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# Scheme of Delegation for Governance

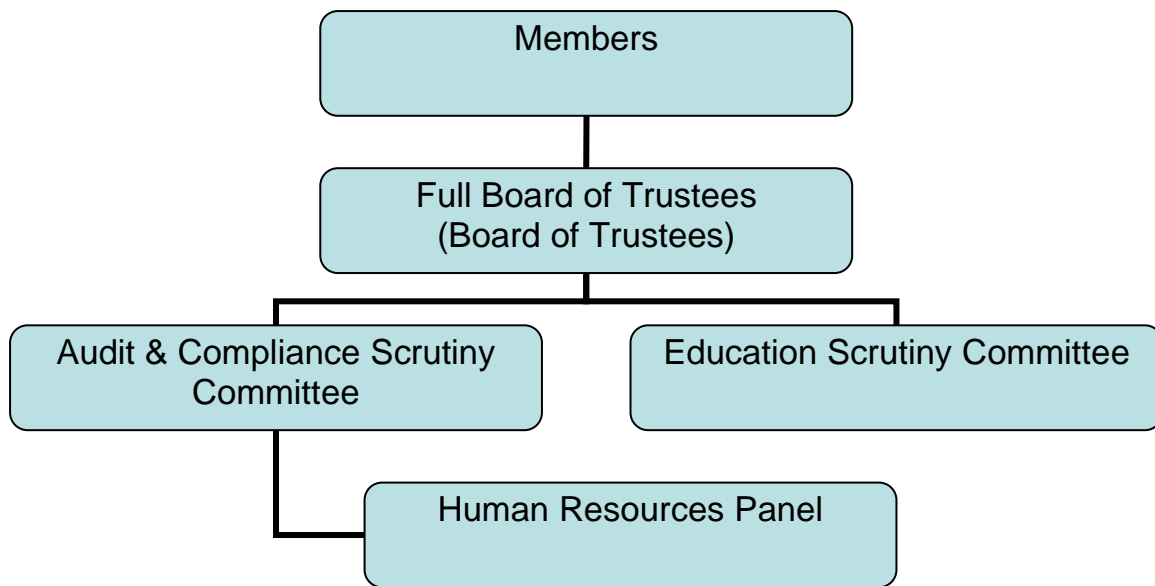
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**Sir Robert Pattinson Academy**

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**Version 25: September 2023**

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## **INTRODUCTION**

The foundation of good governance is that there should be a balanced, diverse and effective Board of Trustees which leads and controls the Academy. The Board of Trustees should ensure that the Academy upholds the following principles:

### **Standards**

It operates according to high ethical standards and explicit values.

### **Accountability**

There is proper accountability to, and involvement of all the Academy stakeholders including its employees and funders.

### **Openness and Honesty**

There is a spirit of openness and honesty, making full disclosure of governance matters and other information, as appropriate. To declare private interests and resolve any conflicts arising in a way that protects public interest.

### **Equality and Diversity**

There is fairness and equality of opportunity in all aspects of the Academy governance.

### **Review and Renewal**

There are formal and open processes for the periodic review of the Trustees' own performance and to ensure its renewal on an ongoing basis.

### **Clarity**

There is clarity of roles and responsibilities between the Board of Trustees and paid staff.

### **Control**

There are effective systems for internal delegation, audit and control.

### **Information**

The Board of Trustees receives adequate and timely reports and advice to inform its decisions.

**Structures**

There are effective staffing and committee structures to support the Trustees' work.

**Audit**

There are effective and proper relationships between the Academy and its external auditors.

**SCHEME OF DELEGATION FOR GOVERNANCE**

This Scheme of Delegation for Governance aims to help the Academy put the above principles into practice. This Scheme of Delegation for Governance is intended to provide a framework for the working arrangements of Sir Robert Pattinson Academy and sets out the responsibilities, authority and accountability of the Academy Board of Trustees and Committees. It is expected that the Scheme of Delegation for Governance will enhance the reputation of the Academy and ensure that a better quality of education is delivered and achieved

The Academy has Membership, a Board of Trustees and two main committees (the Audit and Compliance Scrutiny Committee and the Education Scrutiny Committee) which have full delegated powers. Any task and finish groups set up by the Board of Trustees shall not have powers but will report/make recommendation back to the Board of Trustees.

