



Board of Trustees Handbook

ALOHA COLLEGE MARBELLA
Reviewed: February 2026

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1. Introduction

The Board of Trustees of Aloha College Marbella, alongside the Principal, are responsible for upholding the aims and objectives of the school, setting the strategic direction and ensuring the school has the required resources and financing to operate effectively.

The Board members come from a wide range of backgrounds and possess a comprehensive range of skills and experience that help the Board to achieve its aims. The Board delegates responsibility for the day-to-day management of the school to the Principal and senior leaders.

The purpose of this handbook is to act as both a reference point for existing trustees, and as an induction into effective governance for new trustees.

1.1 Guidelines

This handbook has been created with the guidance of the COBIS Code of Good Governance, the UK Government Department for Education Governance handbook and competency framework; should you want to read in full, please use the link below.

[https://www.cobis.org.uk/uploaded/COBIS_-_About_Us/COBIS_-_Code_of_Good_Governance_\(August_2015\).pdf](https://www.cobis.org.uk/uploaded/COBIS_-_About_Us/COBIS_-_Code_of_Good_Governance_(August_2015).pdf)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/925104/Governance_Handbook_FINAL.pdf

However if you require further information regarding knowledge, skills and behaviour for effective governance, please see the following manual.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583733/Competency_framework_for_governance_.pdf

1.2 Message from the Chair

On behalf of the Board, I would like to express my appreciation for the commitment that you are making by taking on the role of Trustee. The contribution that you will make in applying your own particular combination of skills, knowledge and experience is critical to the success of the school. You should feel confident to demonstrate your support, challenge where and when you feel it is necessary, and play your part in the school's development. You will also have the opportunity to work

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with other Trustees across the Board to continually improve the level of governance we provide. I hope you will find this Handbook of real value, and we always welcome suggestions for ways it could be improved to help new trustees joining the Board.

2. ALOHA College Marbella Vision, Mission and Values

2.1 Vision - Aiming to lead the world in child education

Aloha College Marbella is a vibrant learning community, comprising of a very supportive parent body, caring and forward-looking staff, energetic and thoughtful students, dedicated governing body and forward-thinking management team. Children are placed firmly at the centre of all we do: we pride ourselves on offering a wealth of opportunities, allowing all in the learning community to experience success in many different ways, and at a variety of levels. Our challenge therefore is to constantly seek out new ways to innovate from within the classroom and outside it, as we believe firmly in the need to keep moving forward, so that our young people have the best possible experiences and life opportunities.

2.2 Core values



Respect – ensuring consideration for the feelings and wishes of others and ourselves.

Effort – always striving with determination to achieve our personal best.

Honesty – consistently acting morally and with integrity.

Care – continually providing the attention and concern for others with kindness.

Resilience – persevering with spirit in good times and bad.

2.3 Mission

To provide an outstanding, inquiry-based experience in a caring international environment. We strive to inspire all learners to reach their true potential and to be responsible citizens in a global society.

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2.4 Motto

Be Your Best

3. Aloha College Marbella Board of Trustees

3.1 Structure

The Board of Trustees of Aloha College Marbella (ACM) is composed of a minimum of 3 and a maximum of 9 members according to ACM bylaws. The members shall be parents or legal representatives of enrolled students receiving educational services at the college, plus ex-officio members. Ex-officio members are appointed by the Board when specialist knowledge is required, they are non voting members of the Board and will receive no economic remuneration. Ex officio members will be elected for an initial period of two years, which can be extended for equal periods of time if needed.

Board members are elected for a period of four years, and can seek re-election after this period if they are still parents at the school.

Anyone who ceases to be a parent or legal guardian of a student at the school will cease to be a trustee of the college. However, the Board may extend a member's position on the Board as an ex-officio member if it is deemed their expertise would be beneficial or necessary.

The Board of Trustees shall appoint the Principal. The Board shall also, in conjunction with the Principal, appoint the heads of school, the Business Manager, and any other specific senior members of staff.

