SACRED HEART HIGH SCHOOL

GOVERNANCE, COMMITTEES & SCHEME OF DELEGATION

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Reviewed annually

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1 THE ACADEMY TRUST, MEMBERS AND DIRECTORS (GOVERNORS)

Academies are self-governing, responsible for their own budget and accountable for all aspects of their performance. All Academies have a company at their heart known as the 'Academy Trust Company'.

1.1 The Academy Trust Company

The Academy Trust 'Company' for Sacred Heart High School, Hammersmith (hereafter referred to as the Academy Trust) is registered as a private limited company: Company Number 7941140

Company Secretary

Alex Dijkhuis is Company Secretary for the Academy Trust. This is a legal position in addition to administrative role as Governance Professional.

The Company Secretary has responsibility for keeping the company's records and ensuring that it complies with the trust's Article of Association; the Academy Trust Handbook, company law and Charity Commission guidance.

Company Secretaries often sign important documentation alongside a governor on behalf of the company. Company Secretaries have a legal responsibility for ensuring that Academy Trust is fulfilling its duties and can be held to account if things go wrong.

Legal Entity with separate 'Members' and 'Governors (Directors)'

The Academy Trust acts as a single legal personality with an identity separate from its 'Members' and from its 'Directors' (who we refer to as 'Governors'). It enters into contracts, employs staff and owns land.

Responsibility for the actions and decisions of the Academy Trust rests, for the most part, with the whole company rather than on the individuals.

Articles of Association

The Articles of Association act as the Academy Trust's Constitution, specifying for example the make-up of the Members and the Board of Governors; and procedures for meetings.

Meetings

The Academy Trust holds an Annual General Meeting every year and may hold other general meetings. Governors may call general meetings of the Academy Trust. Notice of all meetings including Annual General Meetings is given to Members, Governors and the auditors and must include the nature of the business to be transacted.

1.2 Members of the Academy Trust

There are six Members of the Academy Trust, four of these are Trustees of the Society of the Sacred Heart but it also includes the Chair of Governors of the School and the Executive Officer of the Society (nominated in place of the Canonical Treasurer).

Members have a different status from Governors. The Members have oversight of the governance arrangements, and will have the final say over whether any amendments are made to the 'Articles of Association'. The Members hold the Governors to account.

1.3 Governors

School governors are company directors of the Academy Trust - they are people who wish to make a positive contribution to children's education. No special qualifications

are required, but enthusiasm, commitment and an interest in education are important qualities to bring to a governor post.

Governors must be aged 18 or over at the date of their election or appointment and must be of sound mind. Governors will be disqualified from holding office if, amongst other things, they are bankrupt or have been convicted of a criminal offence. For other causes of disqualification please see Articles 69-81.

Legal Responsibility

Governors have a legal responsibility to act in the best interests of the Academy Trust and to uphold the Academy Trust's 'Object' as set out in the Articles of Association, see box below.

> **Object of the Sacred Heart High School Academy Trust** *(summarised from Article 4)*
>
> To advance education for the public benefit by [running and] developing a Catholic school which shall offer a broad and balanced curriculum and shall be conducted in accordance with the principles of the Catholic Church including arranging for religious education and daily acts of worship and having regard to advice issued by the Diocese and in accordance with the characteristics of Sacred Heart education and the Society Trust Deed.

School governors have a legal responsibility to conduct the school with a view to promoting high standards of educational achievement for the success of the Academy Trust.

Governors are responsible and accountable for all major decisions about the school and its future. They set the school's vision and strategic aims, monitor and evaluate performance acting as a critical friend to the Headteacher and ensure the school is accountable to those it serves.

Governors' responsibilities include:

- Setting strategic direction, objectives, targets and policies.
- Reviewing progress against the budget, plans and targets
- Approving the school budget
- Acting as a critical friend to the Headteacher by providing support and challenge
- Appointing the Headteacher after consultation with the Society of the Sacred Heart and a representative of the Diocese

Further detail regarding academy governance can be found in the DfE's

Academy Trust Governance Guide - Guidance - GOV.UK (www.gov.uk)

Size of Board and Partnership Working

The size and composition of the Board of Governors is set out in Article 46 of the Articles of Association and can be amended subject to the agreement of the Members of the Academy Trust.

Governors work in partnership with the Headteacher and other school staff to promote high standards of educational achievement at the school.

Foundation Governors

A number of governors are appointed directly by the Members of the Academy Trust to represent them and these governors are referred to as Foundation Governors. The number of Foundation Governors on the governing body must always outweigh the number of 'other' governors.

Other Governors

We also have governors appointed by parents/carers, one appointed by staff and a local community governor. The Headteacher of the school is automatically a governor.

Quorum

At least three governors are required in meetings (including committees) for decisions to be legitimate.

Delegations

Governors can set up Governors Committees to focus on specific aspects of governance and these committees report to the full Board of Governors.

Under Article 102 of the 'Articles of Association', the Governors can delegate their powers to any Governor or committee but the Academy Trust Company will usually remain accountable for any decisions taken.

Any delegation can be subject to conditions imposed by the Governors and can be revoked or altered.

2 THE ROLE OF THE GOVERNORS AND THEIR COMMITTEES

The Governors and their committees will act with integrity, objectivity and honesty in the best interests of the Academy Trust and in line with the DfE Governance Handbook. They will also exercise reasonable skill, care and diligence.

The Governors and their Committees will act strategically by:

- setting the vision and priorities for the school to be included in the School Improvement Plan within the context of the school's Mission Statement;
- approving targets and key performance indicators in the School Improvement Plan by which progress towards the priorities can be measured;
- setting policies which contribute towards the vision and priorities;
- reviewing and monitoring progress towards the vision and priorities.
- Declaring any potential interest and abstaining and removal from any vote or decision which may occur in relation to that interest

In all of the above, the Board of Governors and its committees will act in accordance with Education Law, Company Law and Charity Law and with any trust deed relating to the school, and will consider any advice given by the Headteacher.

The Governors and their committees will act as a 'critical friend' to the Headteacher - offering support, advice, a second opinion and help, and also challenging, asking questions and offering constructive criticism when necessary.