The Academy has one panel with specific responsibility. The level of responsibility and the membership of the panel is detailed within Appendix B.

Principal Officers are the Chair, and Vice Chair(s). Currently members of the Leadership Team who are accountable to the Chair include the Head and Deputy Head.

This code applies to all Trustees and committee members of the Academy when exercising any of the Board's powers delegated to them under the memorandum and articles. By accepting appointment to the Board, each Trustee agrees to accept the provisions of this code.

**MEMORANDUM AND ARTICLES OF THE ORGANISATION**

The Memorandum and Articles of the Academy provide the statutory and legal framework of the Academy and as such have primacy. Nothing in this document or its associated documentation shall be construed as overriding the Memorandum and Articles. This document and its associated documents refine the Memorandum and Articles and clarify areas of discretion under the Memorandum and Articles.

## 1. THE BOARD OF TRUSTEES

- 1.1 Role** – To provide the strategic direction for the work and improvement of the Academy. Ensure that the values and ethos of the Academy are upheld. Support and challenge the effectiveness of the Academy. Ensure accountability for the outcomes achieved, quality of education and leadership and management provided. Ensure that all statutory responsibilities are fulfilled.

The Board of Trustees is a corporate body and no Trustee has any individual powers. However, individuals must be prepared to accept corporate responsibility. The Board of Trustees delegates to two main committees as detailed within this Scheme of Delegation for Governance.

### CONSTITUTION

- 1.2 Membership** – A minimum of 3 and up to 11 Trustees appointed as appropriate. Each Trustee will be provided with a file of resources and access to the Trustee portal. Each Trustee will be expected to sign a Trustee appointment form specifying their obligations (Appendix C) and should sign a copy to indicate acceptance. This will include obligations to:-

- Uphold the values, ethos and objectives of the Academy;
- Uphold the Academy core policies, including those for equality and diversity;
- Contribute to and share responsibility for the Board of Trustees' decisions;
- Prepare for and attend meetings, training sessions and other events;
- Attend and participate in reviews linked to individual performance or that of the Board of Trustees.
- Represent the Academy on occasions;
- Declare any relevant interests in matters under discussion and leave the meeting;
- Act in the interest of the Academy and not on behalf of any other interest group;
- Respect confidentiality of information; and
- Uphold the principles of good governance, seven principles of public life and the Academy's own Code of Conduct.

- 1.3 Skills** – In order that the Board of Trustees can discharge its responsibilities for the direction of the Academy, members should have or acquire a diverse range of skills,

competencies, experience and knowledge. These should cover the following broad areas:-

In no order of priority:

1. Being part of an effective team to make strategic decisions.
2. An ability to discern the needs and aspirations of those whom we serve, and the community in which we serve.
3. General Business and Management (Project, Financial and Asset) skills.
4. Some awareness of the theories and methods of teaching.
5. Some awareness of the key areas of the curriculum
6. Other relevant or specialist skills, such as ICT, Communication and Marketing, Legal Expertise, HR, Health & Safety, Special Needs, Safeguarding, Statistics and Behaviour Management.

**1.4 Quorum** – the lesser of 50% of the membership of the Board of Trustees or three non-executive members.

**1.5 Selection & Review** – The Categories of Trustees are Community, Parent, Staff and Co-opted. The number of Trustees in each category of the Board of Trustees is given in the Academy's Memorandum and Articles. The Board of Trustees will be reviewed and action taken/agreed to evidence that new/existing Trustees can realistically serve their role in governance and that there is a balanced composition of membership that can contribute to the Academy's long term stability.

A number of the Trustees have specific responsibilities. These include: e.g. Chair and Vice Chair(s).

