CHELSEA ACADEMY

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:
June 2026

Responsibility of:
Full Governing Board

Date ratified by Governing Board:
14th October 2025

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.

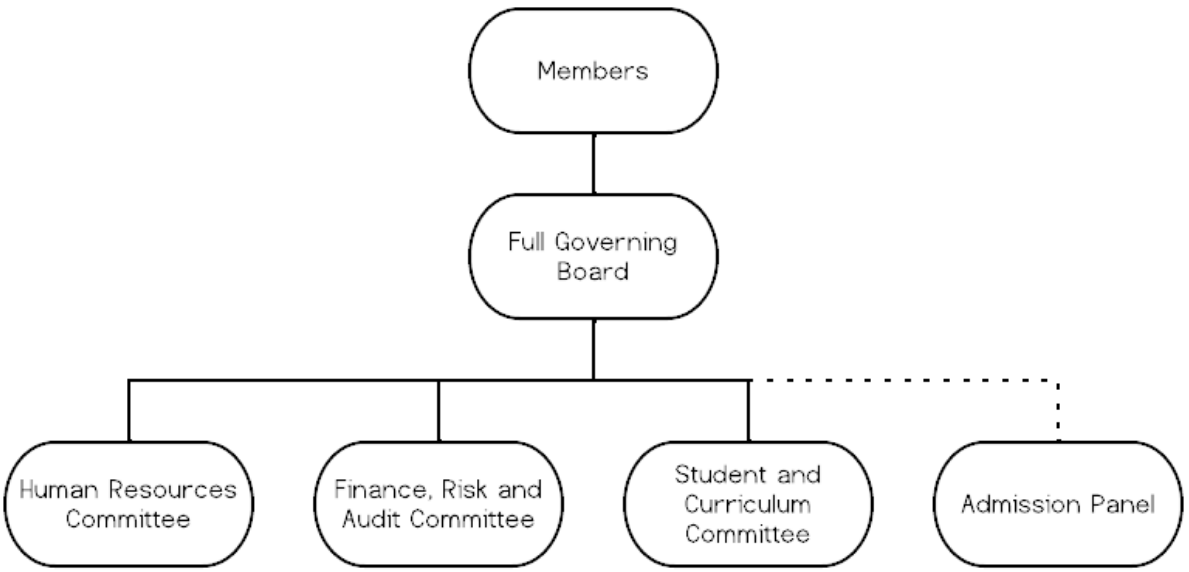
Legal Structure of the Chelsea Academy and Governors' Status and Duties

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 three members, the Royal Borough of Kensington and Chelsea, the London Diocesan Board for Schools and the Bishop of Kensington. 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 Governors
As outlined above, Chelsea Academy is a charity, a company and an educational institution and as such, the group of executive leaders who are responsible for the oversight of the Academy are bound by both charity and company law, and can be referred to in three interchangeable ways depending on the context. This group of executive leaders are Trustees in a charity context, Directors in a business context, and Governors in a school setting.

We do not refer to our executive leaders as 'Director' to avoid the possible confusion caused when executive leaders are called directors but are not company directors and trustees. **As our core purpose is an educational institution we use the preferred term 'Governor' and 'Governing Board' when referring to these executive leaders.**

The Governors 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 Governors is the accountable body for the performance of the Academy 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.

The Governing Board is permitted to exercise all the powers of the Academy trust. The Governing Board will delegate to the Principal responsibility for the day to day operations of the trust. The Governors 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 Governors 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 Governing Board. However these committees are not legally responsible or accountable for statutory functions – the Governing Board retains overall accountability and responsibility. The responsibilities of Governing committees are set out in their

terms of reference which are included in the Scheme of Delegation. The Governing 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
Governance framework				
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		✓	
	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		✓	
	Skills audit: complete and recruit to fill gaps		✓	
	Annual self review of Governing Board and committee performance: 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	Academy Trust 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 statutory policies which reflect the Academy's ethos and values (facilitating discussions with unions where appropriate) - see full policy delegation sheet for information: approve		✓	
	Determine non-statutory policies which reflect the Academy's ethos and values - see full policy delegation sheet for information: 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
Overall responsibilities	● Runs the Academy on a daily basis. ● Advises Governors. ● Is the main influence on the Governing Board's decisions.	● Determines, and ensures the clarity of, the aims, ethos and priorities of the Academy. ● Acts as a critical friend – asking supportive and challenging questions. ● Delegates the power to run the Academy to the Principal. ● Holds senior leadership to account for the educational performance of the organisation and its students, and the performance management of staff. ● Oversees the financial performance of the Academy and makes sure its money is well spent.
Planning and policy making	● Writes and formulates the Academy development plan (ADP). Drafts the SEF and detailed action plans.	● Is involved in planning discussions and decisions through its committees. ● Agrees the final ADP. ● Ratifies whole-Academy policies.
Curriculum	● Supplies information and advice and produces the curriculum plan. ● Determines and implements an appropriate curriculum for the Academy which delivers best value.	● Determines curricular policy and agrees with the curriculum. ● 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).
Teaching and learning	● 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. ● Writes the special educational needs (SEND) and Pupil Premium information / use of funding reports.	● Monitors the standards of teaching and learning. ● Approves the SEND information report. ● Approves the Pupil Premium spend.
Staffing	● Draws up the initial staffing plan based on the Academy's needs.	● Approves the number of staff at the Academy and the level of the posts. ● Approves the proportion of the overall budget to be spent on staff.
Appointments	● Manages the appointment process – for example, drawing up job descriptions, organising a day in the Academy and producing a timetable for candidates.	● Has formal responsibility for managing appointments (in practice the mechanics of recruitment are normally delegated to the Principal) ● Appoints the Principal. ● Sits on interview panel for Vice Principals
Finance	● Produces the budget headings ● Manages the Academy's spending. ● Reports on the impact of specialist funding, such as the Pupil Premium.	● Approves and monitors the budget. ● Monitors the Academy's financial management. ● Has formal responsibility for making sure Pupil Premium information is

		published online. (In practice this is often delegated to the Principal).
Salaries	● Interprets the regulations for the Governors. ● Makes performance-related pay recommendations following staff appraisals where appropriate	● Approves teachers' salaries, including recommendations from the Leadership Team on whether to award performance-related pay in line with the Academy's pay policy. ● Determines salary levels for all members of staff. ● Ratifies the statutory pay policy.
Personnel	● Day-to-day management of staff – for example, deploying, managing and leading all teaching and non-teaching staff and allocating particular duties to them. ● Carries out appraisal of staff.	● Deals with disciplinary / grievance issues at the panel stage. ● Approves the discipline, conduct and grievance procedures. ● Carries out Principal appraisal ● Ratifies the appraisal policy. ● Ensures staff receive a regular appraisal of their performance.
Premises	● Day-to-day management of the Academy, including who can enter the premises. ● Complies with health and safety law. ● Decides whether to close the Academy when there are health and safety risks.	● Approves a lettings policy (if applicable). ● Ensures emergency procedures are in place.

Appendix 1
Terms of Reference

1. Terms of Reference for the Full Governing Board - agreed 10th July 2025

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. Subcommittees report and make recommendations to the Full Governing Board.

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, before the beginning of each academic 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 parent Governor;
    (c) the Principal;
- The Governing Board may appoint up to five co-opted or private sector 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 plan training to fill any gaps.
6. To periodically carry out 360 review of the Chair's performance
7. To create a plan of succession (when required) for the Board and ensure that there is one in place for the Academy.
8. To agree on the annual schedule of business for the Governing 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 is regularly reviewed by the FGB). 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 the Academy Principal.
6. To agree a budget plan which will support delivery of Academy key priorities.
7. To agree the 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 SEND 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, Risk and Audit Committee - agreed on 10th July 2025

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.

Membership

- The membership of this group shall be a minimum of three Governors plus 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. Neither the Principal nor the Director of Finance and Operations (nor other employee of the Academy) is able to vote.

Quorum

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

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 DfE and to assess its implications for the Academy with guidance from the Director of Finance and the Principal.
2. To consider and recommend acceptance/non-acceptance of the Academy's three year budget, before submission to the DfE in June each year and ensure that this budget is balanced and offers value for money.
3. 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.
4. 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.
5. To ensure that information submitted to the DfE that affects funding, including pupil number returns and funding claims, is accurate and in line with the funding criteria.
6. Approval of contracts valued at £50k - £90k (if outside of budget) and £90k - £250k (if within budget).
7. Approval of payments over £90k.
8. Approval of any request for a corporate credit card.
9. Writing off debts.
10. 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).

Risk

1. To advise on the strategic processes for risk, control and governance and the governance statement.

2. 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

Audit

1. To recommend to the full Governing Board the appointment or reappointment of the auditors of the Academy.

2. To direct the trust's programme of internal scrutiny and ensure that risks are being addressed appropriately through internal scrutiny.

3. To monitor and review all financial procedures on a regular basis, including the implementation of bank account arrangements and make recommendations for improvement.

4. To receive reports (including the annual accounts and management letters) and consider any issues raised, the associated management response and action plans, and report necessary actions to the board of Governors.

5. To report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

6. To ensure compliance with the DfE Academy Trust Handbook

7. To ensure the trust submits its annual summary report of the areas reviewed, key findings, recommendations and conclusions to the DfE by 31 December each year when the audited annual accounts are submitted.

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.
4. To ensure a Business Continuity Plan is in place

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.

3. Terms of Reference for the Student and Curriculum Committee - agreed 12th June 2025

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, equality, diversity & inclusion (EDI) 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 as an ex-officio member. 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.

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; following which these will be shared with the FGB.
2. To monitor the performance of the Academy against these targets and national measures as appropriate.
3. 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.
4. Receive regular updates from the Principal and reports as required on the curriculum, quality of education including the quality assurance of teaching, assessment systems, academic and pastoral support, student behaviour, staff CPD, and other relevant activities of the Academy.
5. Oversee the Academy's activities in relation to:
    - The curriculum
    - Learning, teaching and assessment
    - Student attainment and progress
    - Student progress by groups. E.g SEND, Disadvantaged
    - Student support, wellbeing and guidance
    - Student behaviour and attendance
    - External services provided for all students
6. Monitor and discuss with Academy staff progress against the Academy Development Plan and Self Evaluation Form.
7. Engage with representatives of the student body as appropriate.
8. To review and approve policies as delegated by the Full Governing Board as indicated in the Policies Document
9. 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 Human Resources Committee - agreed on Thursday 15th May 2025

Purpose

- To assist the decision making of the Governing Board by enabling more detailed consideration to be given to all matters relating to Human Resources including 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, Director of Finance and Operations and the HR Manager 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 three times 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. Review and make any recommendations on all policies related to Human Resources at the Academy
2. Make recommendations on the Governing Board's policy for pay and remuneration of all staff employed to work solely at the Academy.
3. 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.
4. Ratify any pay rises for staff based on the criteria outlined in the Academy pay policy.
5. 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.
6. 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.
7. 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 grievances, and to monitor the implementation of these to ensure compliance with legislative requirements and equal opportunities principles.

Records

1. the minutes of the committee meetings concerning its general decisions/recommendations will be made available to the Governing Board.
2. The committee will also keep a detailed, confidential record of awards made to members of staff.

5. Terms of Reference for the ad-hoc Admissions 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 2025 - 2026 - approved on 14th October 2025

AUTUMN TERM

Students and Curriculum Sub-Committee – Half Term 1 (Tuesday 30th September 2025)

- Curriculum and pastoral provision on return to school, including any planned curriculum changes
- Review the Academy's student performance data at GCSE and A level with particular regard to the performance of student groups.
- Actions taken in response to GCSE and A level results
- Review and set targets for students in Year 11 and 13 up to half term 1 meeting
- Curriculum and Pastoral QA processes as appropriate
- Staffing structure for 2025/26
- Y12 admission stats and receive initial Y13 destinations

Full Governing Board – Half Term 1 (Tuesday 14th October 2025)

- Receive the Academy Development Plan (ADP) and the Self Evaluation Form for information
- Chelsea Academy Foundation update
- Update and sign registers of business interest and code of conduct
- Appointment of Admissions panel for the year

Half Term Break

Human Resources Sub-Committee – Half Term 2 (Monday 3rd November 2025)

- 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 (Tuesday 25th November 2025)

- Receive updated academic profile for students in Years 7 – 13 if appropriate
- 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
- Curriculum Leaders quality assurance

Finance, Risk and Audit Sub-Committee – Half Term 2 (Monday 24th November 2025)

- 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 the annual Health and Safety report
- Review of internal audit reports
- Recommendation of external auditor
- Consideration of the Academy as a going concern

AGM – Half Term 2 (Thursday 11th December 2025)

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

Full Governing Board – Half Term 2 (Thursday 11th December 2025)

- Receive and consider the Annual Report and Accounts
- Report on the effectiveness of Pupil Premium and SEND expenditure
- Agree GCSE and A level targets
- 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. Review the Academy Development Plan (ADP)
3. Submit annual report and audited financial statements to the DfE and Companies House by 31st December (Director of Finance and Operations)
4. Consult on any changes to admissions arrangements to come into use the following Autumn (Registrar)
5. Principal and Chair of Governors to review risks owned by Chair on the risk register

SPRING TERM

Human Resources Sub-Committee – Half Term 3 (Tuesday 10th February 2026)

- Review of performance management process and dealing with any issues arising

Half Term Break

Finance, Risk and Audit Sub-Committee – Half Term 4 (Wednesday 4th March 2026)

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

Students and Curriculum Sub-Committee – Half Term 4 (Thursday 5th March 2026)

- Receive update on progress towards GCSE & A level targets
- Finalise any Curriculum changes for September 2026
- Review ASP (Analyse School Performance) and/or the IDSR
- Teachers on Category 7-11 quality assurance

Full Governing Board Meeting – Half Term 4 (Thursday 26th March 2026)

- The evaluation of Chelsea Academy as a Church of England school
- Review of Appendix 3 -Policy and Statutory Documents Responsibility tracking document

Other Activities for Half Term 4

- Undertake Principal's performance management mid-year Review
- Principal and Chair of Governors to review risks owned by Chair on the risk register

SUMMER TERM

Human Resources Sub-Committee – Half Term 5 (Thursday 14th May 2026)

- Election of Chair for the following year
- Review the terms of reference
- Annual pay award for following academic year where known
- Review the Academy's pay policy
- Staffing update including staff wellbeing & staff absence for previous 12 months
- Review policies for next year, including PM policy

Half Term Break

Students and Curriculum Sub-Committee – Half Term 6 (Thursday 11th June 2026)

- Election of Chair for the following year
- Review the terms of reference

- Receive update on progress towards GCSE & A level targets
- Receive update on the impact of the curriculum for Years 7–11
- Agree post 16 Curriculum and admission arrangements
- Receive an update on the impact of careers education, advice and guidance
- ECT quality assurance

Finance, Risk and Audit Sub-Committee – Half Term 6 (Wednesday 17th June 2026)

- Election of Chair for the following year
- Review the terms of reference
- 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
- Facilities update
- 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 of internal audit reports
- Recommendation to consider change of external auditor (if needed)
- Recommendation of internal auditor

Full Governing Board Meeting – Half Term 6 (Thursday 9th July 2026)

- Performance review of members of Governing Board
- Approval of Committee Chairs and election of Vice Chair of Governing Board for the following year
- Review the impact of the Governing Board
- Review of membership, terms of reference and delegated powers Governing Board committees
- Confirm Code of Conduct
- Review suggested amendments to the Governors' Training Plan and agree dates for Link Governors' visits for next academic year
- Agree and approve budget for the following financial year as reviewed by the finance and audit subcommittee.
- Review Annual GDPR report

Other Activities for Half Term 6

- Publish proposals and admissions arrangements to come into effect the following Autumn
- Submit balanced budget to DfE by 31 July (Director of Finance and Operations)
- Principal and Chair of Governors to review risks owned by Chair on the risk register

STANDING ITEMS AT EACH MEETING

Full Governing Board

- Declaration of pecuniary and financial interests
- Report from the Principal (Monitor Academy Development Plan, via the Principal's report)
- Topical Discussion - Governors' Choice
- Reports from Sub-Committees
- Reports from Governor visits
- Review risk register
- Safeguarding
- Policy review as per cycle
- Confirm dates for Governors' attendance at Academy events
- Private Governor Business

Sub-Committees

- Policy review as per cycle

Training Focus for the year

- Consider the Academy's Strategic direction in the next five years
- Continued presentations from Curriculum/Pastoral Leaders
- Statutory training: Safeguarding, SEND, Cyber Security, Ofsted & SIAMS
- Focus on Academy T&L priorities
- Development of the Academy's ethos and culture

Appendix 3
Policy and Statutory Documents Responsibility - approved at FGB 27th March 2025; and 10th July 2025

	Policy	Who is responsible for the policy?	Frequency
S	**Admissions**	FGB to ratify	Annually
S	**Attendance and Punctuality**	FGB to approve	Annually
S	**Careers and Employability**	FGB to approve	Annually
S	**Child Protection and Safeguarding**	FGB to approve	Annually
	Christian Ethos	FGB to approve	Every 3 years
	Code of Conduct (Governors)	FGB to approve	Annually
S	**Designated teacher for looked-after and previously looked after students**	FGB to approve	Annually
S	**Equalities and Equal Opportunities**	FGB to approve	Every 4 years
S	**Occupational Health and Safety, including First Aid**	FRA to approve	Annually
S	**SEND**	FGB to approve	Annually
S	**Uniform**	FGB to approve	Annually
S	**Whistleblowing**	FGB to approve	Annually
S	**Allegations of Abuse Against Staff**	Safeguarding link governor to review and then recommend to FGB	Annually
	Child on child abuse	Safeguarding link governor to review and then recommend to FGB	Annually
S	**Disciplinary Procedure**	Human Resources to review and then recommend to the FGB	Annually
S	**Pay**	Human Resources to review and then recommend to the FGB	Annually
	Risk Management	Finance and Audit to review and then recommend to the FGB	Every 3 years
	Performance Management (including Early Careers Teacher Induction)	Human Resources to approve	Annually
	Probation	Human Resources to approve	Every 2 years
	Anti-Fraud and Anti-Bribery	Finance, Risk and Audit to approve	Every 3 years
	Financial Regulations Manual	Finance, Risk and Audit to approve	Every 3 years
	Investment, including reserves	Finance, Risk and Audit to approve	Annually
	Cyber Response plan	Finance, Risk and Audit to approve	Annually
S	**Behaviour**	Student and Curriculum to review, Principal to approve	Annually
	Curriculum & Assessment	Student and Curriculum to review, Principal to approve	Every 2 years
	Teaching and Learning	Student and Curriculum to review, Principal to approve	Every 2 years
S	**Accessibility**	Principal to approve	Every 3 years
	Anti-bullying (Student)	Principal to approve	Every 3 years
	Anti-Racism	Principal to approve	Every 2 years
	Anti-Harassment	Principal to approve	Every 2 years
S	**Capability**	Principal to approve	Annually
S	**Charging and Financial Assistance**	Principal to approve	Annually
	CCTV	Principal to approve	Every 2 years
S	**Code of Conduct (staff)**	Principal to approve	Annually
S	**Complaints Procedure**	Principal to approve	Annually
S	**Data Management and Protection (Including protection of children's biometric data)**	Principal to approve	Annually
	Drugs Incidents and Education in Students	Principal to approve	Every 3 years
	Electronic Information and Communications	Principal to approve	Every 2 years

	Exams policies	Principal to approve	Annually
	Feedback	Principal to approve	Every 2 years
	Flexible Working Policy	Principal to approve	Every 2 years
S	**Grievance**	Principal to approve	Annually
	Higher Prior Attainers	Principal to approve	Every 2 years
	Home / Academy Agreement	Principal to approve	Every 3 years
	Incident Management, Evacuation and Business Continuation Plan	Principal to approve	Annually
	Inclusion Statement	Principal to approve	Every 3 years
	Independent Learning	Principal to approve	Every 2 years
	IT Disaster Recovery Plan	Principal to approve	Every 2 years
	Leave of Absence	Principal to approve	Every 2 years
	Literacy	Principal to approve	Every 2 years
	Maternity, Paternity, Adoption and Shared Parental Leave	Principal to approve	Every 2 years
	Menopause	Principal to approve	Every 2 years
	Minibus	Principal to approve	Every 2 years
	Password	Principal to approve	Annually
	Praise and Rewards	Principal to approve	Every 2 years
S	**Privacy Notice for staff**	Principal to approve	Annually
	Reference Policy	Principal to approve	Every 2 years
S	**Relationship and Sex Education**	Principal to approve	Annually
	Sickness Absence	Principal to approve	Every 2 years
	Sixth Form Non-Compliance	Principal to approve	Every 2 years
	Staff Professional Development	Principal to approve	Every 3 years
S	**Supporting students with medical conditions**	Principal to approve	Annually
	Trips and Visits	Principal to approve	Every 2 years

Appendix 4
Governors Training plan 2025 – 2026

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.

- Link Governor – certain 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 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 some full Governing Board meetings 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 half-day 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 pays for this training.
- 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.
- NGA/Judicium offer online training programmes that are available for all Governors to undertake as they feel appropriate. There are 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. The Principal or Designated Safeguarding Lead may, from time to time, request that Governors complete specific online training to support the strategic aims or statutory needs of the Academy.There is a fee for attendance at these courses.

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

CHELSEA ACADEMY

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 2025-26

Date	Training
Autumn Term 2025	
Tuesday 2nd September 2025 (8.30am - 10.00am)	**Safeguarding Training (at the Academy with staff) - Optional** Governors are strongly encouraged to attend this. If they are not able to attend in person, governors must complete the Judicium/other Safeguarding training. If a governor has (or will be in the next four weeks) attended training at another school and a record can be provided, this can serve as appropriate safeguarding training.
Tuesday 14th October 2025 (Prior to full GB meeting 4.00 - 4.30 pm)	**Leadership of Safeguarding at the Academy**
Tuesday 21st October 2025 (8.20 am – 1.00 pm)	**Governors' Training Session 1: the new Behaviour curriculum**
Saturday 8th November 2025 (9.00 am – 12.00 pm)	**Strategic session (off site)**
Spring Term 2026	
26th January to 30th January 2026	**Link Governors' Visit Week**
Thursday 26th March 2026 (1.45 pm - 3.45 pm)	**Governors' Training Session 2:** **The Academy's Christian Ethos (including Coaching Time) and use of data at the Academy**
Summer Term 2026	
18th May to 22nd May 2026	**Link Governors' Visit Week**
Thursday 9th July 2026 (Prior to full GB meeting 4.00 - 4.30pm)	**Curriculum presentation tbc**

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

Appendix 5
Code of Conduct for Governors - approved at FGB 10th July 2025

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 through the Strategic Plan and ADP

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:

- Agree and review the Academy's 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:
<u>Role & Responsibilities</u>

- 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.

<u>Commitment</u>

- 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 students, 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 10th July 2025

_____ Signature of Governor

_____ Name