2.1 The Role of the Headteacher

The Headteacher is a governor of the school and is a governor member of all those committees specified in this document. Where the Headteacher is not a member of a committee, s/he is entitled to attend every Governor committee meeting.

The Headteacher, as the principal manager for the school, is responsible for the internal organisation, management and control of the school; for advising the other governors; and for implementing the strategic framework.

Incorporated in the role of advising the Governors are:

- **formulating targets** for the school, for adoption, modification or rejection by the Governors
- **formulating policies** for the Governors to consider adopting
- **reporting** to the Governors on progress, at least once per year.

2.2 Role of the Chair of Governors

The National College for Teaching and Leadership has published guidance on leading governors as part of a programme of support for chairs of governors. It outlines key aspects of the role on pages 4-18 which include:

- **ensuring governors understand** the part they play in driving school improvement and ensuring the school meets its aims. The chair must regularly assess whether the governors are doing their job effectively.
- **building a cohesive team** of governors and delegating tasks to ensure all members contribute and share responsibility. He/she must ensure that individuals' skills, knowledge and experience are well used, and that gaps are filled with training and recruitment.
- **acting as a critical friend** to the school, offering challenge, support, advice and encouragement as required. An effective working relationship with the headteacher is important, and the chair and headteacher should meet regularly.
- **having a thorough knowledge and understanding of the school.** He/she should ensure that good quality and relevant information is available to the governors, such as exam results, results of lesson observations, Ofsted reports and the school development plan.
- **working with the clerk to the governors** to ensure the governing body fulfils its statutory obligations and its responsibilities.
- **chairing meetings of the full Board of Governors**, with a formal agenda. The meetings should be scheduled to reflect statutory tasks throughout the year, such as approving the budget. The Chair of Governors signs minutes of the full Board of Governors meetings (which include report back and minutes from the committees).

2.3 Role of Committee Chairs

In addition to chairing committee meetings, the Committee Chairs have responsibility to set the agenda with reference to the committee's terms of reference, and including

matters referred by the Board of Governors and the Headteacher. The Committee Chairs have responsibility to report on the work of their committee to the full Board of Governors and to sign the minutes of their committee meetings, when approved by the committee.

2.4 Role of the Clerk - Governance Professional

> The role of a Clerk is about helping the trust board understand its role, functions and legal duties and to provide clear impartial advice to the trust board. The clerking role should be a discrete and independent function but remains accountable to the Chair. The role is variable depending on the trust board's requirements but will also include supporting the Chair and the trust board with organising meetings, circulating papers and taking a note of meetings and should include advising the board on their compliance with the Articles of Association, funding agreement and with relevant legislation and regulations.
>
> *Academy Trust Governance -Structure and Role Descriptors*

As Governance Professional, Alex Dijkhuis has responsibility

- to convene meetings and to send agendas to members at least seven clear days in advance (except when matters require urgent attention, as determined by the Chair of Governors or of the committee as appropriate).
- to draw up and disseminate minutes of the meetings and to keep on file signed copies of the minutes.
- to research and report to the Governors as required on procedures and good practice in line with the Guide to the Law for School Governors and the Academy Trust Handbook.

The responsibilities of the meeting chair and the Governance Professional must not be carried out by the same person on any committee.

2.5 Governor Meetings

The Governors must:

1. Receive all the information and explanations that they require in a timely manner. The Headteacher / Business Manager; staff and curriculum costing; budget planning papers and monitoring reports on a regular basis for governor approval.
2. Be conducted in an open way so that all members are encouraged to contribute to discussion and debate.
3. Be scheduled to coincide with key aspects of financial management such as approval of the budget as laid down in the self-evaluation cycle.
4. Be properly minuted and points for action pursued. Accurate agendas and minutes of all Governor meetings are produced by the Clerk to the Governors (acting as Deputy Secretary to the Academy Trust Company) and are distributed promptly.

2.6 Delegation of the Governors' Functions

The Board of Governors can (under Article 102) delegate particular powers or functions to any governor, committee, or the Headteacher. Government Guidance prescribes some limits regarding delegation of approval of policies and statutory data

sets. Some can be delegated to committees, a governor or the headteacher but others must be approved by the full governing body.

Decisions about delegation referred to in Chapters 3-7 below, have been taken by the Governors, and that delegation has been considered in the light of:

- the requirement for the Governors to fulfil a largely strategic function within the school;
- the responsibility of the Headteacher for the internal organisation, management and control of the school; and
- the requirement for the Headteacher to comply with any reasonable direction of the Governors in carrying out a function delegated by the Governors.

2.7 Governor Committees

Committees operate under terms of reference specified in this document and in compliance with existing legislation.

The Governors will review the establishment, terms of reference and membership of committees at least once a year.

Governors may choose to set up their committees in whichever way they agree will be most appropriate to the school, taking separate areas of responsibility under separate committees, or combining several areas under one committee.

Each committee must comprise at least three governors. Additional non governors can be members, but must not out-number the governor members, and some or all can be given voting rights.

A quorum requires at least 3 governors. Where decisions are being made concerning finance or staffing, governors who are employed at the school must be out-numbered by governors who are not employed at the school.

Meetings of the committees will be held at least once per term and shall adhere to any procedures required by Company Law or Charity Law.

The Board of Governors at Sacred Heart High School has established the following committees to report to the full Board each term.

- **Staffing, Management and Finance**
  - Salaries Sub-Committee
  - Audit Sub-Committee
  - Capital Projects Sub-Committee
- **Curriculum**
- **Ethos**
  - Admissions Sub Committee

All committees have responsibility to provide regular written minutes of meetings to the Governors, identifying decisions taken or action required, and to keep a signed copy of all minutes at the school, available for inspection on request.