**1.6 Review** – The Board of Trustees will annually review its strengths, weaknesses and performance, in order to satisfy the requirements of 1.3. The Board of Trustees will ensure that all new Trustees receive induction training and that effective arrangements are made to maintain and enhance the skills, experience and knowledge of all Trustees on an ongoing basis. This will be based on an analysis of the training and development needs of individuals and the Board of Trustees as a whole.

**1.7 Conduct of Business** – In accordance with the Academy Memorandum and Articles, the Trustees' decision should, wherever possible, be based on:-

- Full agendas and documentation circulated to members with at least seven clear days' notice.

- Points for decision should be clearly identified in documents.
- Decisions should be recorded in minutes.
- Within six months after the close of each financial year the Academy shall hold a meeting which shall be called the Annual General Meeting relating to the Academy Fund. The business of the meeting to include;
  - a) Receive the Accounts and Balance Sheet;
  - b) Appointment of Auditors;
  - c) Receive Annual Report from the Chair;
  - d) Transact any other business included in the notice convening the meeting
  - e) Meeting of Members with Chair, Vice Chair and Head Teacher to discuss Academy affairs

**1.8 Frequency** – A minimum of 6 meetings per year.

**1.9 Functions** - To consider and approve:-

- Academy Philosophy – covering values, openness, involvement of others, equality of opportunity;
- Organisational arrangements which effect the strategic direction of the Academy;
- This Scheme of Delegation for Governance and its underlying principles and ensure compliance with the values and objectives of the Academy;
- Three Year Strategic Plan to be considered, approved and monitored annually;
- Annual Academy Development Plan;
- Annual Budget;
- The development of and decision to cease activities in accordance with the present Finance Policy/Regulations;
- Authorisation of expenditure in accordance with the present Finance Policy/Regulations;
- Code of Conduct for Trustees and Staff;
- Additions/deletions to the Inventory/Fixed Asset Register;

- Financial Policy/Regulations;
- Risk Management Strategy and to ensure that appropriate systems are in place to monitor and manage risks;
- Academy and Trustee Insurance Cover;
- To assess the performance of the Academy;
- To agree and monitor the Heads Annual Performance Review;
- Training needs for individuals and the Board of Trustees as a whole;
- Annual review of strengths, weaknesses and the performance of the Board of Trustees;
- Annual review of the responsibilities and performance of the two main committees and panel;
- To receive reports/recommendations made to the Board of Trustees from the two main committees, panel and appointed task and finish groups;
- In accordance with the Academy Memorandum and Articles, the appointment (and, if necessary, removal) of the Chair, Vice Chair(s), Trustees and Staff;
- To review performance against the functions of the Board of Trustees;
- To undertake a review of Policies in accordance with the agreed 'Schedule of Review';
- To ensure a process of quality assurance and school self-evaluation;
- To receive, review and approve the quarterly Management Accounts;
- To receive, review and approve the five year financial plan on an annual basis;
- To monitor the use of all streams of added funding;
- To monitor and ensure that the approved curriculum remains fit for purpose;
- To monitor and ensure arrangements associated to Safeguarding remain compliant;
- To consider and approve policies in accordance with an agreed schedule;



- To review and agree the structure of the Leadership Team;
- To consider and agree an appropriate process regarding Leadership Succession Planning;
- To consider and recommend new members to the Leadership Team and Board of Trustees;
- To agree and monitor the Head's Annual Performance Review;
- To monitor and assess the Academy's overall performance;
- To consider and recommend training procedures for new members and the Board of Trustees as a whole;
- To assess and review the Trustees skills and experience;
- To ensure that the Board of Trustees are competent and accountable in accordance with this Scheme of Delegation for Governance;
- To provide support in the induction and training of new Trustees;
- To monitor an effective and efficient quality assurance and evaluation framework for the Academy;
- To monitor, challenge and evaluate the Academy's quality assurance processes and evaluations in relation to leadership and management in line with Ofsted judgements in this area;
- To review the effectiveness of Academy policies or procedures as part of their involvement in quality assurance;
- To monitor and ensure that effective means of communication are in place in accordance with the approved plans and priorities;
- Respond in the Academy's best interests in an emergency;
- To review performance against the functions of the Board of Trustees;
- Take action in any other matter delegated by the Board of Trustees;
- Ensure that all funds are used only for the purposes of the Academy and in accordance with the terms of the funding agreement signed on its behalf;

