

# THOMAS MILLS HIGH SCHOOL & SIXTH FORM



## POLICY DOCUMENT 18

# HANDBOOK OF GOVERNANCE

Incorporating

# CONSTITUTION OF STANDING COMMITTEES, TRUSTEES CODE OF CONDUCT & SCHEME OF INTERNAL DELEGATION

Date approved by Board of Trustees	24/03/2026
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Policy Owner:	Trustees

### **Vision Statement:**

'Together we aim high, discover talents, and build a brighter future'

This Handbook is issued for general guidance and brings together for the convenience of Trustees key points from the Governing Documents of the School (see para. 6, below), the *Academy Trust Handbook* and other relevant documents (see Annex 4), together with some policies and other documents specific to the School itself. If the text of this booklet conflicts in any way with the texts of the Governing Documents the latter, of course, should always be followed. The Articles referred to in this policy can be found in our Articles of Association.

1. **Charter of Values.**

We, the staff, pupils and trustees, of Thomas Mills High School, regard the following twelve values as central to our purpose:

1. A love of learning for its own sake.
2. Vigour and optimism in embracing the future.
3. The intrinsic virtue of persistent hard work.
4. Acceptance of personal responsibility.
5. Equal value accorded to all persons.
6. Courtesy, self-discipline and respect for others.
7. A determination to achieve excellence in all we do.
8. Honesty, moral courage and integrity.
9. Good fellowship.
10. Service to others.
11. Leadership and enterprise.
12. Respect for the traditions and achievements of the school.

2. **Philosophy.**

The school is its pupils. Thomas Mills High School is proud to be a comprehensive school and to have established an exceptionally strong local reputation for the quality of education provided here. We are also proud of the part we play at the heart of the local community.

Success is evaluated in terms of our challenging Vision Statement and actions are guided by our agreed values. Decisions are tested by the question, "What is in the true interests of the pupils?"

Members of staff are the school's principal resource and are entitled to be treated fairly and professionally at all times and to be given the means to develop their roles. Members of staff seek to create constructive partnerships with all those who contribute to the education and welfare of pupils, especially parents.

3. **Legal Status of Thomas Mills High School.**

Thomas Mills High School is an Academy Trust and, as such, a company limited by guarantee and an exempt charity. It is registered under the Companies Act 2006 (number 7605059) (see para. 8). As an exempt charity (meaning in practice that it is regulated by the Secretary of State for Education and not by the Charity Commission), it also complies with the requirements of charity law (see para. 9, below).

The Academy Trust's Objects as stated in the Articles of Association are

- 3.1 "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 school offering a broad and balanced curriculum;"
- 3.2 "to promote for the benefit of the inhabitants of Framlingham and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants."

4. **Relationship of the Academy Trust to the Members.**

4.1 In general terms the Academy Trust conducts the affairs of the Trust on behalf of the Members of the Trust in accordance with the Articles of Association and the Academy Trust Handbook.

5. **General Duties of the Academy Trust.**

5.1 The Academy Trust is constituted by Trust's governing documents (the Memorandum of Association and the Articles of Association (*Articles*)) to exercise all the powers of the Academy Trust. It enters into contracts, expends the Academy's funds and operates the bank account.

5.2 Trustees are public servants, company directors and charity trustees, acting within three separate legal/regulatory frameworks (see paragraphs 7, 8 and 9). In practice the different requirements and expectations are best seen as 'mutually reinforcing' (*Academy Trust Handbook*).

5.3 Trustees are responsible for providing strategic leadership; ensuring that high standards of corporate governance are maintained and taking appropriate action when there are weaknesses in the School.

5.4 Trustees use a combination of reports, visits, results, data and other information in monitoring the progress of the school.

5.5 Where individual trustees have concerns that cannot be resolved about the running of the academy or a proposed action, they should ensure that their concerns are recorded in minutes.

6. **Specific Duties of the Academy Trust.**

The responsibilities of the Academy Trust include:

6.1 Appointing the Headteacher.

6.2 Approving annually a balanced budget and ensuring that this approval is minuted.

6.3 Ensuring the production of annual accounts in conformity with the Annual Accounts Direction, presenting them to Members and approving the procedure for their publication.

6.4 Policy development and strategic planning, including the setting and monitoring of targets. Policies are on the school website.

6.5 Ensuring the proper stewardship of public funds and regularity, propriety and value for money (i.e. economy, efficiency and effectiveness) in their use and management.

6.6 Ensuring sound management and administration and ensuring that managers are equipped with the relevant skills and guidance.

6.7 Ensuring compliance with legal requirements and best practice, including *inter alia* safeguarding, health and safety, equality, freedom of information and data protection legislation and regulations.

6.8 Establishing and maintaining a transparent system of prudent and effective internal controls.

6.9 Management of the financial, human and other resources of the School.

6.10 The monitoring both of performance and of the achievement of objectives and improvement plans.

6.11 Helping the School to be responsive to the needs of parents and the wider community.

6.12 Defining standards of conduct and values.

6.13 Assessing and monitoring risk.

6.14 Trustees must ensure effective governance and be mindful of DfE guidance, and their guides currently include: culture and engagement, governance of the trust, strategy, non-executive leadership, executive leadership, accountability, compliance and statutory policies.

7. **Responsibilities of Trustees as Board Members of a Public Body.**

The *Code of Conduct for Board Members of Public Bodies* defines the following responsibilities:

- 7.1 to play a full part in the work of the public body, acting in good faith and in the best interests of the body;
- 7.2 to deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, without unjust favouritism or discrimination;
- 7.3 to comply with all statutory and administrative requirements;
- 7.4 to respect the principle of collective decision-making and corporate responsibility, supporting all board decisions once made;
- 7.5 not to use or attempt to use the opportunity of public service to promote personal interests or the interests of other individuals;
- 7.6 to treat the staff employed by the public body with courtesy and respect.

8. **General Legal Duties of Trustees as Company Directors.**

The Companies Act 2006 and updates March 2024 (in sections 171-177) defines the general duties of directors to their companies as:

- 8.1 the duty to act within the powers granted by the company's constitution [i.e. the *Articles*] and to exercise these powers for the purposes for which they were conferred;
- 8.2 the duty to promote the success of the company;
- 8.3 the duty to exercise independent judgement;
- 8.4 the duty to exercise reasonable care, skill and diligence;
- 8.5 the duty to avoid conflicts of interest;
- 8.6 the duty not to accept benefits from third parties that could reasonably be regarded as likely to give rise to a conflict of interests;
- 8.7 the duty to declare any interest in a proposed transaction or arrangement.