3 STAFFING, MANAGEMENT AND FINANCE COMMITTEE

3.1 Membership

The following governors are members of the Staffing, Management and Finance Committee and they all have voting rights:

- Gavin Leonard, Foundation Governor, Committee Chair
- Lorraine Lawson, Foundation Governor
- Glen Hodgson, Foundation Governor, Chair of Governors
- Maureen McCooke, Foundation Governor
- Harmony Rizzato, Parent Governor
- Sharon O'Donovan, Headteacher

3.2 Terms of Reference of the Staffing, Management and Finance Committee

To be accountable to all stakeholders and external agencies. To act strategically in relation to the following:

School Improvement Plan *(common to all committees)*	Work with the school in drafting the vision and setting strategic priorities for the School Improvement Plan. Review and approve School Improvement Plan targets and performance indicators. Monitor and evaluate progress in meeting these priorities.
Policies & Statutory Information	To monitor, evaluate and review the Staffing, Management and Finance Committee Policies listed below.
Budget	Review and approve the budget, ensuring it supports the School Improvement Plan's priorities/targets. Present to the Governors for approval. Monitor the budget and ensure expenditure stays within agreed limits, reporting significant potential variances to the Governors. Ensure that maintenance, decoration, and equipment/furniture renewal is planned and budgeted for.
Recommend Headteacher Spending Delegations	Recommend whether to pass the Governors' responsibility to spend the budget (and any grants) to the Headteacher, and if so, to decide on any spending delegations as listed below.
Audit	To appoint auditors and to appoint an Audit Committee to monitor compliance with approved financial procedure and consider action required as a result of internal/external audit report.

Staffing Structure and School Pay Structure	Review and approve the staffing structure of the school, in line with the School Improvement Plan. Review the school pay structure annually in light of changes to nationally recommended pay rates and report to the Governing Body as appropriate. Review the school staffing structure in respect of pay relativities of posts. Maintain an up to date staffing structure as an appendix to the Pay Policy.
Compliance	Observe all statutory and contractual obligations. This includes to ensure that the school complies with standards for health and safety on school premises. Review school's compliance with recognised Health & Safety standards. Oversight of premises management compliance documents (e.g. monitoring that the school has an up to date fire risk assessment, legionella's testing, PAT testing)
Equality	Monitor and review relevant aspects of the School Equality Plan including the objectives and the annual Statement for Publication.
Ensure Fair and Safe recruitment	Ensure that all recruitment will be undertaken in accordance with safer recruitment practices, SHHS Policies, and where appropriate with advice from the local authority.
Job Descriptions and Person Specifications	Ensure that every member of staff has a job description which is kept under regular periodic review and a contract. Use the Responsible Officer to monitor this. Ensure appropriate person specifications are used in recruitment.
Disciplinary & Grievance Procedures	Undertake any procedure that comes under the remit of the Governors in relation to staff grievance, discipline or dismissal, in accordance with the policies adopted by the Governors.
Continuing Professional Development	Oversee and advise on the continuing professional development of the school management and staff, in line with the educational priorities of the school and the recommendations made by the performance reviewers.
DfE Lead School	Monitor and review Sacred Heart's activities as a DfE Lead School for Initial Teacher Training.
Staff Welfare	Take primary responsibility for matters concerning staff welfare.
Health & Safety Monitoring	Ensure the senior leadership team has considered specific health and safety issues and ensure that legal minimum standards for health and safety are being met. On a termly basis, receive and consider a report on health and safety including notification of any accidents.
Asbestos Register	Monitor the asbestos register and ensure that it is always up to date.

Health & Safety Culture	Promote a culture which recognises that controlling health and safety risks is an essential part of everyone's daily life.
Access for Health & Safety Reporting	Have a named governor with health and safety responsibilities and ensure staff are aware that they can raise health and safety concerns with this or any governor at any time. The H&S governor to receive training in order to provide appropriate oversight.
Use of Premises, Equipment & Resources	Audit & Review the use of the school premises, the equipment and resources and ensure they match the requirements of School Improvement Plan.
Spaces as Spiritual Support	Monitor and review internal and external space as a source of spiritual support and development. To ensure internal and external spaces are maintained and developed to promote aesthetic and spiritual needs.
Site Management	Review site management, cleaning and grounds maintenance practices where appropriate.
Security	Review site security arrangements and practice at least annually, or sooner following any security breach.
Property Strategy	Consider, determine the need for capital works at the school, in line with the School Improvement Plan and Asset Management Plan priorities, liaising with the Diocese/Trustees as suitable, and plan for these, making appropriate use of the school's devolved capital budget.
Award Contracts	On behalf of the Governors and using principals of Best Value the Premises Committee has the authority to award contracts for premises and site work whereby funds are already in place and professional advice has been sought where necessary.
Risk Register	To regularly review the risk register; to act carefully to mitigate risks; and to propose changes where appropriate to the full governors meeting
Governor Visits	In the summer term, make a plan for required governor visits for the following academic year to ensure appropriate oversight.
Training	Review training requirements of committee members and liaise with the Training Governor to secure this.
Review effectiveness	To review the effectiveness of the committee and recommend variations to the terms of reference as appropriate
Confidential Staffing Matters	When required at the end of Staffing Management and Finance meetings, any staff in attendance will depart (other than the Headteacher and Clerk to the Governors and where necessary the School Business Manager) so that confidential staffing issues can be discussed. The Headteacher, Clerk to the Governors and School Business Manager would also

withdraw from that part of the meeting where the subject of consideration relates to them.

3.3 Staffing, Management & Finance Committee Policies

As part of its terms of reference, the Staffing, Management & Finance Committee needs to review, monitor implementation (and where appropriate assess the impact) of the following policies:

Final approval of these policies rests with the full governing body

- Accessibility Plan (Statutory)
- Data Protection Policy (including Protection of Biometric Information) both Statutory
- Critical Incident strategic overarching documents
  - Security Policy
  - Fire Safety Policy
  - Invacuation, Lockdown & Evacuation Policy
  - Emergency Plan
- Code of Conduct for Governors
- Early Career Teacher Induction Policy
- Equality Objectives and Statement for Publication, Statutory
- Financial Regulations
- First Aid Policy
- Freedom of Information Publication Scheme for Academies, Statutory
- Governors' Code of Conduct
- Investment Policy, mandatory for academies but not statutory
- Health & Safety (Main Policy), Statutory
  - Health & Safety Science
  - Health & Safety Art
  - Health & Safety DT
  - Health & Safety PE
- Pay Policy, non-statutory
- Professional Development & Performance Management Policy (Teaching Staff) Non-statutory
- Probation Period Policy
- Professional Development & Performance Management (Support Staff), non-statutory
- Tendering Policy, mandatory for academies but not statutory
- Whistleblowing & Low-Level Concerns Policy (Procedures for Dealing with Allegations of Abuse Against Staff)
- Register of Business Interests

The full governing body has delegated approval of the following policies & records to the Staffing, Management & Finance Committee

- Charging and Remissions, Statutory and monitor implementation
- Complaints Procedure, Statutory
- CPD Policy, Non-statutory
- Hospitality and Gift Policy, Non-statutory
- Lettings Policy
- Safer Recruitment
- School Information to be published on school website, Statutory
- Social Media Policy

- Staff Capability Policy & Procedures, Statutory
- Staff Code of Conduct
- Staff Disciplinary Policy & Procedures (with Template Letters), Statutory
- Staff Grievance Resolution Policy & Procedures (with Template Letters), Statutory
- Sickness Absence Policy & Procedures, Statutory
- Staff Probation Policy
- Staff Flexible Working policy
- Premises Management Documents, Statutory (annually)
- Uniform Policy

The full governing body has further delegated approval of the following statutory data set to the Chair of the Staffing, Management & Finance Committee

- Central Record of Recruitment and Vetting Checks (statutory)

3.4 Delegations to the Headteacher

- To authorise expenditure, in line with the school's Financial Regulations and where appropriate in line with the school's Tendering Policy. The school's Financial Regulations are held with other school policies and are based on the Academies Financial Handbook within the agreed budget plan.
- To approve any urgent/emergency expenditure not identified in the agreed budget plan to a limit of **£30,000 per term** in consultation with the Chair of the Finance Committee and to report said expenditure to the committee.
- For any urgent/emergency expenditure **over £30,000** the Headteacher must have prior approval from the Finance Committee.
- For any urgent/emergency expenditure **over £60,000** the Headteacher must have prior approval from the Governors.
- To adjust the budget plan (process virements), across budget headings including the allocation of contingency funds, in line with the school development plan, subject to the following limits:
    - **Up to £80,000**
    - **Over £80,000** in consultation with Chair of Finance
    - **Over £100,000** in consultation with Finance Committee
    - **Over £130,000** in consultation with the Full Governing Body
- Appointment of Teaching Assistants, NQTs, Support Teachers and Class Teachers.
- Appointment of Non-Teaching Staff: Headteacher to report to Committee. In cases where posts are advertised internally, 1 non-staff governor shall attend.

3.5 The Salaries Sub-Committee (Confidential)

Membership

All members of the Staffing, Management & Finance (SMF) Committee shall be members of this sub-committee and it shall be quorate when 2 or more members meet. These governors are required to retain confidentiality, make objective and informed decisions and give time both to the implementation and review of the pay policy.

If such a meeting follows on directly from a SMF meeting, all staff other than the School Business Manager must withdraw. Such meetings are not open to the Clerk. Any person present (such as the Headteacher or School Business manager, would be required to leave the meeting for any discussion that concerned themselves individually) or where there is a conflict of interest or any doubt about his/her ability to act impartially.

Terms of Reference

The Salaried Sub-committee will meet at least once a year to consider confidential staffing issues relating to performance management and salaries.

The terms of reference for the salaries subcommittee are as follows:

Determine Pay Ranges for Individual staff	In accordance with the Pay Policy, determine appropriate pay ranges for all individual staff, including allowances and recruitment and retention payments where appropriate.
Pay Decisions	Ensure that pay decisions are fair and equitable, link with the school Performance Management policy, are based on verifiable evidence and take account of the recommendations of the Headteacher and, where appropriate, other members of the Senior Team. Ensure accurate and up to date person specifications and job descriptions are maintained in school to inform pay decisions where necessary
External Advice	Ensure that external advice is sought where appropriate, particularly in respect of salary matters relating to the Headteacher.
Issuing of Pay Statements	Ensure annual pay statements are issued to all staff in accordance with the school pay policy
Reporting	Provide reports to the Governing Body summarising any issues arising from pay.

3.6 The Audit Committee Sub-Committee

Membership

All members of the Staffing, Management & Finance (SMF) Committee shall be members of this sub-committee and it shall be quorate when 2 or more members meet.

Meetings

Once a year, normally in December, the Audit Committee meets to hear feedback from the schools auditors regarding the audit of the previous school year. Auditors draw governors' attention to notable aspects of the report and accounts and when appropriate they also highlight any areas of concern or issues likely to arise in the future.

3.7 The Capital Projects Sub-Committee

Membership

All members of the Staffing, Management & Finance (SMF) Committee shall be members of this sub-committee and it shall be quorate when 2 or more members meet.

In addition other staff members may be co-opted when and where appropriate depending on the nature of the specific project.

Meetings

Capital Projects are discussed on the agenda of every Staffing Management & Finance Committee. Whenever oversight is needed on major capital projects, additional Capital Projects Sub-Committee meetings will be held. This will enable governors to provide more detailed oversight as required on specific projects. The regularity of meetings of the Capital Projects Committee will be agreed by members of the Staffing Management & Finance Committee depending on what projects need attention at any specific time.

4 THE CURRICULUM COMMITTEE

4.1 Membership

The following governors are members of the Curriculum Committee and they all have voting rights:

- Anne Gregory, Foundation Governor, Committee Chair
- Bernard Chauchet, Parent Governor
- Helen Sharma, Parent Governor
- Linda Quinn, Foundation Governor
- Patrick Blondel, Parent Governor
- Sharon O'Donovan, Headteacher

4.2 Terms of Reference of the Curriculum Committee

To be accountable to all stakeholders and external agencies. To act strategically in relation to the following:

School Improvement Plan *(common to all committees)*	Work with the school in drafting the vision and setting strategic priorities for the School Improvement Plan. Review and approve School Improvement Plan targets and performance indicators. Monitor and evaluate progress in meeting these priorities.
Policies & Statutory Information	To monitor, evaluate and review the Curriculum Committee Policies listed in section 5.3 below.
National Curriculum	Ensure a broad and balanced curriculum that promotes the spiritual, moral, cultural, mental and physical development of pupils is taught at all key stages and prepares them for the opportunities, responsibilities and experiences of later life. Monitor and agree any proposed changes to the delivery of the curriculum including alternative pathways for pupils.