- Financial procedures, monitoring and reporting to satisfy requirements from appropriate bodies;
- To receive and approve the Financial Statements;
- The placing of contracts in accordance with best value and the approved financial regulations;
- Consider capital expenditure projects for the enhancement of the Academy;
- To design, with professional assistance as may be required, applications for grants for minor and major capital works;
- To receive reports from Human Resources Panel as appropriate;
- Review procedures for recruitment and succession planning;
- Some functions may be dealt with under 'Part B' of the Board of Trustees Agenda. These functions are minuted separately and not available for inspection. How individual Trustees vote and opinions of a named person that are sensitive or critical should always be confidential and kept within the Board of Trustees.

**2. EDUCATION SCRUTINY COMMITTEE**

**2.1 Role** – To manage the affairs of the Academy as delegated by the Board of Trustees (ref 1.1).

**2.2 Membership** – Appointed by the Board of Trustees (see Appendix A). Other Trustees may be co-opted as required at the discretion of the Committee. Staff in attendance as appropriate.

**2.3 Quorum** – the lesser of 50% of the membership of the Education Scrutiny Committee or three non-executive members.

**2.4 Conduct of Business** – as per the Academy Memorandum and Articles.

**2.5 General** – The responsibilities and authority of the committee will be approved by the Board of Trustees and reviewed annually.

**2.6 Frequency** – A minimum of 4 meetings per year.

**2.7 Functions** - To consider and recommend to the Board of Trustees all aspects of teaching and learning:

- Ensuring the needs of all learners are met through focussed planning and teaching and that the curriculum is a balanced and broadly based curriculum which:
  - Promotes British Values and the spiritual, moral, social, cultural, mental and physical development of students at the Academy and in society; and
  - Prepares such students for the opportunities, responsibilities and experiences of adult life.
- Regular analysis of the assessments made and the data tracking that currently takes place including attendance, behaviour and attitude;
- Reviewing the monitoring and evaluation carried out by middle leaders;
- Reviewing and recommend to the Board of Trustees or approve school policies that specifically relate to teaching and learning, behaviour and attitude and personal development in line with the agreed schedule of review;
- To secure adequate provision for children with Special Educational Needs;
- Involvement in accreditation or achievement of related school awards as required;

- Involvement in the evaluation of services/clubs offered as an extended Academy;
- To monitor, challenge and evaluate the Academy's quality assurance processes and evaluations in relation to the quality of education on offer in line with Ofsted judgements in this area;
- To ensure that provision is made for students with special educational needs, in accordance with the Equality Act 2010 and Children and Families Act 2014 and other Regulations.
- To receive regular reports from the Academy (from the SENCO or Head Teacher) in relation to the performance of groups including SEN, Pupil Premium and all other key groups in the Academy.
- Any other matters delegated;
- To review performance against the functions of the Committee;
- Draw the Board of Trustees' attention to matters that it should consider and decide;
- To receive regular reports relating to the Sixth Form (including joint) performance and effectiveness.

### 3 AUDIT AND COMPLIANCE SCRUTINY COMMITTEE

**3.1 Role** – To manage the affairs of the Academy as delegated by the Board of Trustees (ref 1.1).

**3.2 Membership** – Appointed by the Board of Trustees (see Appendix A). Other Trustees may be co-opted as required at the discretion of the Committee. Staff in attendance as appropriate.

**3.3 Quorum** – the lesser of 50% of the membership of the Audit and Scrutiny Committee or three non-executive members.

**3.4 Conduct of Business** – as per the Academy Memorandum and Articles.

**3.5 General** – The responsibilities and authority of the committee will be approved by the Board of Trustees and reviewed annually.

