

# Chief Operating Officer

For Spring 2019  
Candidate Information Pack



Welcome from the Chief Executive Officer	3
Role Overview and the Trust Schools	4
Application Procedure	6
Appendix 1 Job Description Chief Operating Officer	7
Appendix 2 Person Specification	11
Appendix 3 Folio Education Trust, Values and Aims	12
Appendix 4 Folio Education Trust, Legal Framework	13

**We believe in  
ourselves.  
We believe in each  
other.**

# Welcome from the Chief Executive Officer



## Dear Candidate,

I am delighted that you are interested in becoming Folio Education Trust's first Chief Operating Officer.

Our Multi Academy Trust (MAT) has two secondary and two primary schools, and currently supports approximately 2500 students and 250 staff. In the next five years, we intend to double the current numbers. Our Chief Operating Officer (COO) will be a key component of that expansion, ensuring that the service proposition is something that new partners will want to join.

Up to this point the Trust's Director of Finance and Shared Services has worked closely with myself to put in place the building blocks for services such as Financial Management, Catering, ICT, Estate Management, Legal and Compliance guidance and Human Resources. As shared services, these are ready for a period of significant development, as we seek to ensure all services provided are measured to evaluate the success with which they deliver support which listens, understands and adjusts to the needs of each individual school.

Measuring our success is an essential way for us to ensure quality and value for money. With the development of qualitative and quantitative key performance indicators, we will identify those areas which where we must improve upon.

We will identify those measurable aspects of service provision that ensure we never fall short, include robust appraisal to ensure that our staff are motivated to deliver development plans in each service area and to cultivate a talent management framework to promote from within as we grow.

The Chief Operating Officer, will focus their energy and skill in the following four service areas to ensure each area has strategic leadership and a clear model of what our schools should expect.

Estate Management Services

Catering Services

ICT Services

HR Services

More detail is contained in the Job Description later in this brochure but a common theme is that the Chief Operating Officer will work closely with the Chief Executive Officer, the Chief Finance Officer and the Trust's Director of Strategic Performance Metrics and Compliance to ensure we have a transparent and dynamic service provision which is held to account by our schools and the Folio Trust Board on a regular basis.

This job is not for the faint hearted as when providing a service, we need to be able to take criticism and react positively to always seek the best solutions for our customers. It will at times dictate long hours and complex issues but the rewards are huge in the knowledge that what we do is always in the best interests of young people who attend our schools and their future aspirations.

If still keen to apply, then read on and I look forward to receiving your application.

**Mr Jonathan Wilden**

Chief Executive Officer  
Folio Education Trust

# Role Overview and the Trust Schools



The Chief Operating Officer, will oversee the central trust operations and those of its four constituent schools. The expectation is for this service to embed, develop and expand over three years.

The requirement for this senior post has arisen with the growth of the Trust from one to four schools, including a brand new free school that opened in 2018. This has necessitated the separation of duties that previously fell under the Director of Finance and Shared Services (DFSS), whose staff supported all the schools in many non-teaching based operations. Some responsibilities of the former DFSS role have been devolved to the COO as shown below, with full details in Appendix 1:

Chief Operating Officer	Chief Financial Officer
Folio Catering Services	Folio Finance Services
Folio ICT Services	Folio Compliance & Legal Services *
Folio Estate Management	Folio Establishment Control Frameworks **
Folio HR Services	

\* Folio Compliance & Legal Services includes; GDPR and Employment Law advice and guidance.

\*\* Establishment Control Frameworks ensure that all Folio Services adhere to strict financial and procurement controls – for example the recruitment of new staff.

Upcoming challenges are interesting and multi-faceted: the potential to streamline and refine the management of the estates offers scope for development in the future; the £35m new building for Coombe Wood School, two of the other Trust schools also have significant, funded building projects either planned and underway; IT provision across the Trust is never static; catering operations will change with the growth in student numbers at CWS; so the role will be varied with ongoing shifting emphasis of need and organisation.

For candidates with backgrounds outside the education arena a key point to understand is that – unlike in a commercial or business environment – profit does not drive the business aspect of the organisation. Cost effective efficiency to support learning is the driver for operations and tight educational budgets will always force a compromise on what the Trust would ideally like to provide for all young people.