Religious Education	Ensure that Religious Education is delivered in accordance with the Trust deed for the school and having regard to any advice issued by the Diocesan Bishop and in accordance with the characteristics of Sacred Heart education.
Achievement and Standards KS3-5	Focus on the outcomes and progress of all pupils, ensuring the school makes effective use of all baseline data and sets targets for the achievement of pupils at the end of KS3, KS4 and KS5 for the following year. Review exam analysis and pupil achievement data against the targets set including identifying any groups of pupils who may be under performing and ensuring that strategies are put in place to address this. This includes specific consideration of disadvantaged groups including but not limited to Pupil Premium and SEN pupils, and 'More Able, Gifted and Talented' Pupils.
Inclusive Delivery of Curriculum	Monitor and review the delivery of the curriculum to ensure inclusive practice accessible for all including SEN pupils.
Teaching and Learning	Monitor and review the school's teaching and learning through the school's departmental review system and in relation to the school's Teaching & Learning Policy
Careers Education	Ensure that impartial careers education, information and guidance is provided to pupils and strengthen the school's links with the business community.
School Trips	Oversee and authorise the arrangements for overnight school trips with input from the Trips Governor and in line with DfE policy. Final approval of trip risk assessments from the Chair of Governors.
Risk Register	To regularly review the risk register; to ensure that the school acts carefully to mitigate risks; and to propose changes where appropriate to the full governors meeting
Governor Visits	In the summer term, make a plan for required governor visits for the following academic year to ensure appropriate oversight.
Training	Review training requirements of committee members and liaise with the Training Governor to secure this.
Review effectiveness	To review the effectiveness of the committee and recommend variations to the terms of reference as appropriate

4.3 Curriculum Committee Policies

As part of these terms of reference the Curriculum Committee needs to monitor, evaluate and review the following policies and statutory data sets.

Final approval of these policies rests with the full governing body

- Artificial Intelligence (AI) Policy (once approved)
- Curriculum Access Policy (Special Educational Needs and Disability), Statutory
- Pupil Premium Policy, Non-statutory

- Careers Provider Access Policy, Statutory
- Careers Education Policy, Statutory
- Children with Health needs who cannot attend school, Statutory
- (School) Trip Policy & Procedures

The full governing body has delegated approval of the following policies to the Curriculum Committee

- Assessment Policy, Non-statutory
- BTEC Policies, Non-statutory but required under BTEC regulations
- Curriculum Policy, Non-statutory
- Numeracy Policy, Non Statutory
- Remote Education Policy
- Teaching & Learning (and T&L Sixth Form), Non-statutory
- ICT across the Curriculum, Non-statutory
- Literacy Policy, Non statutory

Trip Approvals in principal and approval of relevant Risk Assessments delegated to the Chair of Curriculum Committee.

5 ETHOS, PUPILS, PARENTS AND THE COMMUNITY COMMITTEE

5.1 Membership

The following governors are members of the Ethos Committee and they all have voting rights:

- Patrick Sadd, Foundation Governor, Committee Chair
- Vicky Lorenzato, Foundation Governor
- Catherine Umeh, Foundation Governor
- Louise Hogan, Parent Governor
- Rachel Obordo, Foundation Governor
- Sharon O'Donovan, Headteacher

5.2 Terms of Reference of the Ethos Committee

The terms of reference of the Ethos Committee is to act strategically in relation to the following:

School Improvement Plan *(common to all committees)*	Work with the school in drafting the vision and setting strategic priorities for the School Improvement Plan. Review and approve School Improvement Plan targets and performance indicators. Monitor and evaluate progress in meeting these priorities.
Policies & Statutory Information	To monitor, evaluate and review the Ethos Committee Policies listed below.
Mission Statement	Monitor and review effectiveness and agree an annual focus.
Safeguarding & Pupil Welfare	To be responsible for all matters relating to safeguarding and pupil welfare, including the monitoring of exclusions.

Health & Wellbeing	To monitor both staff and pupil welfare and morale and to make suggestions where appropriate of key issues that could be addressed to improve wellbeing of both groups.
Catholic Life of the School	Monitor and review chaplaincy provision, including Liturgy and Worship. Monitor and review links with the Society including the Sacred Heart network of schools and colleges.
Diversity & Inclusion	To monitor and review the effectiveness of school with regards to equality of opportunity, diversity and inclusion.
Links with the Community	Monitor and review links with the local community including the police and local businesses.
Attendance	Agree the attendance targets and monitor progress towards them.
School's Self-Evaluation	Ascertain parents' views of the school for input to the evaluation. Monitor and review relevant components of the evaluation and recommend to full Governors.
Risk Register	To regularly review the risk register; to act carefully to mitigate risks; and to propose changes where appropriate to the full governors meeting.
Governor Visits	In the summer term, make a plan for required governor visits for the following academic year to ensure appropriate oversight.
Governor Training	Review training requirements of committee members and liaise with the Training Governor to secure this.
Review effectiveness	To review the effectiveness of the committee and recommend variations to the terms of reference as appropriate.

5.3 Ethos Committee Policies

As part of these terms of reference the Ethos Committee needs to monitor, evaluate and review the following policies and statutory data sets.

Final approval of these policies rests with the full governing body

- Acceptable Use & PC Guidelines Agreement Staff & Pupils
- Accessibility Plan (Statutory)
- Behaviour for Learning and Living in a Sacred Heart Community (Statutory)
- Exclusion and Suspensions Policy, Statutory
- Child Protection & Safeguarding Policy, Statutory
- Supporting Children with Medical Conditions Policy, Statutory
- Designated Teacher for looked after & previously looked after children

The full governing body has delegated approval of the following policies to the Ethos Committee.

- Relationships & Sex Education Policy (Statutory)
- Anti-Bullying Policy (non-statutory)
- Attendance & Punctuality Policy (non-statutory)

- Harmful Sexual Behaviours Policy (non-statutory)
- Bereavement Policy (non-statutory)
- Chaplaincy Policy (non-statutory)
- Children Missing Education (non-statutory)
- Drugs Policy (non-statutory)
- Online Safety Policy (non-statutory but required through KCSIE)
- Home School Agreement, Statutory (non-statutory)
- Mental Health & Wellbeing of Students (non-statutory)
- Prevent Duty Policy (non-statutory)
- Prayer and Liturgy Policy
- Self-Harm: Awareness and Roles Policy (non-statutory)
- Visitor Procedures (non-statutory)
- Wellbeing Policy (non-statutory)

The full governing body has further delegated approval of the following statutory data set to the Headteacher:

- **Register of pupils' attendance**

5.4 The Admissions Sub-Committee

Membership

The Admissions Governor and all members of the Ethos Committee shall be members of this sub-committee and it shall be quorate when 2 or more members meet. Louise Hogan to be linked Admissions Governor.