**3.6 Frequency** – A minimum of 4 meetings per year.

**3.7 Functions** - To consider and recommend to the Board of Trustees:-

- To recommend the Appointment of the Internal and External Auditors;
- Fulfil the function of an audit committee as detailed in the Academies Financial Handbook to provide assurance over the suitability of, and compliance with, the financial systems and operational controls.
- Review, amend and monitor premises and maintenance plans;
- Review and amend the health & safety management system, receive reports and monitor progress. Systems to include:
  - Asbestos, Legionella, Fire, Electrical and Gas Surveys,
  - Health & Safety Risk Assessment,
  - Contractor Terms and Conditions of Appointment;
- Consider and determine the Board of Trustees' responsibilities in relation to legislative requirements affecting the Academy's premises;
- Review and recommend to the Board of Trustees the approval of school policies in accordance with the agreed schedule;
- Review, amend and monitor premises and maintenance plans to include the following:
  - Stock Condition Survey,
  - Cyclical Maintenance Programme Plan,
  - Asset Strategy and Register/Replacement Plan,

- Annual Property & Maintenance Programme Plan;
- Any other matters delegated;
- To review performance against the functions of the Committee;
- Take action in any other matter delegated by the Board of Trustees.

#### **4. CHAIR**

**4.1 General** – The Chair must be a member of the Company and Board of Trustees. No Trustee who is employed to work at the Academy, in any capacity, may be elected as Chair of the Board of Trustees.

The Chair will normally be expected to have been a Trustee for a minimum of 2 academic years.

Whilst the term of office is outlined in the Academy's Memorandum and Articles the Chair is encouraged to serve for a minimum of two years. In the event that the Chair resigns in mid-term of office, the Board of Trustees will elect a replacement for the remainder of the term.

The Chair and Vice Chair(s) must resign from office, but may remain on the Board of Trustees, if they subsequently commence employment within the Academy.

#### **4.2 Responsibilities -**

- To give a clear lead in organising the Board of Trustees' work:
  - To Chair meetings of the Board of Trustees.
  - Ensure the efficient conduct of the Board of Trustees' work and meetings.
  - Ensure the Board of Trustees receives professional advice when needed either from its Staff Leadership Team or from external sources.
  - Represent the Academy on occasions.
- To delegate roles and ensure that other Trustees are fully involved:
  - Ensure that the Board of Trustees delegates sufficient authority to Committees and others to enable the work of the Academy to be carried out effectively between meetings of the Board of Trustees and also to ensure that the Board of Trustees monitors the use of these delegated powers.
- To manage meetings effectively:

- Ensure that all Trustees are given the opportunity to express their views and that appropriate standards of behaviour are maintained in accordance with the approved code of conduct, before any important decision is taken.
- To hold regular meetings with the Head Teacher:
  - Establish a constructive working relationship with, and provide support for, the Leadership Team and ensure that the Trustees as a whole act in partnership with the staff.
- To take action under emergency powers and to report action taken to the next meeting of the Board of Trustees.
- To keep other Trustees fully informed
- To co-operate with other agencies to support Academy improvement and, working in consultation with other members of the Board of Trustees
- To make arrangements with the Head Teacher regarding staff recruitment.
- In accordance with the Academy Recruitment Policy, the staff interview panel to consist of the following:

PostInterview Panel

Head Teacher

Chair or Vice Chair and 4 Trustees

Deputy Head Teacher

Chair or Vice Chair, 2 Trustees &amp; Head Teacher

Assistant Head Teacher  
and Leadership Scale Posts

Chair or Vice Chair, 1 Trustee &amp; Head Teacher

Other Posts

Head Teacher and Trustee (subject to availability)

The Deputy Head Teacher to act in the absence of the Head Teacher.

- With the Head Teacher, to sign all letters of staff appointments and contracts.
- To notify the Human Resources Panel of all resignations, dismissals, suspensions, secondments and transfers affecting the staff at all levels.

## 5. OTHER OFFICERS

The Organisation shall have a Vice Chair (s) and Clerk to the Trustees who shall be appointed and may be removed by the Board of Trustees.