9. **Legal Duties of Trustees as Charity Trustees.**

As charity trustees, Trustees must:

- 9.1 act together and in person and not delegate control of the charity to others;
- 9.2 remain true to the Objects of the charity;
- 9.3 act in the trust's interests only and without regard to their private interests;
- 9.4 manage the trust's affairs prudently and avoid activities that might put the funds, assets or reputation of the trust at risk;
- 9.5 act with integrity and avoid any personal conflicts of interest (see para. 11);
- 9.6 give adequate time, thought and energy to their duties as trustees and use their personal skills and experience to ensure the trust is well-run and efficient;
- 9.7 take proper professional advice on matters on which they are not themselves competent;
- 9.8 ensure that bank accounts, financial systems and financial records are operated by more than one person;
- 9.9 ensure that the trust's property is under the control of the trustees;
- 9.10 take special care when investing funds;
- 9.11 keep full and accurate accounting records;
- 9.12 prepare accruals accounts giving a true and fair view of the income and expenditure during the year and of its state of affairs at the year end and make them publicly available;
- 9.13 spend the trust's income solely for the furtherance of the Objects and with absolute fairness between persons qualified to benefit from the trust.

10. **Duties of the Headteacher.**

The Headteacher may by ordinary resolution of the members be appointed as a Trustee. The Headteacher is the appointed accounting officer of the Academy Trust and in the latter capacity, the Headteacher fulfils the relevant duties defined in the *Academy Trust Handbook*. The Headteacher is also responsible for offering professional advice to the Academy Trust. The

Headteacher must act in accordance with national professional standards. In addition, the Academy Trust delegates to the Head the following duties:

- 10.1 General responsibility for the internal organisation, management and control of the School.
- 10.2 The implementation of all policies approved by the Academy Trust.
- 10.3 The direction of teaching and of the curriculum.

## 11. **Ethical Conduct of Trustees and Staff.**

- 11.1 Trustees and members of staff are public servants and should seek at all times to conduct themselves in accordance with best practice (see Policy 49 - Scheme of Delegation of Financial Powers – and the “Code of Conduct for Board Members of Public Bodies,”) and the Seven Principles of Public Life (see Annex 1).
- 11.2 Under no circumstances must Trustees or staff use public monies or official business for private profit.
- 11.3 The Academy Trust should avoid obtaining goods and services that include elements of private use.
- 11.4 Excessive hospitality from prospective suppliers must not be accepted and any such hospitality or gifts that are received should be recorded in the register kept for that purpose. (It should be noted that, under the Prevention of Corruption Act, the burden of proof is placed on the recipient of favours.)
- 11.5 Trustees and staff must act and be seen to act impartially. All members of the Academy Trust and all senior staff (together with other staff with direct control of or access to substantial sums of money, or with influence on significant spending decisions – as defined by the Academy Trust) shall complete a declaration of their business interests. All related party interests and transactions must be fully disclosed and failure to do so will be taken seriously by the Board. These declarations shall be kept together as a single register of interests in accordance with Policy 49 (Scheme of Delegation of Financial Powers) which also gives further details on all aspects of this issue.
- 11.6 Trustees have a duty to combat fraud and bribery as detailed in Policy 49 (Scheme of Delegation of Financial Powers). A Trustee who suspects that irregular activity has taken place should raise these concerns initially with either the Chair of Trustees or the Headteacher, as they think most appropriate to the circumstances.
- 11.7 It is not permitted for trustees to receive any remuneration for their work as trustees or in respect of any contract to which the academy is a party or to hold any interest in property belonging to the academy, except in the case of one of the following exceptions:
  - 11.7.1 Those listed in the Articles of Association (Sections 6.5 and 6.7)
  - 11.7.2 Trustees may be paid all reasonable out of pocket travel, accommodation and other expenses legitimately incurred by them when acting in the capacity of trustee, but not including any foreign travel. Trustees’ Policy 36 (Payment of Trustees’ Expenses) gives further details.
  - 11.7.3 Nothing prevents the payment of trustees who are also solicitors, accountants or other persons engaged in a profession, or any partner or connected person, when instructed by the Academy Trust to act in a professional capacity on behalf of the Academy Trust.
  - 11.7.4 Both the Headteacher and any staff associates may receive remuneration or benefit in their capacity as employees of the academy trust, in accordance with the *Articles*.
- 11.8 No trustee may participate in the part of a meeting or in a vote at which his remuneration is at issue, or whenever a conflict of interest might arise, in accordance with the provisions of the *Articles*.
- 11.9 Notwithstanding all of the above, trustees may benefit from any indemnity insurance purchased by the Trust.
- 11.10 A trustee who becomes disqualified for any of the reasons listed in para. 15.3 below must give written notice of the fact to the governance professional of the Trustees.

11.11 Trustees should be aware that the Code of Conduct applies to trustees as well as staff.

12. **Liability of Trustees.**

12.1 Personal liability will not apply if trustees carry out their duty acting in good faith.

12.2 Indemnity insurance shall be purchased to cover the liability of the Trustees which might otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty in which they may be guilty in relation to the Academy Trust.

12.3 Indemnity insurance shall not apply (a) to protect trustees from a deliberate or reckless disregard of a breach of trust or a breach of duty or (b) to the costs of unsuccessful defence to a criminal prosecution in respect of work for the Academy Trust.

13. **Membership of the Academy Trust.**

13.1 The Academy Trust shall consist of no fewer than 3 Trustees appointed in accordance with the Articles of Association.

13.2 Trustees shall be appointed as follows:

13.2.1 up to nine trustees appointed by the Members of the Academy Trust;

13.2.2 a minimum of two parent trustees elected or appointed;

13.2.3 the Headteacher;

13.2.4 Trustees may be co-opted by the Academy Trust.

14. **Appointment of Trustees**

14.1 The Members may appoint by ordinary resolution up to 9 Trustees.

15. **Parent Trustees**

15.1 Subject to Article 56A, the Parent Trustees shall be elected by Parents of registered pupils at the Academy. A Parent Trustee must be a Parent of a registered pupil at the Academy at the time when they are elected.