Context and Terms of Reference

The school's Admissions policies are discussed and approved at meetings of the full governing body. These policies specify the process for awarding places at the school.

Applicants are grouped into one of three ability bands in line with the Admissions policy and places are offered accordingly. Where a band is oversubscribed then various oversubscription categories (set out in the Admissions policy) are used to prioritise applications. Where the oversubscription categories themselves are over-subscribed, random allocation is use to award places within the category.

The Banding Test and placing of applicants within each category and band is an administrative process overseen initially by the school's Admissions Officer but the governors' Admissions Committee meets at least once a year **to provide oversight** of the overall process and the placing of specific applicants into separate ability bands and over subscription categories.

6 FULL GOVERNING BODY MEETINGS

6.1 Terms of Reference

The full governing body will act as a critical friend to the headteacher by providing support and challenge.

To be accountable to all stakeholders and external agencies. To act strategically in relation to the following:

School Improvement Plan *(common to all committees)*	Setting strategic direction, priorities and targets for the school. Ensuring that progress can be measured and monitoring the school's performance in meeting the plan.

Policies and Statutory Information	To ensure that the school maintains a suite of appropriate school policies and statutory information and data sets, to comply with legislation and reinforce its vision, mission statement and priorities. To consider and approve where appropriate the policies listed in s7.2
Government Policy	To keep abreast of changes in education related government policy as it strategically affects the school such as a White Paper or Governor responsibilities.
Governor Committees	Review and approve the work of governor committees. In particular, review and where appropriate approve **the budget** as proposed by the Staffing, Management and Finance Committee and regularly monitor progress in this regard.
Approve significant expenditure	Consider and approve any expenditure of £130,000 or more
Responsible Officer	To appoint a Responsible Officer to carry out regular checks on the financial systems and internal control process in the school; To receive and consider regular reports from the Responsible Officer.
Auditor	To hold annually a separate meeting for all governors to consider the Report from the auditor. To monitor compliance with approved financial procedure and consider action required as a result of internal/external audit report.
Headteacher's Report	Review and challenge where appropriate a termly report from the Headteacher.
Governor Training	Nominate a governor to plan, oversee and record training for governors.
Admissions	From time to time as required an admissions committee will be formulated to review the admissions policies and supporting documents/forms; and to consider applications made to the school and decide on offers to be made Notwithstanding the above, the Full Governors meeting will consider and approve, the Admissions Policy.
Risk Register	To maintain and regularly review a risk register for the school. (Committees will review elements of this but final approval for the entire register will be made by the full governing body).
Pupil Premium	To ensure the Pupil Premium grant and catch up funding is deployed effectively (using evidence based approaches) and to monitor the progress of disadvantaged pupils.
Safeguarding	Retain careful oversight of safeguarding issues.
Complaints	From time to time a complaints committee will be set up to consider any formal complaint referred to it under the Complaints Policy.

Exclusions	Undertake the functions of the governing body and the Academy Trust as specified in government guidance, in relation to excluded pupils.
Governor Visits	In the summer term, to agree an annual plan of governor visits to ensure appropriate oversight. Elements of this may be recommended from committees but to be supplemented with any additional visits required to monitor full governor responsibilities.
Minutes & Papers from full GB meetings and committees	To be approved by the full governing body or committee as appropriate.
Recruitment of Headteacher	Recruitment and appointment of the Headteacher after consultation with the Society of the Sacred Heart, a representative of the Diocese and if appropriate, the local authority.
Review effectiveness	To review the effectiveness of the committee and recommend variations to the terms of reference as appropriate.

6.2 Full Governor Meeting Policies

From Staffing, Management & Finance Committee

- Accessibility Plan (Statutory)
- Code of Conduct for Governors
- Critical Incident Plan (including Fire Safety), Non-Statutory
- Data Protection Policy (including Protection of Biometric Information) both Statutory
- Pay Policy, Non Statutory
- Probation Period Policy
- Professional Development & Performance Management Policy (Teaching Staff) Non-statutory
- Professional Development & Performance Management (Support Staff), non-statutory
- Equality Objectives and Statement for Publication, Statutory
- Financial Regulations
- Health & Safety (Main Policy), Statutory
  - Health & Safety H&S Science
  - Health & Safety Art
  - Health & Safety DT
  - Health & Safety PE
- First Aid Policy
- Freedom of Information Publication Scheme for Academies, Statutory
- Investment Policy, mandatory for academies but not statutory
- Tendering Policy, mandatory for academies but not statutory
- Whistleblowing Policy & Low-level Concerns Policy (Procedures for Dealing with Allegations of Abuse Against Staff)
- Register of Business Interests

From Curriculum Committee

- Curriculum Access Policy (Special Educational Needs and Disability), Statutory
- Pupil Premium Policy, Non-statutory
- Careers Provider Access Policy, Statutory
- Careers Education Policy, Statutory
- Children with Health needs who cannot attend school, Statutory
- (School) Trip Policy & Procedures

From Ethos Committee

- Acceptable Use & PC Guidelines Agreement Staff & Pupils
- Accessibility Plan (Statutory)
- Behaviour for Learning and Living in a Sacred Heart Community (Statutory)
- Exclusion Policy, Statutory
- Child Protection & Safeguarding Policy, Statutory
- Supporting Children with Medical Conditions Policy, Statutory
- Designated Teacher for looked after & previously looked after children

Admissions

- Main School and Sixth Form Admissions Policies, Supplementary Application Forms and Supporting Forms

Governor Code

- Governing Body Code of Conduct

Data Sets

While both the admissions policy and attendance data is monitored by governors, the full governing body has delegated approval of the following statutory data sets **to the headteacher**:

- **The Register of Pupils' Admission (statutory)**

7 THE BUSINESS MANAGER, BUDGET HOLDERS AND GOVERNORS

7.1 School Business Manager

The School Business Officer is responsible for operating the accounts in accordance with the Schools Financial Policy and Procedures which are based on the Academy Financial Handbook. This includes:

- providing budget holders with a half termly report of their expenditure to date.
- ensuring that mandates for all school accounts are up to date and available in the school for inspection as required.
- ensuring that the school holds an adequate stock of printed cheques and that they are held securely in the school's safe.