### 5.1 Vice Chair(s) – Shall:-

- The Vice Chair will normally be expected to have been a Trustee for a minimum of 2 academic years.
- Deputise in the absence of the Chair in accordance with Section 5;
- The Chair, Vice Chair(s) and Head Teacher to meet on a timely basis to review the work of the Academy;
- Maintain an understanding of Academy issues;
- Maximise the effectiveness of communication between the Chair and Vice Chair(s);
- Chair one of the two main scrutiny committees: Audit and Compliance and Education Committee;
- Observe and give feedback to the Chair on Board of Trustees meetings.

### 5.2 Clerk to the Trustees - shall:

- Service the Board of Trustees in accordance with the Job Description; to include the preparation and distribution of agenda/minutes, attending meetings of the Board of Trustees, dealing with general correspondence and maintaining records of attendance and meetings etc;
- Report to and liaise with the Chair of Trustees (line manager) on a timely basis.



## **6. HEAD TEACHER**

### **6.1 General**

The Head Teacher is, by right of office, a Trustee of the Academy and is a Trustee member of all the committees as specified in this document. Where the Head Teacher is not a member of the committee, s/he is entitled to attend committee meetings unless the regulations state otherwise. However, the Head Teacher is only entitled to vote if s/he is a member of that committee. Should the Head Teacher elect not to be a member of the Board of Trustees his/her position is left vacant and may not be filled by another.

The Head Teacher, as the principal leader and manager for the Academy, is responsible for the internal organisation, management and control of the Academy, for advising the Trustees and for implementing the strategic development plan.

The Head Teacher will be supported in the day-to-day management of the Academy by the Leadership Team. A member of the Leadership Team will take the role of Lead Professional member in each Trustees' committee. S/he attends as a support professional and is expected to engage fully with the meeting, albeit without voting rights.

### **6.2 Responsibilities**

Incorporated in the role of the Head Teacher and lead professionals in advising the Board of Trustees are:

- Formulating aims and objectives for the Academy, for adoption, modification or rejection by the Board of Trustees
- Formulating policies and targets for the Board of Trustees to consider adopting
- Reporting to the Board of Trustees on progress, either at Board of Trustees meetings or at committee meetings, at least once per term.
- Completing the SEF for advising and informing the Board of Trustees

## 7. REFERENCES

The following are references used to support this Scheme of Delegation for Governance.

*Sir Robert Pattinson Academy: Memorandum and Articles.* Board of Trustees, 4 July 2011.

*A competency framework for Governors, Department for Education January 2017.*

*Academy Trust Handbook 2023, ESFA July 2023*

*Governance Handbook, Department for Education October 2020*

*Being Strategic – NGA June 2023*

*Sir Robert Pattinson Academy: Code of Conduct, February 2023*

**APPENDIX A**

**MEMBERS** *(face to face)*

Mr N Appleby  
Ms M Pattinson  
Ms C Bates

**COMMITTEES OF THE SIR ROBERT PATTINSON ACADEMY**

**BOARD OF TRUSTEES** *(face to face)*

Rev Canon A Robson (Chair)  
Mr L Harman (Vice Chair)  
Mr D Hardy  
Mrs T Gibson  
Mr S McIntyre  
Mrs C Gadsby  
Mr I McGowan  
Mr G Killingsworth  
Mrs J Borrill

**AUDIT AND COMPLIANCE SCRUTINY COMMITTEE** *(virtual)*

Mr L Harman (Chair)  
Mr D Hardy  
Rev Canon A Robson  
Mr S McIntyre  
Mr G Killingsworth

**EDUCATION SCRUTINY COMMITTEE** *(virtual)*

Mr L Harman (Chair)  
Mrs T Gibson  
Mr D Hardy  
Rev Canon A Robson  
Mrs C Gadsby  
Mr I McGowan  
Mrs J Borrill

**HUMAN RESOURCES PANEL** *(face to face)*

Mr S McIntyre (Chair)  
Mr L Harman  
Mr D Hardy  
Rev Canon A Robson  
Mr G Killingsworth