3.1.1 Chair

The Chair shall represent the school in dealings with all types of persons and public and private authorities and entities. The Chair is elected by the Board always taking into consideration the recommendation of the leaving Chair. The Chair shall call and chair the Board of Trustees meetings, and direct all discussions at those meetings, with the authority to implement any resolution adopted, by performing all such acts and signing as many such documents as may be necessary for such purpose. The Chair of the Board of Trustees shall call Board meetings at his or her discretion or at the request of any of its members. Responsibilities of the Chair:

- To make sure that the governing body's affairs are conducted in accordance with the law.
- To report, either at the next Board meeting or by email, any urgent action taken on behalf of the Board, making sure it is fully explained and supported – the Chair has no special power to take decisions on behalf of trustees unless

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there has been a resolution of the whole Board to delegate a specific authority. However, they do have the power to take action if the matter is urgent and if it concerns one of the functions that can be delegated. Any urgent action the Chair takes on behalf of the Board can be reported either by email before the next Board meeting, or at the next Board meeting.

- To ensure that meetings are run effectively - making sure that they start and finish on time, that agenda items are properly introduced, that people are encouraged to contribute and that decisions are taken when necessary and minuted.
- To help the Board work as a team - by recognising and using people's strengths, delegating effectively, clarifying objectives and using the whole Board by creating committees to develop new ideas, work out plans of action and to cover contentious or difficult areas of planning.
- To work with the Principal and be available to the Principal, make time to listen to concerns and give constructive advice, talk through disagreements before Board meetings, work together on effective school policies and hold regular scheduled meetings with the Principal
- To carry out any duties delegated by the Board, be seen in school regularly, attend school functions or make sure another *trustee* represents them; be accessible to other trustees, staff and parents.
- To use time effectively, their own and other people's. In collaboration with the appointed Secretary to the Board, plan the year's cycle of meetings and a timetable for action and reports.
- To make it clear that all trustees must accept collective responsibility for decisions taken at Board meetings.

3.1.2 Secretary

One member of the Board of Trustees shall be appointed Secretary of the Board. The secretary shall have custody of all documents and books pertaining to the school. Furthermore, the secretary shall issue the necessary documents and reports, particularly those that he or she is expressly instructed to issue.

3.1.3 Treasurer

The Board of Trustees will designate a treasurer who shall be responsible for directly monitoring the property of the school and shall issue and give payment orders, promissory notes, cheques, bills of exchange, receipts and other bank, exchange, financial and business documents resulting from or necessary for the activities of the school, signed by the treasurer, the Chair or, if applicable, the persons specifically authorised by the Board of Trustees for such purpose. The treasurer will usually be the Chair of the Finance sub-committee.

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The school Business Manager or Finance Director would usually report the financial health of the school to the Board in his report which will enable the Board and Principal to plan the budget for the coming year. The budget ought to be approved by the Board and the Business Manager/Finance director invited to be present at Board meetings.

3.1.4 Ex-officio members

When it deems fit the Board of Trustees may appoint up to 2 additional non-voting members for expert advice to work alongside the Board for the benefit of the school. (See above)

3.1.5 Safeguarding trustee

The Board shall appoint a designated safeguarding trustee. The safeguarding trustee, alongside the Designated Safeguarding Lead of the school and their team, is responsible for overseeing that the policies and procedures of safeguarding within the school are adhered to correctly.

3.2 Strategic Functions and Roles

3.2.1 Establishing Strategic Leadership

Setting and ensuring clarity of vision, values, and objectives for the school

Agreeing the school improvement strategy with priorities and targets

Promoting the values and ethos of the college and the formation and integration of multi-cultural environments

Taking a strategic overview of the staff appraisal system, to ensure that the staff appraisal framework is fair and transparent, and incentivises all staff in-line with up-to-date work-practices, and the values of the college

Assisting in overseeing the health and safety of all the students, staff and visitors and ensuring safeguarding for all

To ensure all policies are up-to-date and appropriate.

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Policies are:

- Child Safeguarding Policy (annual)
- Drugs Policy (annual)
- Admissions Policy (two years)
- Assessment Policy (two years)
- Academic Honesty Policy (two years)
- Behaviour Primary and Secondary Policy (annual)
- Complaints Policy (two years)
- Data Protection Policy (two years)
- Language Policy (two years)
- Pupil Attendance Policy (two years)
- SEND and Most Able Policy (two years)
- Whistleblowing Policy (two years)

3.2.2 Ensuring Accountability

Performance managing and appraisal of the Principal

Holding the Principal and senior leaders to account for the education standards and performance of the college and its pupils, and for the effective and efficient performance management of staff.