7.2 Budget Holders

All budget holders (such as heads of department) are responsible for ensuring that their budgets are not overspent and that they comply with the financial regulations.

7.3 Governors' Financial Management

School governance arrangements ensure that Governors are able to fulfil their financial management roles, responsibilities and accountabilities properly.

8 SCHOOL FINANCES

The Headteacher, Leadership Team including the Business Manager operates with financial integrity, setting an example to Governors and staff alike by:

1. Managing the school's finances in a prudent way so as to minimise the risk of deficit, loss or ineffective use of resources
2. Adhering to the financial rules of the EFA, and encouraging others to do the same.
3. Conducting financial management, so far as possible, in a transparent manner.

9 CONFLICTS OF INTEREST AND WHISTLE BLOWING

The School has effective governance arrangements covering issues which include conflicts of interest and whistle blowing.

The Academy Trust has adopted the diocesan 'whistle blowing' policy.

10 REGISTER OF BUSINESS AND PECUNIARY INTERESTS

The school maintains a register of business and pecuniary interests for governors that covers significant interests by the individual or close family members and this is updated regularly.

The school provides an opportunity at each meeting for interests to be declared.

The school maintains a register of business and pecuniary interests for staff who are either budget holders or could influence the award of orders and contracts.

11 SCHOOL OBJECTIVES AND PRIORITIES

School staff and Governors have a shared understanding of, and commitment to, the aims, objectives and priorities of the school as set out in the School Improvement Plan. The aims, objectives and priorities of the school have been:

- Developed by the staff and governors in a collaborative way;
- Formally agreed as part of the School Improvement Plan;
- Made available to all concerned;
- Stated as specifically and measurably as possible with a clear time frame for achievement;
- Reviewed on a regular basis.

12 STAFFING & HR

Both school based staff and Governors are supported in their financial role through the buy back with the Local Authority HR Department including Employee Relations.

13 GOVERNOR SKILLS AND TRAINING

The School Business Manager attends all Staffing, Management and Finance Committee meetings to support the Governors in the decisions that need to be made ensuring that there is a full understanding of the decisions being taken and the probable outcomes of any decision taken.

The Governors review the skills and knowledge of their members in regard to financial issues on a regular basis, and a more formal training programme is available for Governor development from the Diocese and other sources for new and more established members of the Governors.

All new Governors are sent a full induction pack by the Clerk to the Governors, and are invited to visit the school and meet the Headteacher prior to their first meeting.

The school also builds in to its budget plan, where possible, a training budget to allow Governors to attend, or to buy in for all the Governors training, covering any relevant subjects that will improve their effectiveness and efficiency.

14 SCHOOL FINANCIAL MANAGEMENT STAFF

The Members appoint Auditors who carry out independent audits of school finances. The auditors are also available to advise the School on finance issues relating to the school.

The school builds finance competencies into the person specification and job description of all posts in the school relating to finance, and these are tested at interviews for new appointments and any promotions in the school.

The Headteacher and School Business Manager regularly attend meetings with their peers to exchange and gain information regarding updates. Both also take part in relevant CPD to update and maintain their knowledge.

The staff with financial management responsibilities are deployed, where at all possible, in a way that financial controls are maintained effectively across the school.

The roles of the Headteacher, Governors and Responsible Officer are set out in such a way that budget planning and monitoring are separated from day to day financial administration duties. This enables independent checks to take place independently of involvement in these activities and ensures that at least two people are involved in financial control activities.

The work of the school is regularly checked by the Responsible Officer, John Sills, who reports to the Staffing, Management and Finance Committee.

15 THE RESPONSIBLE OFFICER

The Governors need to consider how it monitors and checks the operation of the financial management arrangements that have been established and are operated by officers of the academy. To assist in this, they will appoint a person who will have specific responsibility for overseeing the financial arrangements on their behalf. The appointment of this Responsible Officer (RO) must be notified to the approved government agency.

The RO post is intended to provide an independent oversight of the academy's financial affairs. The main duties of the RO are to provide the Governors with on-going independent assurance that:

1. the financial responsibilities of the Academy Trust are being properly discharged;
2. resources are being managed in an efficient, economical and effective manner;
3. sound systems of internal financial control are being maintained; and
4. financial considerations are fully taken into account in reaching decisions.

The programme of checks to be performed should be agreed with the Staffing Management and Finance Committee. After each checking session the RO should provide the Staffing Management and Finance Committee with a written report. The RO should not be a member of the Staffing Management and Finance Committee, as he or she may find it necessary to criticise the workings of that Committee. Instead, the RO should report to the Staffing Management and Finance Committee in an advisory capacity.

The RO should either be a Governor (but not the Chairman or a Governor employed by the Academy or either sponsor), or an appropriately qualified and experienced individual not on the academy staff, with the necessary financial interest and skills to be able to perform the role competently. A recognised professional qualification is not necessary. However, the person selected must be able to show that the responsibilities being undertaken are fully understood and the importance of the role is fully recognised.

The Governors should have sufficient understanding to recognise any irregularities which may arise and sufficient authority to ensure they are addressed. The Governors should consider carefully who would make the most appropriate RO and if they are unable to appoint an RO who complies with the above guidelines they should discuss the appointment with the approved government department.

The RO function could be carried out by an individual or body associated with a Governor – for example a business governor may arrange for his/her company's internal auditors to carry out the reviews and provide him/her (on behalf of the governors) with reports.

The RO will need to be sufficiently familiar with the finances of the academy to be able to provide the Governors, and hence indirectly the government department, with the required assurance. The RO is not expected to do any detailed accountancy work, but will be required to check some transactions to ensure that the correct procedures have been followed. Suggested guidance for issue to ROs, together with details of the expected checks are shown below, but the general areas for review should cover the following:

1. Review that bank reconciliations have been carried out each month, including a review of validity of reconciling items;
2. Review of the monthly payroll to ensure that any changes have been appropriately authorised;
3. Check of a sample of orders to delivery notes and invoices to ensure that the documentation is complete and has been appropriately checked and authorised;
4. Check of a sample of payments back to invoices, orders and delivery notes to confirm they are bona fide purchases;
5. Review of a sample of expense claims to ensure there is appropriate documentation to support the claim and that the claim is appropriately authorised;
6. Review the returns to the approved government department or agency to ensure the information supplied is consistent with the underlying accounting records and internal management reports;
7. Carry out spot checks of petty cash balances and supporting vouchers; and

8. Review all major contracts and ensure formal tendering procedures exist and are being adhered to.

The Responsible Officer will undertake a quarterly programme of reviews to ensure that financial transactions have been properly processed and that controls are operating as laid down by the Governors. A report of the findings from each visit will be presented to the Staffing Management and Finance Committee.

The (budget monitoring) monthly reports should be reviewed by the Business Manager, the Responsible Officer, and the Headteacher. Where necessary, corrective action should be taken to ensure the authorised budget is not exceeded unless agreed.

The conditions of the government grant, and the financial procedures which the government expect the academy to follow, are described in the Academies Financial Handbook, which expands upon the academy's funding agreement with the Secretary of State. Further details may be set out from time to time in financial circular letters, and in the annual funding letters. The main purpose of the RO role is to ensure that these requirements are followed.

Responsible Officers are often consulted before significant financial decisions are taken and provide a useful source of advice for academies. However, the RO should also perform a wider role by visiting the academy at least once a quarter and undertaking a series of detailed tests to confirm the operation of the main financial systems.

Written records of the checks performed by the RO should be maintained.

16 POLICY AND STRATEGY

The school has an annual budget that: is realistic and affordable in relation to available resources and cash flows; is approved by governors on a timely basis; reflects the school improvement plan (SIP) and is consistent with longer term financial plans (including recovery of deficits or saving up for future developments).

The School Improvement Plan sets out the educational priorities in sufficient detail to provide the basis for developing the annual budget. It is reviewed on a regular basis by the Headteacher, Leadership Team and the Governors.

The budget planning process ensures that the main elements of the budget are periodically reviewed to ensure that historic spending patterns are not perpetuated or are no longer relevant to current needs and priorities. The budget is monitored regularly using monitoring reports. This report also explains any deviations from the initial budget plan or where spending needs have changed throughout the financial year.

The budget is based on realistic estimates of all expected expenditure and income, including grant income so that planned expenditure does not exceed the available budget and takes account of relevant conditions.

The Headteacher and Governors adopt a 'zero-based' budget planning approach and ensure that detailed planning and prudent management result in an annual budget that is balanced. However, it is recognised that there may be extenuating circumstances in which it is necessary for the Academy Trust Company to consider significant surpluses, unspent balances or make arrangements to recover previous deficits. Any budgeted unspent balances are earmarked for specific future needs to

ensure that pupils benefit from a planned approach to spending. The Governors approve the annual budget in June as required by the Education Funding Agency.

Changes to the budget during the financial year are fully discussed and agreed between the Headteacher, and Governors prior to gaining proper approval by the Governors according to the scheme of delegation.

The governors and the staff have compared the School's financial performance with that of similar schools.

Self-assessment and external evaluation informs the allocation of resources.

Resources allocated to devolved budget holders are determined on a transparent basis. Budget holders are involved in estimating expenditure to meet agreed targets and decisions that are taken in respect to budget planning.

The annual budget is communicated promptly to governors and budget holders.

The governors and the staff regularly identify the risks currently faced by the school and the measures necessary to manage serious risks in a document referred to as the Risk Register. These are reported and discussed at Governor meetings.

17 VALUE FOR MONEY

The school has procurement arrangements in place to secure value for money from all suppliers including the LA and outside contractors:

1. The school consistently applies Best Value principles to procurement activity
2. All contracts for goods and services have been approved by the governors or under delegated authority
3. The school regularly reviews the value for money of services it purchases from the LA
4. The school consistently follows the procurement requirements of its own financial regulations and where appropriate the LAs contract standing orders
5. When in doubt about any contractual issue or about tendering protocol the school contacts the Education Funding Agency or its Auditors for advice.

The school has maximised the potential to attract external funding opportunities from grants, sponsorship and income generation.

18 RESOURCES

The school continuously seeks to improve the way it deploys staff to meet its objectives and priorities.

Governors have set a pay policy for the school (in accordance with School Teachers Pay and Conditions).

The school regularly reviews the deployment of staff to ensure they are used to best effect including consideration of:

1. Degree of delegation
2. Roles and responsibilities (management structure)
3. Posts of responsibility (management points)
4. Use of learning support assistants and support staff
5. Expected staff changes, e.g. as a result of a planned retirement

6. Principles for recruitment and retention

The school continuously seeks to improve the way it uses the land and premises it occupies to meet its objectives and priorities.

The Premises Committee regularly considers as part of its remit:

1. Maintaining the current premises so they are fit for purpose
2. Ensuring the best use of land and premises
3. Considering changes or improvements needed so that premises continue to support the planned development of the school.

19 PROCESSES

The financial management information provided to governors and staff meets their needs by being: relevant; accurate; timely and user friendly.

Regular and succinct budget monitoring reports are provided to relevant governors and the finance committee at least every term and to budget holders on a regular and timely basis e.g. monthly.

Accurate management information is provided directly from the financial system, thus providing an audit trail.

Earmarked funding is planned for separately to demonstrate that it is being used only for the intended purposes but it is accounted for within the financial management system.

The Headteacher, Business Officer and the Governors monitor expenditure on initiatives set out in the school development plan.

The Financial Management Procedures detailed below ensure that the information to governors and staff is relevant, accurate, timely and understandable.

The school provides the EFA with accurate and up to date information in accordance with the EFA's needs.

1. The school is aware of the EFA information requirements
2. The school is able to meet those requirements on a timely basis

The school has up to date, documented and approved financial regulations that are implemented consistently.

The financial regulations are reviewed on an annual basis to ensure that they still reflect the structure and systems at the school.

The school has agreed an internal Finance Policy setting out how the finances of the school will operate. These have been drawn up in line with the Academy Financial Manual.