**COMMITTEES AS REQUIRED****PUPIL DISCIPLINE** *(only 3 to serve) face to face*

Rev Canon A Robson  
Mr L Harman  
Mr S McIntyre  
Mr G Killingsworth

**STAFF APPEALS** *(only 3 to serve) face to face*

Rev Canon A Robson  
Mr L Harman  
Mr S McIntyre  
Mr G Killingsworth

**LINK TRUSTEES**

Mr A Robson – Literacy and curriculum recovery – SLT Link Mrs Spors  
Mr L Harman – Safeguarding & PD (incorporating attendance) – SLT Link Mrs Gilbert  
Mr L Harman – Vulnerable Groups including SEND – SLT Link Mrs Spors  
Mr I McGowan – Careers/CEIAG including destination data – SLT Link Mr Griffiths  
Mr I McGowan – Sixth Form – SLT Link Mr Griffiths  
Mrs J Borrill – Wellbeing - SLT Link Mrs Gilbert  
Mr S McIntyre – Health & Safety – Link Mrs Goffe

**APPENDIX B – Terms of Reference****1 HUMAN RESOURCES PANEL**

**1.1 Role** – To manage the affairs of the Board of Trustees in relation to Human Resources as delegated by the Board of Trustees

**1.2 Membership** – Appointed by the Board of Trustees. Staff in attendance as appropriate.

**1.3 Quorum** – the lesser of 50% of the membership of the Human Resources Panel.

**1.4 Conduct of Business** – as per the Academy Memorandum and Articles.

**1.5 Frequency** – as and when required but not less than twice a year.

**1.6 General** – The responsibilities and authority of the committee will be approved by the Board of Trustees and reviewed annually.

**1.7 Functions**

- To review Academy policies or procedures in relation to Human Resources and make recommendations for approval to the Board of Trustees.
- Review procedures for recruitment and succession planning;
- Review and recommend to Audit & Compliance Scrutiny Committee staffing levels;
- To determine salary levels and changes in remuneration with reference to performance related pay progression;
- To consider all aspects of the welfare and professional development of all employees, except for those matters relating to discipline, grievance and appeals;
- To consider the implications of all current legislation concerning employment and conditions of service;
- Any other matters delegated;
- To review performance against the functions of the Committee;
- Review and agree staffing levels;
  - To determine salary levels and changes in remuneration with reference to nationally negotiated pay awards;

- To make proper arrangements for the engagement and termination of employment of all staff;
- To consider all aspects of the welfare and professional development of all employees, except for those matters relating to discipline, grievance and appeals;
- To consider the implications of all current legislation concerning employment and conditions of service;
- Take action in any other matter delegated by the Board of Trustees.

**Appendix C: Trustee appointment form**

I have read the code of conduct for all staff, Trustees and volunteers of the academy; Keeping Children Safe in Education (DfE) and the seven principles for conduct in Public Office (government publication).

I acknowledge that:

- Accepting office involves a serious commitment and as such accept a fair share of responsibility including service on committees or working groups.
- I will get to know the Academy and develop effective working relationships with other Trustees, the head, staff and parents and will strive to work together as a team.
- If any matters arise within Business in which I have a personal interest or benefit financially I will declare the nature and extent of the interest.
- All Trustees have equal status and Trustees have no authority to act individually (unless given delegated powers to do so by the FGB).
- I will need to observe complete confidentiality when required to do so and recognise that some information received is not confidential but may be sensitive.
- I will refer any person making a complaint to the complaints procedure.
- I will contribute to and share responsibility for Board of Trustees' decisions.
- I will only speak on behalf of the academy if I have been specifically authorised to do so.
- I will uphold the values, ethos and objectives of the Academy;
- I will uphold the Academy core policies, including those for equality and diversity;
- I will act in the interest of the Academy and not on behalf of any other interest group;
- I will uphold the principles of good governance and the Academy's own Code of Conduct.
- I will endeavour to keep up to date with Trustee training by attendance at training sessions and/or using other materials agreed by the Board of Trustees.

Signature:

Name:

Date:

Committee allocations: