

The Grey Coat Hospital Scheme of Delegation

Vision, ethos and strategy

The governors act as trustees for the charitable activities of The Grey Coat Hospital and are also directors of the charitable company for the purposes of company law. The charitable company is known as The Grey Coat Hospital.

The Academy's object is specifically restricted to the following:

To advance for the public benefit education by maintaining and managing an Academy with a Christian religious character offering a broad curriculum conducted in accordance with the Christian faith ethos; and

- a) To promote for the benefit of the community the provision of facilities for recreation or leisure in the interests of social welfare.

Its activities are:

- a) To provide education for pupils of different abilities between the ages of 11 and 19. In accordance with the Articles of Association, the charitable company has adopted a Transfer Agreement approved by the Secretary of State for Education, which specifies, amongst other things, the basis for admitting students and that the curriculum should be broad and balanced and taught within the context of the Christian ethos of the Academy; and
- b) To let facilities to the community.

The principal objective is to provide a broadly based education within the framework of a Christian ethos. The aim of The Grey Coat Hospital is to enable students to take charge of their learning, make decisions based on Christian values, live in the world as independent women and meet the challenges of the twenty-first century. This educational offering embraces high academic standards with a rich and varied programme of extra-curricular activities, allied to many opportunities to undertake Academy visits and trips. The Academy is proud of its historic heritage which forms a background to its desire to equip itself with the latest technology and resources to enable the students to fulfil their potential and to become valuable and valued members of the wider community.

School Improvement plan

The overriding aim of the plan is to continue to provide outstanding opportunities, support and outcomes for all our students. Priorities will continue to this overriding aim and are informed by an analysis of prior outcomes, internal and external pressures and regular dialogue with all stakeholders.

The parents' association are very involved in the school, and all parents are invited to regularly feedback after each parents' evening.

Priority 1: To make learning engaging and challenging for all students

Priority 2: To deliver a strong curriculum that inspires and motivates all students

Priority 3: To further build resilience so that all students can thrive and fulfil their ambitions

Priority 4: To further strengthen the staff body so that all students' experiences are fulfilling and memorable

Priority 5: To further develop our systems so that we can continue to offer exceptional provision for all students

Priority 6: To continue our work towards securing the long-term future of the School and its outstanding outcomes

Appointment of Governors to the Board

The United Westminster and Grey Coat Foundation may appoint up to 10 governors, subject to Articles of Association, there must be a minimum of 5 appointed under this arrangement.

In addition, subject to Articles, the Academy Trust shall have the following governors:

- a) 2 staff governors to be elected;
- b) 2 parent governors; to be elected, however if the number of parents standing for election is fewer than the vacancies, the governors can appoint parent governors to make up the number of parent governors required;
- c) The Headteacher;
- d) Any additional governors, as deemed necessary by the Secretary of State under the relevant clauses in the Articles of Association; and
- e) The governors may appoint up to 3 co-opted governors subject to the conditions set out in the Articles of Association.

There are three governors who are employees of the Academy Trust; the Headteacher, an elected teacher governor and an elected support staff governor. The Headteacher shall be treated for all purposes as being an ex-officio governor; and

The term of office for any governor (except on conversion) is four years, but does not apply to the Headteacher, and any elected staff governors who will only hold office for so long as they continue to be employed at the trust.

Recruitment of governors

A skills audit of the board ascertains where its strengths and weaknesses lie and helps with succession planning. The audit is a key tool informing the work of the Nominations Committee and the Strategy Committee, both committees that have regard to overall governance and board membership and report into the full governing board.

When electing parent and staff governors, vacancies are advertised widely across the parent and staff bodies and nominations invited. The school invites diverse applicants recognising the diversity of the student body. In recruiting other new governors, the Nominations Committee, with the governance professional's assistance, will activate a range of channels to seek prospective candidates

The checklist outlining the process for the appointment itself, the compliance requirements for new governors, induction arrangements and the training recommended and/or required, with specific directions for safeguarding training, has been commended as an example of good practice.

All new governors, including elected governors undergo an induction process and are also given the United Westminster Grey Coat Foundation trustee induction pack and slides signposting that new governors should attend the London Diocesan and Bi-Borough 'new governor' safeguarding courses. They are also alerted to the self-study modules across a whole range of subjects available through the National Governance Association learning link subscription.

Organisational structure

The Academy's organisational leadership involves the governors and the officers in the Senior Leadership Team. The Leadership team comprises the Headteacher, two Deputy Headteachers, the Bursar and two Assistant Headteachers.

The governors are responsible for setting general policy, adopting an annual plan and budget, monitoring its

financial and operational performance and making strategic decisions about the direction of the Academy, approving major items of expenditure and making senior staff appointments. The full board meets at least 3 times a year and more often when necessary. In addition, there is an annual general meeting each year which takes place after a full board meeting.

The Academy, in addition to its main board of governors, has a Finance, Buildings and Audit and Risk Committee, a Personnel Committee, a Curriculum Committee, a Remuneration Committee and an Admissions Committee which ensures compliance with the Admission Code. In addition, there is a Strategy Committee consisting of the Chairman, Vice Chairman and Chairs of Standing Committees. There is also a Development Board in place, members of which include members of the governing body, representatives from the senior leadership team, representatives from the Parents' Guild and a member of the former Old Greys' Association. The terms of reference of the committees are available on the school website.

These committees have oversight to ensure that the academy complies with all relevant policies including data protection, information sharing, cyber security, Freedom of Information requests, codes of conduct for staff and pupils, complaints and whistleblowing.

Educational performance

The curriculum is broad and balanced and the approach to curriculum and assessment is in line with statutory requirements and the trust approach. The curriculum policies are in place and are overseen by the Governors' Curriculum sub-committee. These include religious education, relationships, sex and health education and collective worship as well as ensuring compliance with SEND Code of Practice and Careers guidance for pupils in years 8 to 13 meets statutory guidance.

The trust promotes good behaviour as written in the behaviour policy. A record is kept of sanctions imposed upon students for serious misbehaviour. Arrangements for exclusions meet the necessary guidance.

Setting trust safeguarding practices

The board has appointed a designated safeguarding lead (DSL) and safeguarding practices are in line with statutory guidance issued by the Secretary of State. The board has appointed a designated teacher to promote the educational achievement of looked after, or previously looked after children.

There is a nominated governor with oversight of safeguarding.

Staff performance management

Staff appointments and dismissals have regard to statutory requirements, as do performance management arrangements. Setting of pay and setting executive pay meets statutory guidance. All relevant HR related policies are in place and are regularly reviewed, these include safer recruitment arrangements.

Financial arrangements and performance

The trust operates in line with the Academy Trust Handbook and the Governance Handbook which include appointing the Headteacher as the Accounting Officer and appointing a suitably qualified, Chief Financial Officer. The delegated authority limits for financial transactions are set out in a finance protocols document and are strictly adhered to.

The United Westminster and Grey Coat Foundation appoints the external auditor. Each year, mid-year audit reviews take place to test internal controls of each area meet the required standard.

Governors receive monthly management accounts, budget forecasts and cash flow reports from the school finance team. Grant income is applied for the purposes given and pupil premium spend is monitored regularly. Policies related to finance such as the charging and remission policy is scrutinised by the Governors' Finance sub-committee. All governors are required to declare conflicts of interest and any related party transactions.

The trust ensures compliance with the ESFA requirements and that RPA cover is in place. The risk register is updated regularly and scrutinised by the Finance, Building and Audit Risk Committee.