The ability to take the strategic overview, plan creatively and successfully within financial constraints and to deliver a seamless operation that maximises learning opportunities will be at the heart of what you do.

Name & acronym	Type of school Numbers	Brief outline of the school	Description of facilities	Numbers of staff and pupils
Wallington County Grammar School WCGS	Secondary 11-18 Grammar, Selective boys school with mixed Sixth Form	Founded in 1927, graded 'outstanding' by Ofsted in January 2017, aims to blend best of tradition with innovation. High performing school.	Mix of character Edwardian buildings, modernised and refurbished, and state of the art facilities including Physics labs and Drama studio. All set in 9 acres of parkland with sports facilities and dedicated sports hall.	132 staff (63 teachers)  1,095 students
Park Hill Junior School PHJS	Junior 7-11 South Croydon 3 form entry	Opened in 1968, now a successful, oversubscribed Junior School, rated 'Good' by Ofsted, broad range of ethnicity among pupils.	Purpose built school with sports field, multi surface games area, trim trail etc. Major refurbishment completed recently and further project to come as part of PSBP expected in 2019/2020.	31 staff (20 teachers)  366 pupils
St Peter's Primary School SPPS	Primary 4-11 South Croydon 2 form entry	Opened in 1952. Co-headship in place, curriculum based on international model. Variety of ethnic backgrounds.	Mix of original and recently added accommodation in an urban site with several hard core play areas but limited green space.	73 staff (20 teachers)  415 pupils
Coombe Wood School CWS	Secondary 11-18 Comprehensive South Croydon	One cohort so far, curriculum is underpinned by Health Related Fitness core ethos and values.	Currently in temporary buildings with limited facilities. Brand new school buildings to be constructed on 75 acre parkland site opening late 2020	Currently  16 staff (12 teachers)  180 students
Folio Education Trust Central Team	Central Team	Senior team, shared services including Finance, IT, some catering and sports partnership staff	Mostly based at WCGS but many work on a flexible basis across the locations.	26 staff

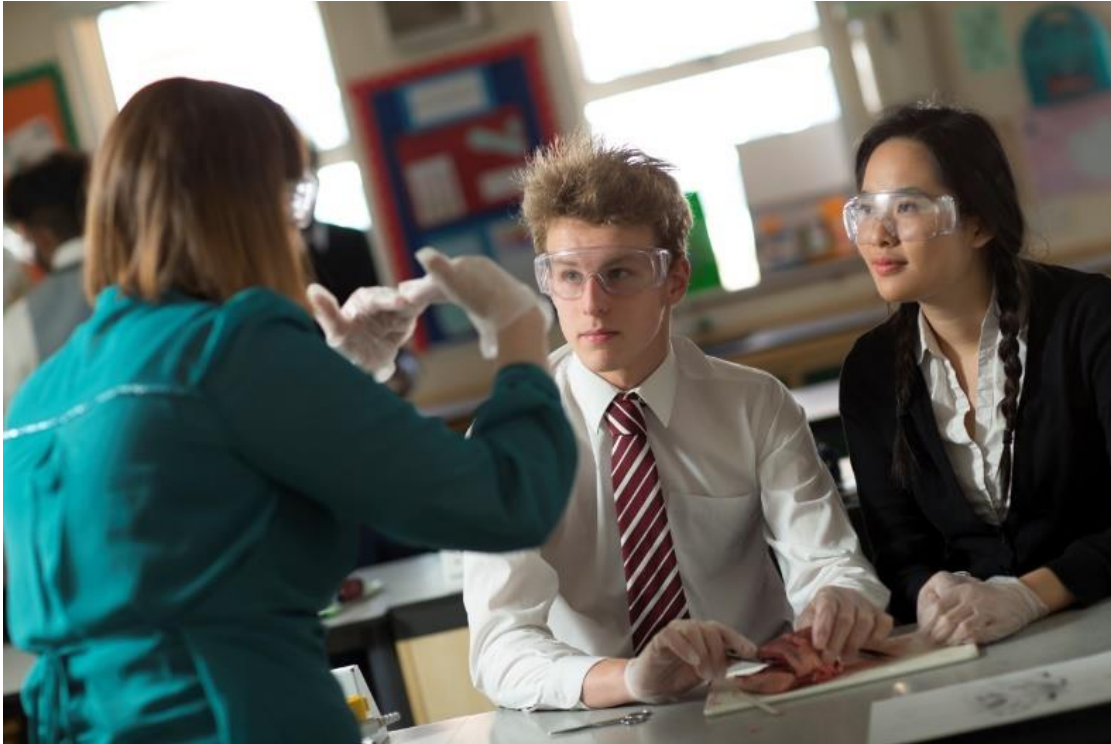
There is a Central Team of Folio Trust employees, the majority of whom are currently based at WCGS but others are located across the schools and work on a hot desk arrangement. The expectation is that most staff will be located in the final new building at Coombe Wood School towards the end of 2020.