3.2.3 Overseeing Financial Performance

Setting the budget in conjunction with the Principal and the Business Manager/Finance Director

Monitoring spending against the budget

Ensuring money is well spent and value for money is obtained following the Control of Expenditure Policy

Controls on expenditure

Purpose of the Policy

The purpose of this policy is to ensure that all expenditure incurred by Aloha College Marbella:

- supports the College's purpose, objectives and strategic plan; and
- represents an effective, responsible and value-for-money use of the College's resources.

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Staff must recognise that the College becomes financially committed at the point an order is placed or a contract is signed, not when payment is made. It is therefore essential that all purchasing decisions are undertaken responsibly, within approved budgets and in accordance with delegated authority levels.

Any expenditure outside an approved budget must receive prior authorisation in line with the College's scheme of delegated authorities.

Procurement Principles

Aloha College Marbella is committed to conducting procurement in a manner that is fair, transparent and consistent with the highest standards of financial stewardship. Procurement activities will be guided by the following principles:

- Value for money
- Transparency and accountability
- Ethical purchasing practices
- Appropriate competition
- Avoidance of conflicts of interest
- Sustainability where reasonably practicable

All purchasing decisions must comply with the College's Scheme of Delegated Authority.

Conflict of Interest

Any individual involved in the procurement process must declare any actual, potential, or perceived conflict of interest. Where a conflict exists, the individual must withdraw from the process.

Staff and trustees must not use their position to obtain personal benefit for themselves or their associates.

No individual may both select a supplier and approve the resulting contract.



Procurement, estimates and tendering

To ensure value for money, transparency and accountability, appropriate research must be undertaken for all significant purchases. This includes identifying the required goods or services, carrying out market research and preparing a clear specification setting out requirements, quality standards and expected outcomes.

Written quotations must then be obtained, or a formal tender process followed, depending on the value, availability, quality and location of the goods or services.

As a general principle, a minimum of **three written quotations** should be obtained before a purchasing decision is made. Where a specialist item or service is required and it is not reasonably possible to obtain more than one quotation within an appropriate timeframe, a **documented business case** must be prepared and approved by the **Chair of the Board**.

Where the selected supplier is not the lowest-cost option, the reasons for this decision must be clearly documented and retained for audit purposes.

Tender process

Where a formal tender process is required, the following steps will be followed:

1. Agree a detailed specification for the product or service, including quality requirements and expectations of the supplier.
2. Advertise the opportunity as widely as reasonably possible through appropriate local and professional networks, allowing a minimum of **three weeks** for responses.
3. Ensure the advertisement provides clear and accurate information on how to apply and submit a tender.
4. Issue the specification and full tender instructions to all interested parties.
5. Evaluate submissions against the agreed specification by an evaluation panel of at least three individuals. The panel must include the Head of Finance and Operations or a member of the Senior Management Team for higher-value procurements. For purchases above the threshold set out in the scheme of delegated authority, the panel's recommendation will be submitted to the Board of Trustees for approval. A trustee will be invited to observe the process where appropriate in order to provide governance oversight.
6. Invite shortlisted suppliers to interview or present, where relevant.



- For some products and services, a decision may be made on the basis of written quotations alone.
 - For services such as consultancy, interviews are considered best practice.
 - For higher-value or strategic purchases, shortlisted suppliers may be invited to make formal presentations.
7. Take up references where appropriate.
 8. Award the contract to the selected supplier and issue a formal contract, which must be reviewed by a legal adviser where appropriate.

Purchase orders and invoices

Purchase Orders

To ensure expenditure aligns with the College's strategic objectives, approved budgets and value-for-money principles, all purchases with a value exceeding **€6,000.00** must be initiated through an approved **purchase order**.

Purchase orders must be completed at the point the goods or services are ordered, as this is when Aloha College Marbella becomes contractually committed to the expenditure, not when payment is made.

All purchase orders must be authorised in accordance with the College's **scheme of delegated authorities**. By authorising a purchase order, the approver confirms that:

- the expenditure is within the approved budget; and
- sufficient funds are available.

It is the responsibility of the individual requesting the purchase to confirm that budget provision exists before submission.

No individual may authorise any transaction from which they, their partner, or a close relative would personally benefit, including expense claims.

Staff must not authorise payments to, or for the benefit of, individuals senior to them.

Invoices

All invoices must be authorised in line with the College's delegated authorities.

Invoices must be forwarded promptly to the Head of Finance and Operations upon receipt for recording and processing.

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The individual who requested the goods or services is responsible for confirming that:

- the goods or services have been received in full and are of satisfactory quality;
- they match the original order or contract; and
- the invoice is accurate and correctly reflects the agreed terms.

Once authorised, invoices will be paid in accordance with the supplier's agreed payment terms, or, where no terms are stated, within **30 days**.

Policy review

This policy will be reviewed every **two years** by the Board of Trustees, or earlier if regulatory or operational requirements change.

Ensuring the trustees understand the risks to the school and exercise controls to avert them

The Business Manager will report to the Board at each Board meeting, including circulating any previous Finance Committee minutes



3.3 Responsibilities



Trustees should:

- Understand the purpose of the Board and its strategic role.
- Understand how the role of the Board differs from and works with others including the Principal.
- Accept that they have no legal authority to act individually, except when the Board has given them delegated authority to do so.
- Accept collective responsibility for all decisions made by the Board.
- Have a duty to act fairly and without prejudice.
- Encourage open governance and act appropriately.
- Consider carefully how decisions may affect the community and other schools.
- Always be mindful of the responsibility to maintain and develop the ethos and reputation of ACM.
- Actively support and challenge the senior leaders.

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- Accept and respect the difference in roles between the Board and any other member of staff.
- Agree to adhere to the school's rules and policies.

3.4 Commitment

Trustees should:

- Acknowledge that accepting office as a trustee involves the commitment of significant amounts of time and energy.
- Involve themselves actively in the work of the Board, and accept their fair share of responsibilities, including service on committees.
- Make full efforts to attend all meetings and where they cannot attend explain in advance why they are unable to.
- When requesting to visit the school, make reasonable arrangements in advance with the Principal and undertake it within the framework established by the Board.
- When visiting the school in a personal capacity (e.g. as a parent or carer), maintain their underlying responsibility as a trustee.
- Consider seriously their individual and collective needs for induction, training and development, and undertake relevant training.
- In the interests of transparency, accept that information relating to trustees could be collected and stored in a secure way in the premises of the school.

4. Current Board of Trustees

4.1 List of current trustees

Trustee	Qualifications
Rosa Gómez Gil	- Degree in Law – Universidad de Málaga - Master's Degree in Tax Advice for Companies and Non-residents (ESESA) - Master's Degree in Company Management (ESADE) - Master's Degree in Company Coaching
Ruth Cooper	- BA (Honours) Human Geography - Sheffield Hallam University - PGDip Journalism - London School of Journalism
Peter McDermott	B Sc (Honours) Mathematics
Cristina Gonzalez Pitarch	- Graduate in Business and Labour Law, ICADE - MBA Berkley University

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Elisa Nieto	- Degree in International Business, Universidad de Barcelona, Spain Executive Education: - Entrepreneurial Product Marketing and Sales, MIT Entrepreneurship Center, UK - Fundamentals of Effective Sales, Management, University of Chicago Booth School of Business, USA - Conferences and Seminars Marketing, Clemson University, USA
Emiliano Martinez Contreras	- MSc in Telecommunications Engineering (Double Degree) – Polytechnic University of Madrid and Télécom Paris (ENST). - MSc in Communications Systems Security – Institut Eurecom, Sophia Antipolis. - International Baccalaureate (IB) – Aloha College Marbella; achieved a perfect score of 45/45 points.

A record will be kept with all additional relevant training.

Ex-officio	Qualifications
Caroline Lavesque	Degree in Education – UNED University, Spain MBA in Educational Leadership and Business Administration (Chamber of Commerce) – Spain Expert course in International Education + IB – Spain Course in Middle Leadership Development and Emotional Intelligence – Canada. Carrier advisor with plenty of expertise in Spanish, British/American & Canadian educational systems Qualified SEND teacher and trainer KS1 Leader at Granada College for 5 years Cambridge accredited examiner and trainer IGCSE tutor and trainer (English / Spanish / French and Business)
Ana Garzón	- Degree in Architecture – Universidad de Málaga - Master's Degree in Interior Design - Building contractor specialized in civil works (more than 20 years' experience in Spain)

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4.2 Annual calendar of meetings

