curriculum to review and then recommend to the FGB	Every 5 years
<b>Accessibility Policy</b>	Student and Curriculum to approve	Every 3 years
<b>Attendance and Punctuality</b>	Delegate to the Principal to approve. Policy to be checked by Student and Curriculum	Every 4 years
<b>Curriculum &amp; Assessment</b>	Delegate to the Principal to approve. Policy to be checked by Student and Curriculum	Annually
<b>Relationship and Sex Education</b>	Delegate to the Principal to approve. Policy to be checked by Student and Curriculum	Annually
<b>Trips and Visits</b>	Delegate to the Principal to approve	Every 2 years
<b>Electronic Information and Communications</b>	Delegate to the Principal to approve	Every 2 years
<b>IT Disaster Recovery Plan</b>	Delegate to the Principal to approve	Every 2 years
<b>Charging and Financial Assistance</b>	Delegate to the Principal to approve	Every 3 years
<b>Incident Management, Evacuation and Business Continuation Plan</b>	Delegate to the Principal to approve	Every 3 years

Governing Board Important Documents  
 Reviewed: June 2020

<b>Flexible Working Policy</b>	Delegate to the Principal to approve	Every 2 years
<b>Drugs Misuse in Students</b>	Delegate to the Principal to approve	Every 3 years
<b>Praise and Rewards</b>	Delegate to the Principal to approve	Every 2 years
<b>Exams policies</b>	Delegate to the Principal to approve	Annually
<b>Inclusion Statement</b>	Delegate to the Principal to approve	Every 2 years
<b>Home / Academy Agreement</b>	Delegate to the Principal to approve	Every 3 years
<b>Uniform</b>	Delegate to the Principal to approve	Every 2 years
<b>Leave of Absence</b>	Delegate to the Principal to approve	Every 2 years
<b>Capability</b>	Delegate to the Principal to approve	Annually
<b>Sickness Absence</b>	Delegate to the Principal to approve	Every 2 years
<b>Grievance</b>	Delegate to the Principal to approve	Annually
<b>Collective Grievance</b>	Delegate to the Principal to approve	Every 2 years
<b>Maternity, Paternity, Adoption and Shared Parental Leave</b>	Delegate to the Principal to approve	Every 2 years
<b>Code of Conduct</b>	Delegate to the Principal to approve	Annually
<b>Anti-bullying</b>	Delegate to the Principal to approve	Every 3 years
<b>Careers and Employability</b>	Delegate to the Principal to approve	Every 2 years
<b>Minibus</b>	Delegate to the Principal to approve	Every 2 years
<b>Newly Qualified Teachers</b>	Delegate to the Principal to approve	Annually
<b>Privacy Notice for staff</b>	Delegate to the Principal to approve	Annually
<b>Literacy</b>	Delegate to the Principal to approve	Every 2 years

## Appendix 4 Governors Training plan 2020 – 2021

### Introduction

The governors at Chelsea Academy recognise that all governors, however experienced, need training to improve their effectiveness in their role and to keep abreast of developments that may affect the Academy and their role as governor.

The Governing Board has identified the following ways in which it demonstrates commitment to continuing professional development:

- Allocated a budget for governors' training from within the governors overall budget. This is to be transparent and expenditure to be reported annually. The governors have allocated a budget for their training which is to be reviewed on an annual basis. This funding will ensure that all governors are able to develop their knowledge, skills and understanding of by:
  - Providing training for the whole Governing Board as appropriate.
  - Encouraging all governors to undertake at least one session of professional development per academic year.)

All applications for training opportunities that incur a fee must be first agreed by the governor with responsibility for governors' training. This is to ensure that the budget is carefully monitored and adhered to.

- Appointed a member of the Governing Board to be responsible for governors' training who has overall responsibility for ensuring individual governors' training needs are identified and addressed. This governor is responsible for ensuring that every new and existing governor develops their skills to make an active and valuable contribution to the work of the Governing Board. Any persistent skills gaps across the Governing Board or for individual governors will be brought to the attention of the chair. This governor will liaise with the local authority (LA) and the Diocese and be aware of the portfolio of training governors can access locally to help them carry out their role effectively. *This does not preclude governors taking responsibility for identifying professional development opportunities for themselves.*
- Link governor – all governors have been allocated a link governor responsibility to enable close monitoring of the key priorities identified in the Academy's Development Plan. Strong links between governors and the Academy's leaders mean that governors are acutely aware of the impact of actions taken in response to government initiatives, to raise achievement and tackle any underperformance. All governors are committed to making a visit during the allocated link governor visits weeks. Visiting Chelsea Academy, particularly during the day, is an important way for governors to learn more about the Academy. Through pre-arranged visits that have a clear focus, governors can see how the implementation of policies and the Academy Development Plan are working in practice. Visits can also provide an opportunity to talk with students, staff and parents to gather their views. As part of each visit, governors will be taken on a Learning Walk.

Visits should be undertaken as part of a strategic programme to:

- improve governors' knowledge of the Academy, its staff, needs, priorities, strengths and weaknesses.
- monitor and assess the priorities as outlined in the Academy development plan.
- assist the Governing Board in fulfilling its statutory duties.

Before visiting the Academy governors should:

- inform the Principal of the visit and seek approval of the arrangements.

- ensure that they are familiar with health and safety procedures including what to do in the event of a fire.

After visiting the Academy governors should:

- complete a visit report using the agreed proforma.
  - report back to the committee or Governing Board as appropriate.
- The Governing Board is a member of the National Governance Association (NGA) which provides all governors with up-to-date information and guidance on all aspects of school improvement and school leadership. All governors to have access to their website and receive a weekly newsletter and a quarterly magazine. The NGA also provide regional meetings and conferences to which all governors may attend.

### **Training Programme**

Training for governors will be achieved in a number of ways:

- All new governors will receive an induction appropriate to their needs.
- Prior to each full Governing Board meeting there will be a 30 minute training session. The purpose of these sessions is to update governors on an aspect of school improvement/leadership pertinent to the Academy. (Appendix 4 has the schedule for the academic year).
- Twice a year governors will attend a Governors' Development Session. The focus for the training will be to build upon the skills audit, training undertaken previously and any external reviews (including Ofsted). (See Appendix 4).
- All governors receive a copy Bi-borough training programme provided by the LA (in partnership with City of Westminster) and will identify training pertinent to their needs. The Academy buys into the Kensington & Chelsea's School Improvement Service Level Agreement therefore this training is currently, usually, available free of charge.
- The Diocese – offer training courses for governors. Again all governors receive a copy of the training schedule from which they can identify training pertinent to their needs. There is a small fee for attendance at these courses; this is costed into the training budget.
- Modern Governor is an online training programme that is available for all governors to undertake as they feel appropriate. There is a variety of modules which should enable all governors to find something appropriate to their needs. All new governors are advised to complete the modules for new governors and all governors should complete the safeguarding module.

*All governors are committed to undertaking at least one training opportunity each academic year.*



**GOVERNORS' VISIT PROFORMA**

**Name of governor:**

**Date of visit:**

**Length of time spent in the Academy:**

**Focus of visit:**

**Agenda for the visit:**

**Brief description of the visit:**

**Matters arising from the visit:**



**Chelsea Academy Governing Board Training Schedule 2020-21**

Date	Training
<u>Autumn Term 2020</u>	
<b>Thursday 15th October 2020</b> (Prior to full GB meeting)	TBC
<b>Thursday 12th November 2020</b> (9.00am – 12.00 noon)	<b>Governors' Training Session 1</b> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<b>11th January to 15th January 2021</b>	<b>Link Governors' Visit Week</b>
<u>Spring Term 2021</u>	
<b>Thursday 25th April 2021</b> (2.00pm – 4. 15pm)  <i>There will be no training session before the full GB meeting also scheduled for this day.</i>	<b>Governors' Training Session 2</b> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<u>Summer Term 2021</u>	
<b>24th May to 28th May 2021</b>	<b>Link Governors' Visit Week</b>
<b>Thursday 1st July 2021</b> (Prior to full GB meeting)	<b>Focus to be agreed</b>

*In addition governors will individually be undertaking training opportunities as outlined previously.*

## **Appendix 5**

### **Code of Conduct for Governors**

This code sets out the expectations on and commitment required from Academy governors and trustees in order for the governing board to properly carry out its work within the Academy and the community.

#### **The governing board has the following core strategic functions:**

Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the Academy
- Agreeing the Academy improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the Principal
- Monitoring progress towards targets
- Performance managing the Principal
- Engaging with stakeholders
- Contributing to Academy self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed

#### **As individuals on the board we agree to the following:**

##### Role & Responsibilities

- We understand the purpose of the board and the role of the Principal.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open government and will act appropriately.
- We will consider carefully how our decisions may affect the community and other Academies.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our Academy. Our actions within the Academy and the local community will reflect this.
- In making or responding to criticism or complaints affecting the Academy we will follow the procedures established by the governing board.
- We will actively support and challenge the Principal.

##### Commitment

- We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the governing board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the Academy well and respond to opportunities to involve ourselves in Academy activities.

- We will visit the Academy, with all visits to Academy arranged in advance with the staff and undertaken within the framework established by the governing board and agreed with the Principal.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training

#### Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other governors in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the Principal, staff and parents, the local authority and other relevant agencies and the community.

#### Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside Academy
- We will exercise the greatest prudence at all times when discussions regarding Academy business arise outside a governing board meeting.
- We will not reveal the details of any governing board vote.

#### Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the Academy as a whole and not as a representative of any group, even if elected to the governing board.

#### Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the governing board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the chair that we believe has breached this code, another governor, such as the vice chair will investigate.
- The Seven Principles of Public Life (Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).
- 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.

**Adopted by the governing board of Chelsea Academy on 30th June 2020**

\_\_\_\_\_ **Signature of governor**

\_\_\_\_\_ **Name**