Folio's current 'office' accommodation is in the converted caretaker's house at PHJS, where some senior staff can work and may be used by Croydon Schools Sports Partnership with whom we have established links and are in our employ.

The Trust was created through an academy conversion of Wallington County Grammar School and granted Single Academy Trust status in April 2011. As two primary schools were brought into the Trust in April 2017, this coincided with the change to Multi Academy Trust (MAT) status and the Trust sponsored the development of the new Free School, Coombe Wood School, which opened in temporary accommodation in September 2018. Planning permission for the £35m new building on the same site in South Croydon is awaiting final clearances and the expectation is that the new building will be ready for occupancy later during 2020.



# Application Procedure



For a confidential discussion on current vacancies please contact Jacqueline Baker, HR Lead within the Trust, [jbaker@foliotrust.uk](mailto:jbaker@foliotrust.uk) or call 07891 671 226.

Please complete the Trust's application form – available for download at <http://www.folio-education.co.uk/Current-Employment-Opportunities>

In compliance with Safer Recruitment Guidelines CVs will not be accepted.

Closing date: **10am Monday 28<sup>th</sup> January 2019**

Interviews: **6<sup>th</sup> & 7<sup>th</sup> February – candidates may be required on both days**

*Shortlisted candidates will be contacted with details of the interview process. If you have not heard from us within two weeks of the closing date, please assume your application has been unsuccessful.*

## Safer Recruitment

Folio Education Trust is an equal opportunities employer and welcomes applications from all sectors of the community. We are committed to protecting our students and staff and therefore have a rigorous recruitment process which includes assessing candidates' suitability to work with children. All staff will be required to hold an enhanced DBS Disclosure.

## Equal Opportunities

At Folio Education Trust we believe that all individuals are of equal value and we are committed to equal opportunities for all. All people who work and study in the school have the right to be respected and valued within a safe and secure environment and not to be discriminated against on the grounds of age, class, sex, race, disability, sexual orientation and religion or belief.

The Candidate Privacy Notice can be viewed on the website at:  
<http://www.folio-education.co.uk/Current-Employment-Opportunities>

*The schools within Folio Education Trust are committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.*

# Appendix 1

## Job Description Chief Operating Officer

The Chief Operating Officer is to play a significant part in the Folio Education Trust Shared Services model, providing an outstanding service to support the education of young people across four schools and the Central Services Team.

Delivering a transparent, professional and financially efficient service which raises standards while providing value for money.

The Chief Operating Officer will be responsible for overseeing the delivery and evaluation of the following Services:

- Estate Management Services
- Catering Services
- ICT Services
- HR Services

### Salary Grade and Range

Salary subject to annual review by Remuneration Committee

Salary estimate £60,000 - £65,000 (with expected growth over the next 5 years as the Trust expands)

### Working Pattern

Permanent Full Time Contract from Spring 2019, start date by negotiation.

There may be seasonality within the role which responds to the demands of service expectations from each school and the Trust as a whole. The working pattern is to be meticulously planned to ensure there is a regular cycle of evaluation and development. Human Resources, Catering, ICT and Estate Management will all require their own cycles so that there is never a moment that a lack of capacity means that any one service fails to deliver. There needs to be a constant focus on reviewing performance, listening, understanding and then adjusting to ensure continuous delivery and improvement

This job description is a newly devolved post and is subject to review and amendment through annual negotiation as the role develops in scope.

### Responsible to

The Chief Executive Officer (CEO) who is responsible for overall Trust-wide accountability and standards. Working alongside the Chief Finance Officer (CFO) who is responsible for delivery and evaluation of the following Services:

- Folio Finance Services
- Folio Compliance & Legal Services (includes GDPR, Employment Law and Recruitment advice) \*
- Establishment Control Framework \*\*

\* Folio Compliance & Legal Services includes; GDPR and Employment Law advice and guidance.

\*\* Establishment Control Frameworks ensure that all Folio Services adhere to strict financial and procurement controls – for example the recruitment of new staff.

Working alongside the Director of Strategic Performance Metrics and Compliance who supports the Trust identify a model of establishing and measuring key performance indicators in the form of a scorecard which helps the Folio Trust Board celebrate performance and strategically plan for continual improvement in standards.

### Responsible for:

The line management of the following service area Directors:

- Director of Folio Estate Management
- Director of Folio Catering Services
- Director of Folio ICT Services
- Director of Human Resources

### General Responsibilities

Motivating and holding service area Directors to account for the delivery and evaluation of specific services. Deploying financially efficient resources into all Trust schools so that the provision of Catering and ICT is of high standard and meets the expectations of all Headteachers.

Ensuring that the Folio Estate is well maintained focusing upon dynamic Health & Safety within the built environment and an aesthetically pleasing standard of grounds maintenance.

The line management of the Director of Human Resources is carried out in collaboration with the Chief Finance Officer (CFO) who has responsibility for the delivery of the HR Service ensuring that all staff recruitment is financially viable and that any employment matters are compliant with employment law.

### Core Responsibilities in specific Service Areas

The Chief Operating Officer leads the line management of Non-Teaching Administrative Staff along with the Chief Finance Officer (CFO).

The post holder will be a member of the Executive Leadership Team for Folio Education Trust and is therefore a catalyst for positive challenge and rigorous accountability across all relevant service areas ensuring outstanding service provision which evaluates, listens, understands and adjusts when necessary. The post holder will also play a key role in School Development Plans (SDPs), working collaboratively with Headteachers to ensure these are delivered on an annual basis. Both the COO and CFO are accountable to the CEO to ensure every effort is made to support all Headteachers within the Trust to deliver their SDPs and to meet the expectations of the Ofsted School Evaluation Framework.

The COO and CFO provide strategic vision for their specific service areas which are in keeping with the Core Purpose of Folio Education Trust. They will develop their own aims and priorities for each specific service area and promote a high level of professional leadership and management of non-classroom based support staff. A dynamic process of appraisal must motivate all staff and ensure a rigorous level of accountability.

The COO and CFO will provide termly Executive Summary documents (three times a year) which will clearly outline the level of performance achieved within the specific service areas. In these Executive Summary Documents Key Performance Indicators (KPIs) will clearly outline to the following stakeholders the performance of each service area and specific areas to develop. Development Plans for each service area must have clear and measurable development objectives.

Governance Stakeholders:

- Folio Education Trust (Members)
- Folio Education Trust Board (Trustees)
- Chief Executive Officer (CEO)
- Chief Finance Officer (CFO)
- Chief Operating Officer (COO)
- Headteachers (HTs)
- Local Advisory Boards (LABs)



### Strategic Service Provision

Providing outstanding leadership and management of 'Business Management' in the service areas under COO control:

- Undertaking strategic planning and providing advice to Headteacher and Local Advisory Boards on the most effective use of resources.
- Ensuring that the business management functions operate in accordance with statutory regulations.
- Interpretation of new legislation and guidance and identification of the implications for each school.
- Ensure the effectiveness of services to maximise the positive impact on teaching and learning, safeguarding of children and extended services provision.
- Oversee effective procedures for the recruitment, appointment, induction, review and development of non-classroom based support staff.
- Develop and implement procedures to evaluate the effectiveness of the support staff and feed directly into improvement planning.
- Establish standard operating procedures and other processes to maximise efficiency and provide for service continuity in the event of staff absence.
- Develop an on-going customer service focus.
- Develop and share good practice across all schools and into partnerships with other schools and relevant bodies.
- Securing arrangements to source external advice and support where appropriate.
- To attend all Trust Finance & Operations committee meetings and when necessary school LAB meetings.

### Staff Management within Service Areas

- Ensure sustainable cover arrangements for staff absence which maintain a high level of service provision.
- Monitor staff absences and implement agreed policies and procedures including return to work interviews.
- Involvement in Recruitment of relevant staff when necessary with input into advertisement, short listing, interviewing and appointments, in conjunction with the Director of Human Resources Services.

### Estates - Facility Management

- Maintaining high standards of security for all school sites and their contents.
- Arrangements put in place for the maintenance, servicing, testing and inspection of site equipment, fixtures and all school vehicles.
- Arrangements in place to deal with emergency repairs or call outs for any school based facilities.
- Purchasing arrangements represent best value and that contracts are secured in accordance with financial guidelines and regulations.
- Developing and promoting energy efficiency measures.
- The operation and development of cleaning and grounds maintenance services either through outsourcing or in-house operations.
- Arrangements are in place for the site to remain operational during inclement weather where practical or effective closure for short periods.
- Ensuring the work of any school staff and contractors meets the requirements of Health and Safety and other regulations.
- Regular liaison with service providers for contracted out provisions to ensure compliance with contractual terms and effective operation.
- To lead and co-ordinate the maintenance and development of school sites, and act as school lead for any buildings work.
- To advise the Headteachers and Local Advisory Boards on the strategic development of the site to meet the development aims of the schools.
- To liaise with the DfE/ESFA or other providers of finance, together with the CFO and schools' professional advisors on all matters relating to capital building and development projects.

### **Estates - Health & Safety**

- To secure appropriate advice for the Headteachers and Local Advisory Boards on all Health & Safety matters.
- To secure effective arrangements for the monitoring and audit of Health and Safety matters.
- To comply with the requirements of the Health & Safety at Work regulations. To take reasonable care of the Health & Safety of all employees and to ensure that the Health & Safety responsibilities are carried out.

### **Folio ICT Services**

- In liaison with Senior Leaders and the Trust's Director of Folio ICT Services, develop the Trust's ICT infrastructure & Strategic vision
- Manage the performance of the ICT Managed Service Contract in relation to agreed KPIs and other performance criteria

### **Folio HR Services**

- The Director of HR Services has a team of people working in Folio Schools who assist with contextual HR issues.
- The Chief Finance Officer (who has extensive experience in HR) will continue to offer advice to Headteachers with regards employment law and financially efficient recruitment strategies. Through an Establishment Control Framework, the CFO will ensure recruitment is affordable.
- The COO will evaluate the service ensuring that key performance metrics are analysed and will ensure that all employment policy and procedures are fit for purpose.

### **Effective Day to Day Management**

- Be aware of and comply with policies and procedures relating to child protection, equal opportunities, confidentiality and data protection (GDPR), reporting all concerns to an appropriate person.
- Maintain high quality working relationships with staff, students and parents/carers that contribute to creating a productive and happy working environment.
- As a member of staff in a school that works in partnership with other organisations, to contribute to the development and sharing of good practice into partnerships with other schools and relevant bodies. This may include undertaking duties and work in other schools and at other locations.
- As a member of staff in a school setting you will have the opportunity to participate in programmes for mentoring students and to participate in extra-curricular activities.

The post holder will be expected to carry out all duties in the context of and in compliance with all Trust's policies and procedures and in compliance with our Equal Opportunities Policies and Code of Conduct.

### **Other Duties**

- Participate in training and other learning activities as required.
- Attend and participate in meetings as required.
- Perform all other reasonable requests as required within the grading of your post.
- Respect confidentiality at all times.

The duties described in the Job Description may vary or be amended from time to time without changing the level of responsibility associated with the post. It will be reviewed regularly and may be subject to modification or amendment at any time after consultation with the postholder.

## Appendix 2

### Person Specification

Qualifications	<ul style="list-style-type: none"> <li>➤ Educated to degree level or equivalent</li> <li>➤ Professional qualification in business management or project management</li> <li>➤ A relevant higher education qualification such as an MBA</li> <li>➤ Recognised qualifications in project management, facilities management or health and safety</li> </ul>	<p>Essential Essential</p> <p>Desirable Desirable</p>
Experiences	<ul style="list-style-type: none"> <li>➤ Significant experience of leading the strategic planning for a large organisation/service unit</li> <li>➤ Experience of monitoring a range of contracts such as Facilities Management and/or ICT Managed Services to ensure KPI requirements are met, including Value for Money</li> <li>➤ Evident of successful management and leadership of diverse teams</li> <li>➤ Experience of working as a member of a Senior Team</li> <li>➤ Experience of working with Local Advisory Boards, Trustees or a Board of Directors preferred</li> <li>➤ Experience of working with a range of external partners to achieve organisational aims preferred</li> <li>➤ Successful track record of managing complex projects from inception to completion</li> </ul>	
Knowledge and Skills	<ul style="list-style-type: none"> <li>➤ Ability to secure arrangements for the effective Facilities Management for Trust schools</li> <li>➤ Knowledge of the building industry in order to be able to get the best from any contractors employed by the school</li> <li>➤ Grasp of ICT and competent use of IT within the workplace</li> <li>➤ The ability to work strategically and to seek and implement creative solutions</li> <li>➤ Strong skills in analysis, risk management and impact evaluation</li> <li>➤ The ability and motivation to review and improve practice continuously</li> <li>➤ Excellent leadership skills and the ability to inspire colleagues, peers and teams</li> <li>➤ The ability to manage the performance of a diverse range of staff</li> <li>➤ Excellent literacy, numeracy and ICT skills</li> <li>➤ Highly effective administrative and organisational skills</li> <li>➤ The ability to prioritise workloads and to work to given deadlines</li> <li>➤ Knowledge of Premises Management requirements of a large site</li> <li>➤ Knowledge of Health and Safety legislation</li> <li>➤ Understanding and appreciation of working in a school context and how the role contributes to safeguarding and positive outcomes for pupils</li> <li>➤ Excellent communication skills and the ability to act as a professional and positive ambassador for the trust</li> </ul>	
Personal Qualities and Attributes	<ul style="list-style-type: none"> <li>➤ Energy, drive, commitment and enthusiasm</li> <li>➤ Highly organised and able to prioritise and adapt quickly to change</li> <li>➤ Earn respect and demonstrate appropriate levels of authority</li> <li>➤ Manage change effectively building a sound team ethos</li> <li>➤ Entrepreneurial and able to bring others on board</li> <li>➤ Strong team player with the ability to work collaboratively as a member of a variety of teams</li> <li>➤ The capacity to work well under pressure, remain calm, and to cope with the unexpected</li> <li>➤ Reliable, discreet, honest and trustworthy</li> <li>➤ A willingness to commit to the Trust's vision and to 'go the extra mile' in order to achieve it</li> <li>➤ Ability to draw upon a range of communication skills, and negotiate at multiple levels successfully</li> <li>➤ Evidence of a commitment to your own professional development</li> <li>➤ To be an excellent role model</li> <li>➤ A commitment to equal opportunities</li> <li>➤ A commitment to safeguarding and promoting the welfare of children and young people</li> </ul>	

## Appendix 3

# Folio Education Trust, Values and Aims

We believe that we are outstanding: not because we say it, but because we work hard at it. We are dedicated, committed and focused. We believe that every person will reach their personal best and overcome any challenge through a shared culture and ethos. We are dedicated to developing as successful individuals, creating a positive environment where all of us will learn. We never fail because we never give up. We believe in ourselves. We believe in each other.

### Core Purpose – Why do we exist?

'Folio' comes from the Latin word 'folium' meaning 'leaf'. Its definition is linked to the way in which the pages of a manuscript or a book are arranged and presented to the reader. The Trust has chosen this name to represent the knowledge and understanding required by people to unlock their aspirations and reach their personal best. 'A book is a dream that you hold in your hand'. The Trust also uses the term 'Folio' to represent the growth of children into well-rounded and successful young adults.

Folio Education Trust Core Purpose – Why do we exist?

- To implement a child centred focus to ensure all decisions lead to the development of confident young people who have character.
- To change people's lives through exceptional and memorable experiences that ensure people discover and then reach their personal best and unlock improved life chances.
- To be an employer of choice and give staff the motivation to achieve job satisfaction and develop professionally through a talent management framework.
- To offer service provision that listens, understands and adjusts to the people that are being served.
- To develop a self-improving system between all academies within the Trust where collaboration occurs with the core purpose of raising standards.
- To explore beyond education to help remove barriers which prevent social inclusion.

### Our future – what do we want to see in 10 years?

Our Multi Academy Trust will support academies that are the first choice of local families because of the 'gold standard' education that is provided. All academies within the Trust are pupil centred and this drives our decision making. Smiling faces are common place for pupils and staff as they are happy being part of the academy and part of a wider Trust community. Being educated as part of this Trust will mean something to not only the individual but also those who provide the next step of a young person's education, training or employment.

The service provision which helps drive the individual organisations within the Trust is focused on quality – listening, understanding and adjusting to meet the needs of those it is designed to serve. A main objective is to provide a system of self-challenge, self-improvement and collaboration with a shared passion to raise standards and allow all students to reach their personal best. No student or member of staff is neglected but inspired to develop improved life chances and live long and happy lives. As part of the collaboration between academies there is a desire to research pedagogy and the importance of Health and Well-Being to influence social change to remove the barriers which affect mental health and access to the opportunities for discovering and reaching personal best. Every person deserves the best and the Trust will do what it takes to deliver this while ensuring efficiencies and economies of scale which deliver outcomes beyond outstanding on a global scale.

### Long term goal on a national scale

Contribute towards the changing face of British Education and be one of the top five performing Multi Academy Trusts in the country, designing and sharing academy improvement strategies.

# Appendix 4

## Folio Education Trust, Legal Framework

### Members and MAT Trustees

The role of our five Members is to appoint a Board of Trustees to run the Academy Trust. The Board comprises eight people: 3 Appointed Trustees, 4 Academy Trustees (often deriving from the Local Advisory Boards according to required skill sets) and the CEO (Executive Head) acts as a Trustee. Their remit is:

- Create an ethos consistent with that of Folio Education Trust
- Provide excellent education and care in Trust schools
- Meet all financial and legal requirements

MAT Trustees will operate at a strategic level, operationally the Chief Executive Officer is supported by both the Chief Operating Officer and the Chief Finance Officer in managing a team of other professionals providing a central support team using both internal employees and external specialist advisors.

A number of other centralised Trust committees exist to handle Remuneration, Admissions, Appeals, Complaints, Disciplinary matters etc.

### Local Governing Bodies

Within the Trust these are currently referred to as Local Advisory Boards and focus on the strategic oversight of the individual schools. Lead Advisors will play an essential role in supporting and challenging each individual school. They will focus on the following areas:

- Outcomes for Pupils (Standards)
- Quality of Teaching, Learning and Assessment (Standards)
- Personal Development, Behaviour and Welfare / SEND (Resources)
- Leadership & Management / Areas for Development (Both)
- Financial Management (Resources)
- Health & Safety including Educational Visits (Resources)
- SEND & Pupil Premium (Standards)

### Company Secretary

The clerks and Company Secretary will ensure that good quality training is in place for all governors (including members of the LAB), catering for different backgrounds and experience of the various members. They will assist the Trust in preparing Schemes of Delegation to the various sub-Committees, policies and procedures, and ensure that Board and Committee papers are produced on time, and to a good standard.

### Conflicts of interest

All governors will complete a register of financial and other relevant interests upon appointment. This will be reviewed annually and governors will be asked at every meeting to declare any interest they might have in specific agenda items. Any governor with a financial interest in any decision could not be party to the discussion and could not vote on that agenda item.