15.2 The Board of Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of Parent Trustees, including term dates and any question of whether a person is a Parent of a registered pupil at the Academy. Any election of Parent Trustees which is contested shall be held by secret ballot.

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

15.4 Where a vacancy for a Parent Trustee is required to be filled by election, the Board of Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a Parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

15.5 The number of Parent Trustees required shall be made up by Parent Trustees appointed by the Board of Trustees if the number of Parents standing for election is less than the number of vacancies.

15.6 In appointing a Parent Trustee, the Board of Trustees shall appoint a person who is the Parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the Parent of a child of compulsory school age.

16. **Headteacher as Trustee**

16.1 Providing that the Headteacher agrees so to act, the Members may by ordinary resolution appoint the Headteacher as a Trustee.

17. **Co-opted Trustees**

17.1 The Trustees may appoint Co-opted Trustees. A 'Co-opted Trustee' means a person who is appointed to be a Trustee by being Co-opted by Trustees who have not themselves been so appointed. The Trustees may not co-opt an employee of the Academy Trust as a Co-opted Trustee if thereby the number of Trustees who are employees of the Academy Trust would exceed one third of the total number of Trustees including the Headteacher to the extent they are a Trustee.

18. **Term of Office**

18.1 The term of office for any Trustee shall be four years, save that:

18.1.1 This time limit shall not apply to any post which is held ex officio.

18.1.2 The term of office may be shorter than four years for any Trustee except for Parent Trustees, if the Members (or in the case of a Co-opted Trustee, the Trustees) determine this at the time of appointment of such Trustee.

18.1.3 Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected.

19. **Resignation and Removal**

19.1 A Trustee may resign their office by notice to the Academy Trust (but only if at least three Trustees will remain in office when the notice of resignation is to take effect).

19.2 A Trustee may be removed by the person or persons who appointed or elected them, or otherwise by ordinary resolution of the Members in accordance with the Companies Act 2006.

19.3 Either the Trustee resigning, or those removing the Trustee shall give written notice thereof to the Governance Professional.

20. **Disqualification of Trustees**

20.1 A Trustee must be aged 18 or over at the date of election or appointment. No current pupil of the Academy shall be a Trustee.

20.2 A Trustee shall cease to hold office if they become incapable by reason of illness or injury of managing or administering their own affairs.

20.3 A Trustee shall cease to hold office if they are absent without the permission of the Trustees from all their meetings held within a period of six months and the Trustees resolve that the Trustee's office be vacated.

20.4 A person shall be disqualified from holding or continuing to hold office as a Trustee if:

20.4.1 they have been declared bankrupt and/or their estate has been seized from their possession for the benefit of their creditors and the declaration or seizure has not been discharged, annulled or reduced; or

20.4.2 they are the subject of a bankruptcy restrictions order or an interim order.

20.5 A person shall be disqualified from holding or continuing to hold office as a Trustee at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

20.6 A Trustee shall cease to hold office if they cease to be a Trustee by virtue of any provision in the Companies Act 2006, or are disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

20.7 A person shall be disqualified from holding or continuing to hold office as a Trustee if they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which they were responsible or to which they were privy, or which their conduct contributed to or facilitated.

- 20.8 A person shall be disqualified from holding or continuing to hold office as a Trustee where they have, at any time, been convicted of a Serious Criminal Offence.
- 20.9 After the Academy has opened, a person shall be disqualified from holding or continuing to hold office as a Trustee if that person does not provide the Chair with a disclosure and barring service certificate at an enhanced disclosure level under section 113B of the Police Act 1997 or if such a certificate discloses information which the Chair considers would make that person unsuitable for their role. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
- 20.10 A person (including the Chair) shall be disqualified from holding or continuing to hold office as a Trustee if that person:
- 20.10.1 refuses to consent to any checks required by the Secretary of State under the provisions of the Funding Agreement, the Education (Independent School Standards) Regulations 2014 or otherwise; or
  - 20.10.2 is found to be unsuitable to be a Trustee by the Secretary of State under the provisions of the Funding Agreement or the Education (Independent School Standards) Regulations 2014.
- 20.11 Where, by virtue of these Articles a person becomes disqualified from holding, or continuing to hold office as a Trustee; and they are, or are proposed to become such a Trustee, they shall upon becoming so disqualified give written notice of that fact to the Governance Professional.
21. **Disqualification of those on committees including Local Governing Bodies**
- 21.1 Articles 68 to 74, Articles 77 to 78, Article 79 and Articles 97 to 98 also apply to any member of any committee or delegate of the Trustees who is not a Trustee.
22. **Governance Professional to the Trustees**
- 22.1 The Trustees must appoint a Governance Professional. The Governance Professional shall be appointed by the Trustees for such term, at such remuneration and upon such conditions as they may think fit; and any Governance Professional so appointed may be removed by them. The Governance Professional shall not be a Trustee, or the Headteacher. Notwithstanding this Article, the Trustees may, where the Governance Professional fails to attend a meeting of theirs, appoint any one of their number or any other person to act as Governance Professional for the purposes of that meeting.
23. **Chair and Vice-Chair of the Trustees**
- 23.1 The Trustees shall each school year elect a Chair and a Vice-Chair/s from among their number. The election of a new Chair will take place at the last Academy Trust Meeting of the academic year. The new Chair will take up office at the start of the next academic year. (This is to allow a hand over period between the outgoing chair and the incoming chair). A Trustee who is employed by the Academy Trust shall not be eligible for election as Chair or Vice-Chair.
- 23.2 The new Chair will be subject to a suitability check or equivalent as advised by the DfE.
- 23.3 Subject to Article 84, the Chair or Vice-Chair shall hold office as such until a successor has been elected in accordance with Article 85.
- 23.4 The Chair or Vice-Chair may at any time resign their office by giving notice in writing to the Governance Professional. The Chair or Vice-Chair shall cease to hold office if they:
- 23.4.1 cease to be a Trustee;
  - 23.4.2 are employed by the Academy Trust;
  - 23.4.3 are removed from office in accordance with these Articles; or
  - 23.4.4 in the case of the Vice-Chair, they are elected in accordance with these Articles to fill a vacancy in the office of Chair.

- 23.5 Whereby reason of any of the matters referred to in Article 84, a vacancy arises in the office of Chair or Vice-Chair, the Trustees shall at their next meeting elect one of their number to fill that vacancy.
- 23.6 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair shall act as the Chair for the purposes of the meeting.
- 23.7 The Trustees may remove the Chair or Vice-Chair from office in accordance with these Articles.
- 23.8 A resolution to remove the Chair or Vice-Chair from office which is passed at a meeting of the Trustees shall not have effect unless:
- 23.8.1 it is confirmed by a resolution passed at a second meeting of the Trustees held not less than fourteen days after the first meeting; and
- 23.8.2 the matter of the Chair's or Vice-Chair's removal from office is specified as an item of business on the agenda for each of those meetings.
- 23.9 Before the Trustees resolve at the relevant meeting on whether to confirm the resolution to remove the Chair or Vice-Chair from office, the Trustee or Trustees proposing their removal shall at that meeting state their reasons for doing so and the Chair or Vice-Chair shall be given an opportunity to make a statement in response.

#### 24. **Powers of the Trustees**

- 24.1 Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Academy Trust shall be managed by the Trustees who may exercise all the powers of the Academy Trust. No alteration of the Articles and no such direction shall invalidate any prior act of the Trustees which would have been valid if that alteration had not been made or that direction had not been given. The powers given by this Article shall not be limited by any special power given to the Trustees by the Articles and a meeting of Trustees at which a quorum is present may exercise all the powers exercisable by the Trustees.
- 24.2 In addition to all powers hereby expressly conferred upon them and without detracting from the generality of their powers under the Articles the Trustees shall have the following powers, namely:
- 24.2.1 to expend the funds of the Academy Trust in such manner as they shall consider most beneficial for the achievement of the Objects and to invest in the name of the Academy Trust such part of the funds as they may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Objects; and
- 24.2.2 to enter into contracts on behalf of the Academy Trust.
- 24.3 In the exercise of their powers and functions, the Trustees may consider any advice given by the Headteacher to the extent they are not a Trustee and any other executive officer.
- 24.4 Any bank account in which any money of the Academy Trust is deposited shall be operated by the Trustees in the name of the Academy Trust. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the Trustees.

#### 25. **Conflicts of interest**

- 25.1 Any Trustee who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with their duties as a Trustee shall disclose that fact to the Trustees as soon as they become aware of it. A Trustee must be absent from any discussions of the Trustees in which it is possible that a conflict will arise between their duty to act solely in the interests of the Academy Trust and any duty or personal interest (including but not limited to any Personal Financial Interest).

25.2 For the purpose of Article 97, a Trustee has a Personal Financial Interest in the employment or remuneration of, or the provision of any other benefit to, that Trustee as permitted by and as defined by Articles 6.5-6.8A.

26. **Committees of the Academy Trust and Delegation of Powers and Functions.**

26.1 The Academy Trust may establish such committees and working parties as it sees fit, constituted in accordance with the provisions in Article 101 of the *Articles*. Details of the roles and powers of all standing committees are contained later in this policy.

26.2 The Academy Trust may delegate powers or functions to any trustee, committee, the Headteacher or any holder of an executive office. They shall report on actions and decisions to the whole Academy Trust in accordance with the *Articles*.

27. **Visits by Trustees to the School.**

27.1 It is established policy that all Trustees should undertake school visits in order to:

27.1.1 monitor and assess evaluations of performance and the planning priorities outlined in the document '*School Development Plan*'.

27.1.2 assist the Academy Trust in fulfilling its legal responsibilities.

27.1.3 improve Trustee knowledge of the school, its staff, needs, priorities, strengths and weaknesses;

27.2 Trustees are expected to support school activities and attend school plays, concerts, sports fixtures, open days, etc. wherever possible.

27.3 In addition, Trustees will be linked to a focus area and will undertake to meet with a member of staff responsible for this focus area at least twice each academic year.

27.4 Initially visits will be arranged through the Headteacher and Chair of Trustees.

27.5 Trustees are not inspectors or advisers; the object of all visits is to increase understanding in order to assist informed judgement and, therefore, the quality of decision-making and accountability.

27.6 After a Trustee visit, the Trustee visit form on Govhub must be completed and sent to the member of staff involved to be checked for points of accuracy, before sending to the Headteacher, the Headteacher's PA and the Chair of Trustees. When approved by the Headteacher and Chair, the Headteacher's PA will post the report on Govhub.

27.7 These findings will be shared at committee and used to monitor and assess evaluations of performance, and the planning priorities outlined in the School Improvement Plan.

27.8 Trustees should ensure that they are familiar with health and safety procedures, including what to do in the event of a fire, whilst visiting the school.

## **CONSTITUTION OF STANDING COMMITTEES**

(Previously Policy 19)

### **1. INTRODUCTION**

The Committees set out below are established by the Trustees with the membership, quorum and delegated powers indicated and subject to the following general provisions:

- (a) references to the Chair shall include the Vice-Chair(s) if the Chair at the relevant time is disqualified or not available to serve as a member of the Committee;
  - (b) the term of office of each member of a Committee shall expire when he or she resigns, is replaced by a successor or ceases to be a Trustee, whichever event occurs first, except in the case of the School Trusts Committee;
  - (c) all authority delegated to a Committee to incur either expenditure or a commitment to expenditure is subject to the condition that provision for that expenditure has been made in a budget approved by the Trustees;
  - (d) each Committee shall comply with any general directions and policies approved by the Trustees; and
  - (e) action taken under delegated powers shall be reported as soon as practicable to the Trustees.
2. The Chair of the Standards Committee and Finance and Premises Committee will be appointed by the Members of the relevant Committee.
  3. The Chair of the Trustees is authorised to discharge any function of the Trustees if the delay of calling a meeting would be likely to be seriously detrimental to the School, to a pupil, to a parent, or to an employee, and reported back to the board at the next meeting.
  4. The Staff Selection, Discipline, Staff Determinations and Appeals Committees and the Complaints Panel are reconstituted for each specific issue and occasion from amongst those Trustees who are eligible and available to attend and (except in the case of the Staff Selection Committee) who are not employees of the Academy Trust. More specific arrangements and requirements are indicated below for each committee.

### **5. STAFF SELECTION COMMITTEE - MEMBERSHIP**

The Headteacher and either the Chair, or Trustee not being a Staff Trustee (or Associate Staff Governor) who shall be selected from a list to be maintained by the Trustees.

Quorum: Two members, one of whom shall be the Headteacher and at least one of whom must have completed the Safer Recruitment training.

Powers: To appoint or promote teaching staff (other than a Headteacher or Deputy Headteacher) and any support staff employee in respect of whom the Headteacher may elect not to exercise the power of appointment or promotion delegated to the Headteacher. In connection with any appointment or promotion, to exercise discretion to award salary scale points in accordance with general policy.

## **6. DISCIPLINE COMMITTEE (PUPILS) - MEMBERSHIP**

The Chair and two other Trustees not being either the Headteacher, or any other Trustee who is a parent or other relative of any pupil involved in any alleged incident out of which arises the disciplinary action which is to be under consideration. All meetings will be professionally clerked.

Quorum: Three members. The Committee Chair has a casting vote, if necessary.

Powers:

- (a) To hear and consider representations made by or for any parent of a pupil who has been excluded from the School and consider reinstatement in accordance with the procedures and responsibilities detailed in the Behaviour and Exclusions Policy and with regard to Statutory guidance.

## **7. STAFF DETERMINATIONS COMMITTEE - MEMBERSHIP**

Three Trustees not being the Headteacher or any Trustee concerned in the matter to be considered in a capacity other than that of a Trustee.

Quorum: Three members.

Powers:

- (a) Decisions and consultations relating to possible staff reductions, whether by reason of redundancy or reorganisation and including agreed terms for early retirement.
- (b) Hearing and determination of any complaint or report on any matter which might be a reason for dismissal of, or other disciplinary or capability action against, an employee and is not delegated to the Headteacher.
- (c) Any decision that an employee is to cease to work at the School; and any offer of re-employment to be made to such an employee.
- (d) Consideration and, if practicable, resolution of any employee grievance under the Grievance Procedure.

## **8. APPEALS COMMITTEE - MEMBERSHIP**

The Chair and two other Trustees not being either the Headteacher or any Trustee concerned in the matter to be considered in a capacity other than that of a Trustee. No Trustee may participate in the hearing of the same case in both the Staff Determinations Committee and the Appeals Committee.

Quorum: Three members.

Powers:

- (a) Hearing and determination of any appeal against a decision of the Staff Determinations Committee under any approved staff procedure; and any decision consequential upon the appeal decision.
- (b) Hearing and determination of appeals relating to salaries of individual teaching and non-teaching staff under the management structure.

## **9. COMPLAINTS PANEL – MEMBERSHIP**

Two Trustees and an Independent Panel Member (in line with Academy Complaints Procedure) who have not been directly involved in the matters detailed in the particular complaint under consideration.

Quorum: All members of the Panel must be present.

Powers:

- (a) To hear all complaints which have been appealed beyond Step 3 of the Academy Complaints Procedure, whether presented in person, by a representative or in writing.
- (b) To make findings and any recommendations on that complaint and communicate them in writing to the complainant and to the Headteacher.

## **10. FINANCE AND PREMISES COMMITTEE - MEMBERSHIP**

The Headteacher and the Business Manager shall normally be in attendance at meetings.

Recommended number of trustees for this committee is 6.

A Member, who is not also a trustee, will from time to time be in attendance as an observer, particularly when the external auditor presents their findings or when discussion around appointing auditors is on the agenda.

Quorum: Three Trustees.

NB: Because this committee incorporates the audit and risk function, the chair of the trust cannot chair this committee, or any working group associated with audit and risk functions.

Finance powers:

- (i) To consider and make recommendations to the Trustees on all financial and budgetary matters not delegated to the Headteacher, as referenced in the current Academy Trust Handbook, including:
  - (a) the preparation of the annual budget for the School and of any periodic review of budget monitoring reports;
  - (b) all finance policies.
- (ii) To exercise the following delegated functions on behalf of the Trustees:
  - (a) in line with finance policies, approval of procedures for competitive tendering decisions on expenditure items over a specified amount;
  - (b) in line with finance policies, authorising contracts;
  - (c) in line with finance policies, acceptance of tenders for goods, services or works above the threshold value;
  - (d) approval of arrangements to secure compliance with financial regulations;
  - (e) ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 1985 and DfE guidance issued to academies;
  - (f) approving the Lettings Charging Guidelines prepared by the Business Manager;
  - (g) with the assistance of the Senior Management Team, keeping the Risk Register

up to date.

Estates powers:

- (a) To receive and consider reports from business management staff on all matters relating to the care of the buildings, including insurance, energy, services, health and safety policy, fire risk assessments and the Accessibility Plan.
- (b) To approve the arrangements for all premises related contracts, including catering, cleaning and grounds maintenance.
- (c) To consider and approve the School's long-term plan for building development and refurbishment.
- (d) To consider and make recommendations regarding all significant issues relating to school land, including leasing issues, drainage, access to the Shalom Centre, rights of way and planning permission.
- (e) To consider and recommend approval of all significant projects relating to land and buildings.

Staffing Powers:

- (a) To oversee integrated curriculum financial planning.
- (b) To ensure the staffing structure is linked to the budget
- (c) To recommend salary policy and policy for the exercise of directions relating to pay.

Audit and Risk Powers:

Audit and Risk functions:

- (a) Direct the Trust's programme of internal scrutiny and to consider the results and quality of external audit (which includes Responsible Officer reports, Audit Completion Documents as well as accounts).
- (b) The Committee will work with Members who appoint the external auditors and receive the audited annual reports and accounts.
- (c) Ensure that risks are being addressed appropriately through internal scrutiny.
- (d) Report to the Academy Trust Board the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.
- (e) Have access to the external auditor as well as those carrying out internal scrutiny and consider their quality.
- (f) Ensure that information completed by the Trust and submitted to the DfE that affects funding, is accurate and in compliance with funding criteria.
- (g) Ensure that the Trust complies with the Academies Trust Handbook.
- (h) The Committee has authority to investigate any activity that it deems relevant to its inquiries and to seek information from staff that it requires.
- (i) The Committee shall promote a climate of financial discipline and control to help ensure the highest standards of probity and efficiency.

From time to time, particularly around the presentation of the Audit and Annual Report, other trustees and members may join a meeting. Also, from time to time, a separate working group will look at specific issues (e.g. risk management) and report back to the committee. In line with DfE direction, employees should not participate as members when audit matters are discussed.

## **11. STANDARDS COMMITTEE -MEMBERSHIP**

The Headteacher shall normally be in attendance at meetings.

Recommended number of trustees for this committee is 6.

Quorum: Three Trustees

Powers:

- (a) To monitor the school's progress in line with current New Ofsted inspection framework headings, namely, Leadership and Governance, Curriculum, Developing Teaching, Achievement, Behaviour and Attendance, Personal Development and Wellbeing, Inclusion, Early Years, Sixth Form and Safeguarding.
- (b) To monitor and report to the Academy Trust on the performance of the school and the approval and monitoring of the Five Year Trustee Strategic Plan and the School Development Plan.
- (c) To receive a reports termly from Headteacher and hold senior leaders to account
- (d) To recommend to the Academy Trust performance targets for external outcomes and to monitor progress towards them.
- (e) To undertake the necessary annual review of the performance and salaries of the Headteacher and to make decisions thereon on behalf of the Trustees.
- (f) To receive reports from the Headteacher on the implementation of the performance review process for all staff.
- (g) To receive, and where necessary commission, reports contributing to the internal and external scrutiny of the school.
- (h) The Committee has the power to seek independent expert advice to help them in the performance of their duties, subject to any remuneration for these services being authorised in the budget.
- (i) Through scrutiny of the school's evaluation, identify and monitor the priorities for development.
- (j) To ensure that Keeping Children Safe in Education and other associated statutory guidance that may be issued from time to time, is implemented within the school and is reported to the Board.
- (k) Confirm any actions, policy development and direction resulting from both internal and external scrutiny.
- (l) Provide the Academy Trust Board with an overview of all matters connected to these terms of reference.
- (m) Academy trust boards have a duty to:
  - safeguard and promote the welfare of children
  - have regard to any statutory guidance on safeguarding issued by the Secretary of State
  - ensure the suitability of staff, supply staff, volunteers, contractors and proprietors

## **12. SCHOOL TRUSTS COMMITTEE - MEMBERSHIP**

Three members, each elected for a term of three years; at least one member must be a trustee at the time of their election (in accordance with the governing documents of the Prickett Memorial Awards and Thomas Mills Prizes charities).

Quorum: Three members.

Powers:

- (a) To be the Trustees of the Prickett Memorial Awards and Thomas Mills Prizes charities, with full legal powers.
- (b) To consider (on behalf of the Academy Trust) annual reports on the progress of the School Archives and the Stanley Reeve Museum.
- (c) To have the sole power to authorise (by unanimous resolution) the sale or disposal of any item in the School Archives.

## Annex 1

### **The Seven Principles of Public Life**

#### **Selflessness**

Holders of public office should take decisions 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 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.

**Annex 2**

**The Annual Cycle of Regular Items for Trustees Meetings and Major Committees.**

	<b>Autumn Term Meeting(s)</b>	<b>Spring Term Meeting(s)</b>	<b>Summer Term Meeting(s)</b>
<b>Actions to be taken every year (Whole AT).</b>	Declaration of interests. Setting GCSE targets. Preparation for AGM.	Declaration of interests.	Declaration of interests. Agree Final Budget. Approve School Improvement Plans. Election of Officers. Election of a Member of the School Trusts Committee.
<b>Reports to be noted/considered (Whole AT).</b>	Chair's Actions. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.	Chair's Actions. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.	Chair's Actions. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.
<b>Policies to be reviewed or renewed annually</b>	<b>Safeguarding - 8</b> <b>S.E.N. and SEND information report - 20</b> <b>Pay - 22</b> <b>Reserves Policy - 79</b> <b>Admissions - 54</b>	<b>Handbook of Governance - 18</b> <b>Risk Management &amp; the Risk Register - 40</b> <b>Estates Vision and Strategy Plan - 93</b>	<b>Health &amp; Safety - 52</b> <b>Medical - 67</b> First Aid - 81
<b>Policies to be reviewed or renewed every three years</b>  <b>Policies highlighted in Green - Full Trustees meeting</b>  <b>Policies highlighted in Yellow - Standards meeting</b>  <b>Policies highlighted in Blue - Finance and Premises meeting</b>  <b>Policies not highlighted - School policies</b>	<b><u>Academic Year 2025 – 2026</u></b>  <b>Autumn term</b> <b>Disciplinary, Capability and Grievance - 7</b> Common Curriculum – 41 Educational Visits – 43 Anti-Harassment and Anti-Bullying – Staff - 84 Dealing with Allegations of Abuse against Adults in School - 85 Cyber-Security – 87  <b>Spring term</b> Equality Policy - 5 Sex & Relationship Ed – 15 Behaviour for learning - 21 Spiritual, Moral Ed and Cultural Education - 32 Combating Extremism - 63 Drugs - 75 Anti-Bullying – Students – 82 Exclusions – 86 Remote Education Guidance & Procedures - 92  <b>Summer term</b> Teaching and Learning - 74 ECT - 76 <b>Attendance - 83</b>	<b><u>Academic Year 2026 – 2027</u></b>  <b>Autumn term</b> Exam re-remarks etc - 39 Use of Technology - 53 Whistleblowing Procedure – 70 Remote Education Guidance and Procedures - 92 <b>Estates Vision and Strategy - 93</b>  <b>Spring term</b> Community Cohesion - 50 Staff Wellbeing - 61 Maternity, Paternity, Adoption, Parental and Shared Parental Leave – 68 Neonatal Care Leave and Pay - 94  <b>Summer term</b> <b>Complaints Procedure – 17</b> Trustees' Expenses - 36 <b>Performance Management Policies – 38 &amp; 56</b> Surveillance and CCTV – 88 Sexual Harassment - 90	<b><u>Academic Year 2027 – 2028</u></b>  <b>Autumn term</b> <b>Charges &amp; Remissions - 2</b> Lettings - 16 <b>Scheme of Delegation of Financial Powers - 49</b> <b>Accounting Policies - 58</b> Staff Absence Procedure - 64 Organisational Change - 71 Toil – 72  <b>Spring term</b> Accessibility Plan – 57 <b>Careers Guidance - 59</b> Guidance for staff on the use of Email - 78 Code of Conduct – 80  <b>Summer term</b> <b>Information, Records and Copyright – 46</b> Environment – 51 Recruitment and Selection – 66

<b>Budget cycle (Finance and Premises Committee).</b>	Budget monitoring. Review of financial policies prior to AT discussion. Preparation of annual accounts.	Budget monitoring. Early discussion of future Budget. Review of financial policies prior to AT discussion.	Budget monitoring. Construction of Budget. Review of financial policies prior to AT discussion.
<b>Evaluation and Development Cycle (Standards Committee).</b>	Headteacher's Termly Report Consider any changes to Evaluation sections. Monitor targets.	Headteacher's Termly Report Initial consideration of development actions for following year. Monitor targets.	Headteacher's Termly Report Consideration and approval of following year's Plans. Monitor targets.

## Code of Conduct for Trustees and Governors

Sourced from the National Governance Association 2024

Once this code has been adopted, all board members agree to faithfully abide by it.

Trustees: We agree to follow the [charity governance code](#)

Those governing at local level: We recognise and support the principles set out in the [charity governance code](#)

We will abide by the Seven Nolan Principles of Public Life:

### **Selflessness**

We will act solely in terms of the public interest.

### **Integrity**

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work.

We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

### **Objectivity**

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

We will apply the highest standards and will:

1. act within our powers
2. promote the success of the trust
3. exercise independent judgement
4. exercise reasonable care, skill and diligence
5. avoid conflicts of interest
6. not accept benefits from third parties
7. declare interest in proposed transactions or arrangements

### **Accountability**

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

### **Openness**

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

### **Honesty**

We will be truthful.

### **Leadership**

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will focus on our core purpose:

1. strategic leadership: defining a vision, fostering a culture and championing the strategy
2. accountability and assurance: providing robust and effective oversight of operations and performance
3. engagement: strategic oversight of relationships with stakeholders

As individuals, we agree to:

### Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core purpose rather than involve ourselves in day-to-day management.
2. We will fulfil our role and responsibilities as set out in our [scheme of delegation](#).
3. We will develop, share and live the ethos and values of our trust.
4. We agree to adhere to trust policies and procedures.
5. We shall fully cooperate with individual requests that are necessary to ensure organisational compliance, such as disclosure and barring or right to work checks.
6. We will work collectively for the benefit of the trust.
7. We will be candid but constructive and respectful when holding senior leaders to account.
8. We will consider how our decisions may affect the trust and local community.
9. We will stand by the decisions that we make as a collective.
10. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
11. We will only speak or act on behalf of the trust board if we have the authority to do so.
12. Trustees: We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
13. When making or responding to complaints, we will follow the established procedures.
14. We will strive to uphold the trust's reputation in our private communications (including on social media).
15. We will have regard to our responsibilities under [The Equality Act](#) and will work to advance equality of opportunity for all.
16. Those governing at local level: We will act as local ambassadors for our trust.

### Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school/s well and welcome opportunities to be involved in school activities.
5. We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting a school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training, prioritise training in required areas (such as safeguarding) and commit to developing our individual and collective skills and knowledge on an ongoing basis.

### Build and maintain relationships

1. We will develop effective working relationships with leaders, staff, parents and other relevant stakeholders from our local communities.
2. Those governing at local level: We will champion the voices of our school community and stakeholders.
3. Those governing at local level: We will establish effective working relationships with trustees.
4. Trustees: We will engage with and be accountable to those governing at local level.
5. Trustees: We will respect the remit of, and engage constructively with, relevant authorities, sector bodies and other trusts.
6. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
7. We will work to create an inclusive environment where each board member's contributions are valued equally.

8. We will support the chair in their role of leading the board and ensuring appropriate conduct.

### Respect confidentiality

1. We will observe complete confidentiality both inside and outside of the trust when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will ensure all emails and electronic papers remain confidential at all times.
5. We will maintain confidentiality even after we leave office.

### Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the [register of business interests](#).
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the Register of Business Interests will be published on the trust's website.
5. We will act as a trustee/academy committee member, not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the trust board, attendance records, relevant business and pecuniary interests, category of governor/trustee and the body responsible for appointing us will be published on the trust website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database (Get information about schools), some of which will be publicly available.

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

We agree that this code of conduct will be reviewed annually and endorsed by the full governing board.

# SCHEME OF INTERNAL DELEGATION

## (Previously Policy 34)

**THIS SHOWS TO WHICH LEVEL THE ACADEMY TRUST TRUSTEES AND HEADTEACHER DELEGATE FUNCTIONS**

**KEY**

Level 1: The Academy Trust

Level 2: A committee of the Academy Trust

Level 3: An individual trustee

Level 4: Headteacher.

Column blank: Action could be undertaken by this level.

Column blocked off: Function cannot be legally carried out at this level.

**\*Although decisions may be delegated, the Academy Trust as a whole remains responsible for any decision made at Levels 2 – 4\***

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
Finance	1	To approve the formal budget plan and mid-year adjustments each financial year	✓			
	2	To monitor monthly expenditure and follow Academy Trust Handbook guidance		✓		✓
	3	To establish a charging and remissions policy (subject to the Secretary of State's approval), Finance policy, Record of Financial Responsibility & others	✓			
	4	Financial decisions (Scheme of Delegation of Financial Powers – Policy 49)		✓		
	5	To enter into contracts (Scheme of Delegation of Financial Powers – Policy 49)	According to the Record of Financial Responsibility			
	6	To make payments in line with delegated powers (Scheme of Delegation of Financial Powers – Policy 49)	According to the Record of Financial Responsibility			
	7	To agree action plans and monitor the impact of events (e.g. pupil premium, Y7 catch up premium, SEND)		Standards and Finance & Premises Committee		
	8	To investigate any activity deemed relevant to enquiries. Headteacher not to participate if enquiry relates to Headteacher activities		✓		
	9	To sign the Annual Report	✓			
	10	To work with Members on appointing Auditors	✓			
	11	To appoint a Responsible Officer (RO)	✓			
	12	Headteacher appointments (selection panel)	✓			
	13	Deputy appointments (selection panel)	✓			
	14	Appoint other teachers				✓
	15	Appoint support staff		✓ (Senior staff)		✓ (Other staff)
	16	Agree a pay policy	✓			

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
	17	To make pay decisions in line with the pay policy and legal requirements.		Finance and Premises Committee		
	18	Establishing disciplinary/capability procedures	✓			
	19	Dismissal of headteacher	✓			
	20	Dismissal of other staff				✓
	21	Suspending head (panel)	✓			
	22	Suspending staff (except head)				✓
	23	Ending suspension (head) (panel)	✓			
	24	Ending suspension (except head) (panel)	✓			
	25	Setting the overall staffing structure		Standards Committee and F & P Committee		
	26	Determining dismissal payments/ early retirement	✓			
	27	To maintain a central record of recruitment and vetting checks (SCR)				✓
	28	Approve a teacher appraisal policy	✓			
	29	Implement the teacher appraisal policy				✓
	30	Appoint a panel to carry out the appraisal of the headteacher	✓			
	31	Carry out appraisal of other staff (or delegate to other line managers in school)				✓
<b>Curriculum</b>	32	To establish and implement a curriculum policy				✓
	33	To agree or reject and monitor curriculum policy	✓			
	34	Ensure all pupils are provided with independent careers guidance		Standards Committee		
	35	Responsible for standards of teaching				✓
	36	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school				✓

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
		day)				
	37	Responsibility for individual child's education				✓
	38	Establish and review a relationship and sex education policy and other personal development areas	✓			
	39	To prohibit political indoctrination and ensuring the balanced treatment of political issues	✓			
<b>Target Setting</b>	40	To set and publish targets for pupil achievement	✓			
<b>Discipline/Exclusions</b>	41	To establish a discipline policy (Behaviour for Learning and Exclusions)	✓			
	42	To review all permanent exclusions and suspensions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination (can be delegated to chair/vice-chair in cases of urgency)		Discipline Committee		
	43	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)	✓			
	44	To produce a set of written principles for the school behaviour policy and present these for consultation	✓			
	45	To draft the content of the school behaviour policy and publicise it to staff students and parents				✓
<b>Admissions</b>	46	To annually determine admission arrangements				✓
	47	Admissions: application decisions		Panel		
	48	To appeal against LA directions to admit				✓

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
		pupil(s)				
	49	To carry out consultation where changes to admission arrangements are proposed, or the governing body has not consulted on their arrangements in the last seven years	✓			
<b>Religious Education</b>	50	Responsibility for ensuring provision of RE in line with school's basic curriculum (all schools) NB this must fall into line with locally agreed syllabus	✓			
<b>Collective Worship</b>	51	To ensure that all pupils take part in a daily act of collective worship (after consulting TB)				✓
	52	To make application to the advisory councils, SACRE, concerning the requirements for collective worship (schools without a religious character) to disapply (after consulting TB)				✓
	53	Arrangements for collective worship (schools without religious character (after consulting TB)				✓
<b>Premises &amp; Insurance</b>	54	Buildings insurance and personal liability		Finance & Premises Committee		
	55	Developing school buildings strategy or master plan		Finance & Premises Committee		
	56	To agree school buildings strategy or master plan	✓			
	57	Procuring and maintaining buildings, including developing properly funded maintenance plan	✓			
<b>Health and Safety</b>	58	To ensure a health and safety policy and procedures are in place	✓			
	59	To ensure that health and safety regulations are followed				✓
<b>School Organisation</b>	60	To publish proposals to change category of	✓			

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
		school				
	61	To set the times of school sessions and the dates of school terms and holidays				✓
	62	To ensure that the school meets for 380 sessions in a school year				✓
	63	To ensure that school lunch nutritional standards are met where provided by the Trust Board				✓
	64	To establish a data protection policy and review it at least every two years and register with the Information Commissioner's Office	✓			
	65	Maintain a register of Pupil Attendance, Safeguarding, Behaviour and SEND				✓
<b>Information for Parents</b>	66	To prepare and publish the school prospectus				✓
	67	To ensure provision of free school meals to those pupils meeting the criteria				✓
	68	To determine whether to publish a home-school agreement (no longer a statutory requirement)	✓			
	69	Ensure the school complies with the Equality Act 2010 and the public sector equality duty and publishes equality objectives and information about how it is doing this	✓			
	70	Overall responsibility for ensuring that statutory requirements for information published on the school website including details of governance arrangements, are met	✓			
	71	To establish, publish and review a complaints procedure	✓			
	72	To establish and publish a Freedom of Information scheme and ensure the school complies with it	✓			
<b>Governance Procedures</b>	73	To draw up Articles of Association and				

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
		Handbook of Governance and any amendments thereafter	✓			
	74	To appoint (remove) the chair and vice-chair	✓			
	75	To appoint and remove co-opted trustees	✓			
	76	To appoint and dismiss the governance professional to the trustees	✓			
	77	To hold a full Academy Trust meeting at least once a term	✓			
	78	To publish the structure and remit of the Academy Trust and any committees including trustee appointment details, term of office and attendance record	✓			
	79	To submit trustee information to the DfE database via GIAS				✓
	80	To set up and publish a register of trustees' business and pecuniary interests	✓			
	81	To approve and set up a Trustees' Expenses Scheme	✓			
	82	Ensure focus on three core strategic functions: <ol style="list-style-type: none"> <li>1. Ensuring clarity of vision, ethos and strategic direction</li> <li>2. Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff</li> <li>3. Overseeing the financial performance of the school and making sure its money is well spent</li> </ol>	✓			
	83	To agree trustee induction and training programme	✓			

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
	84	To review progress against strategic plan and evaluate trustee board performance	✓			
	85	To consider whether or not to exercise delegation of functions to individuals or committees	✓			
	86	To regulate the Handbook of Governance procedures (where not set out in law)	✓			
<b>Federations and Collaboration</b>	87	To consider forming or joining a group of schools or other partnerships	✓			
	88	To consider forming or joining an existing Multi-academy-trust (MAT)	✓			
	89	Review of structure including any subsequent conversion to MAT status	✓			
<b>Inclusion and Equality</b>	90	To establish and approve a special educational needs (SEND) policy	✓			
	91	Ensure the school produces and publishes online its school SEND Information report. Approval by trustees required (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)	✓			
	92	To appoint a qualified teacher to be responsible for co-ordinating SEND provision (the SEND co-ordinator or SENDCO)				✓
	93	To appoint a designated teacher to promote the educational achievement of looked-after children				✓
	94	To establish an accessibility plan and review it every three years		Finance & Premises Committee		
<b>Safeguarding</b>	95	To adopt and review annually a child protection policy and relevant procedures and monitor its implementation	✓			
	96	To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary	✓			

Key Function	No	Tasks	Decision Level			
			Level 1 Academy Trust	Level 2 Committee	Level 3 Trustee	Level 4 Headteacher
		procedures and practices outlined in the <i>Prevent</i> duty into the child protection policy				
	97	Designate a named safeguarding trustee	✓			
<b>Academy</b>	98	Annual Report to DfE after year end	✓			
	99	Annual Report to Companies House by 9 months from year end	✓			