DATE	TIME	AGENDA OF MEETING
Monday 15 September	14:00 – 16:00	Board Meeting 0: Update and site tour
Monday 22 September	10:00 – 14:00	Board Meeting 1: General
Friday 26 September	14:00 – 16:00	Board Meeting : Presentation of Public Exam Results: IB/A-Level
Wednesday 8 October	14:00 – 16:00	Presentation of Public Exam Results: Key Stage 4/IGCSE
Monday 10 November	10:00 – 14:00	Board Meeting 2: General
Wednesday 19 November	13:00 – 16:00	Presentation of Key Stage 2 and Key Stage 3 Assessments
Monday 15 December	10:00 – 14:00	Board Meeting 3: General
2026		
Monday 2 February	10:00 – 14:00	Board Meeting 4: General – Annual Accounts & Include calendar 26-27
Wednesday 18 February	14:30	Parents' Assembly
Monday 13 April	10:00-14:00	Board Meeting 5 : General
Monday 1 June	10:00-14:00	Board Meeting 6: General -Include budget

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4.3 Meetings, format and structure of agendas

The Board will meet a minimum of 4 times a year. The Principal will attend and present reports to the Board at every meeting. Meetings should be purposeful, effective, and make efficient use of the time that volunteer trustees generously give to support the school. The Board of Trustees meeting shall be deemed to be quorate where at least two thirds of the members attend the meeting.

The Board of Trustees resolutions shall be adopted by simple majority of the votes cast, which shall be recorded in the minutes of the meeting. The Chair shall have the casting vote in the event of a tie.

Along with the standard items for each meeting there should be:

- Declarations of any conflicts of interest
- Update on pupil achievement
- Reports regarding Special Educational Needs and Disability,
- Safeguarding, health and safety, and pupil numbers;
- The Principal's report
- The senior leaders' reports - this will generally be the main agenda item and should embrace the key issues that trustees will need to assess the progress of the school
- Business manager's report
- Update on staffing and recruitment
- Any Other Business (AOB) - except in extreme circumstances, AOB items should be submitted to the Chair in good time before the meeting to allow the issue to be itemised for trustees to consider before the meeting: it is at the Chair's discretion whether AOB items are accepted.

The agenda and supporting papers should be prepared and circulated in advance to give time for trustees to read them before the meeting. It is good practice for trustees to receive the papers at least seven days prior to the meeting and, except in extreme circumstances, papers should not be tabled at the meeting. **There is an expectation that the papers will be read beforehand in order to conduct the meeting effectively.**

On the assumption that pre-reading has taken place, the Chair should take questions and points of clarification on each of the papers presented but the papers should not be re-read line by line in the meeting.

Trustees will be required to declare any personal or financial conflict of interest arising from a matter in the agenda. Trustees should not use their position to benefit themselves or other individuals or agencies.

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4.4 Example of Board Agenda



BOARD AGENDA

Date: 22 September 2025

Venue: Seneca

9:00 – 10:00	Board revision and signature of minutes. Declaration of any conflict of interest
10:00 – 10:30	Primary Report - KED
10:30 – 11:00	Secondary Report - DRO
11:30 – 13:30	Principal's Report (Including update on facilities & Health & Safety) – FE
13:30 – 13:45	Lunch
13:45 – 14:45	Strategic Plan 2025-26 – FE Point 1: Executive Summary- 2. Institutional Overview 3. Mission, Vision and Core Values
	Please refer to the Principal's Report point 5 on page 6.

4.5 Committees

4.5.1 Finance and Resources Committee

4.5.1.1 Meetings

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- The committee shall meet at least once every term.
- The designated trustees, the Principal and the business manager will attend all financial committee meetings.
- One trustee will Chair the committee and will be responsible for the agenda and the minutes.
- Unfinished business should be carried over to the next meeting or an extra meeting scheduled.
- Agendas should be circulated at least one week in advance of the meeting and minutes produced as soon as possible after the meeting to be agreed at the next meeting.
- A report of the meeting should be given to the full Board.

4.5.1.2 *Terms of reference*

- To provide guidance and assistance to the trustees and Principal in all matters relating to budgeting and finance.
- To review and update all policies relating to financial matters.
- To consider long-term planning and resourcing.
- To consider each year's school development plan priorities and assess the financial implications.
- To present and review an annual budget to the Board for approval, incorporating school development plan requirements.
- To monitor the income and expenditure of all funds and report the financial situation to the Board each term.
- To agree the level of the financial threshold under which the Principal need not seek Board approval to authorise
- To appoint an auditor to audit funds for presentation to the Board and parents.
- To review the staffing structure and numbers, in consultation with the Principal.

4.5.2 *Curriculum and Learning Committee*

4.5.2.1 *Meetings*

- The committee shall meet at least once every term.
- The designated trustees, Principal, senior leaders and the designated ex-officio educational expert will attend all committee meetings.
- One trustee will Chair the committee and will be responsible for the agenda and the minutes.
- Unfinished business should be carried over to the next meeting or an extra meeting scheduled.
- Agendas should be circulated at least one week in advance of the meeting and minutes produced as soon as possible after a meeting to be agreed at the next meeting.

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- A report of the meeting should be given to the full Board.

4.5.2.2 *Terms of Reference*

- To oversee the school curriculum development
- To consider and advise the Board on matters relating to the school's curriculum, including statutory requirements.
- To recommend to the Board draft curriculum policies including sex education, drug education, anti-bullying, child protection and equal opportunities.
- To consider curricular issues which have implications for financial and personnel decisions and to make recommendations to the Board.
- To promote equality of opportunity for all pupils within the school's curriculum provision.
- To monitor and discuss pupil achievement and results against set targets.
- Monitor and discuss trends in results and achievements
- To prepare for the governing body the appropriate section of the trustees' annual report to parents.
- To ensure that attendance figures of staff and pupils are kept.

4.5.3 *Health, Safety and Premises Committee*

4.5.3.1 *Meetings*

- The committee shall meet at least once every term.
- The designated safeguarding trustee, Principal, the designated ex-officio expert, business manager will attend all committee meetings.
- One trustee will Chair the committee and will be responsible for the agenda and the minutes.
- Unfinished business should be carried over to the next meeting or an extra meeting scheduled.
- Agendas should be circulated at least one week in advance of the meeting and minutes produced as soon as possible after a meeting to be agreed at the next meeting.
- A report of the meeting should be given to the full Board.

4.5.3.2 *Terms of reference*

Premises

- To oversee all matters relating to school premises, security and grounds.
- To oversee regular inspection reports of the premises to identify essential maintenance work and prepare a priority list of maintenance items to be undertaken by the school.
- To oversee the letting of contracts for maintenance, repairs and improvement works, cleaning and grounds maintenance.

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- To consider the need for improvement/extension projects to enhance the delivery of the curriculum.
- To monitor that all building work, however minor, complies with Health and Safety regulations.
- To monitor that all building work is carried out with due regard to applicable legislation to increase accessibility to school.
- To prepare for the governing body the appropriate section of the trustees' annual report to parents.
- To carry out any other premises/health and safety related tasks as delegated by the governing body.

Health and Safety

- To review the school's Health and Safety Policy where necessary, to consider changes and amend it as appropriate.
- To oversee all matters relating to health and safety on the school site
- To monitor that risk assessments are carried out and recorded. A risk assessment is a proactive management tool used to pinpoint what hazards exist and what the likelihood is that the particular hazard will cause harm and how severe this harm will be. The Principal or a designated person is responsible for conducting suitable and sufficient risk assessments. A record of each assessment must be retained and made available for inspection by members of staff.
- To monitor that fire management responsibilities are carried out in accordance with the requirements. This requires a comprehensive fire safety system based on a fire risk assessment, which should be maintained, by the Principal or the designated person.
- To monitor accident and incident reports to ensure there are no health and safety implications.
- To ensure recommendations identified in the Health and Safety Audit are acted upon and managed.
- To carry out any other health and safety related tasks

Aloha Parents Society

Aloha College Marbella has a Parents Society whose aims are to organise and promote activities and events to help create a welcoming and integrated school community for the whole ACM family. They aim to provide social and cultural events and activities for ACM students and families to raise funds for specific projects in the school. One member of the Board of Trustees will be present at all Parents Society meetings and oversee any social events or activities planned.

5. New trustees: Election and Induction

The Board of Trustees shall be composed of a minimum of three and a maximum of nine members. Members of the Board of Trustees shall be designated in the

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following process:

5.1 Example of Election Calendar

Action	Date
Letter from the Chair of the Board calling elections attaching: Election calendar Rules	1/2020
Official call of Parents' Assembly including: Agenda Proxy form	2/2020
Deadline for candidates applications	2/2020
Announcement of candidates	2/2020
Deadline for receiving proxy forms	2/2020
Parents' Assembly / Election Day	2/2020

The Chair of the Board will announce the election of new members of the Board at the beginning of February, by the relevant announcement, which will be published on the notice Boards of the school. The announcement will indicate date, time, venue and number of members to be elected. The announcement will also include the procedure and a deadline to present candidatures.

Only parents of pupils, who are not employees of the school and have been in the school more than one year, can be candidates. Candidates should be fluent in English as Board meetings are conducted in this language. An application from a parent with overdue payments to the school will not be accepted.

To apply, candidates must provide a CV, presentation letter and up-to-date "Certificado de Penales" and, for non-Spanish nationals, a Criminal Record Check from his/her country of origin. The application should be handed in at the main Reception of ACM, to the attention of the Chair of Board. This should also be stored in the school HR department along with the documentation for staff.

The list of candidates (including their details) will be available for parents at the school the week following the deadline for presentation of the application.

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Candidates will meet the Board or a representative (Chair) prior to the elections, and, in the event of more candidates than available places, will have the opportunity to present themselves and their credentials at the Parent Assembly.

Parents will then have an opportunity to vote for their preferred candidate, to be added to any proxy votes (see below)

The Parents' Assembly, in which the elections will take place, will be called in accordance with the procedure established in the ACM's bylaws. On the date on which the call for the Parents' Assembly is made, the proxy form will be available for parents with the School Registrar. This proxy form will enable them to delegate their vote to the Chair of the Board or to any other parent **if they themselves are unable to attend the assembly**. The proxy form will include the name of the parent, the name of the children, the agenda of the Parents' Assembly, and the name of the representative. This is unusual as Boards are normally elected by the Board members and the Chair rather than an election by the parent body.

The parent will hand the proxies to the School Registrar, who will verify the authenticity of the proxy. They will only be accepted until 16.00 h on the day before the elections.

Should the proxy be delivered by someone other than the parent, it will not be accepted unless it includes a photocopy of DNI or passport with the same signature as that which figures in the school files. Should the Registrar not be able to verify the authenticity, the proxy will not be validated.

Attendees will be required to show their personal identification document to be allowed to attend and to be able to cast their vote during the Assembly.

The Chair will announce the results of the elections, immediately after scrutiny of the votes, at the Parents' Assembly.

The new members may be invited to the following Board meetings after the appointment but will not be official members of the Board until their appointment is duly registered at the Registro de Fundaciones de Andalucía.

At this meeting they will be introduced and welcomed onto the Board of Trustees of ACM and receive a copy of the induction package, composed of this handbook, policies of the school, current full strategic plan and the code of conduct and confidentiality agreement of ACM which must be read, understood and signed. They will be allocated a mentor for the duration of 12 months (which can be extended if deemed necessary).

Arrangements will be made to provide new members with the necessary training required to fulfil their role. This can include numeracy training, training in the Spanish/British educational system etc. This can be provided in-house or externally.

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The Board calendar has been arranged so that every year from September to November every head of key stage will present academic progress, development and any new relevant information within their area of responsibility. Public examination results will also be presented where appropriate. This provides new and existing trustees a comprehensive induction and update training relating to the academic side of the school.

New and existing members of the Board will receive regular trustee training which will include the purpose and focus of the Board and understanding how effective Boards are organised. It will also cover the specific role of the Chair and understanding the difference between the roles of the Board and the Principal.

6. Code of Conduct

6.1 What is a Code of Conduct?

The Board of Trustees of ACM acts as a group. No one category of trustee has any right to act individually, except when the Chair has given delegated authority to do so (or when the Chair has to take urgent action).

The strength of ACM Board of Trustees lies in the talents and commitment of its members, and in their ability to work together as a team for the good of the school. Every trustee has an equal right to participate and to state his or her own views. No trustee has the right to expect preferential treatment because of his or her status on this or any other body or group.

Each trustee has a responsibility to make up his/her own mind about issues that are considered by the Board of Trustees. Once decisions are made by the Board of Trustees, individual trustees are bound by them and are expected to support and abide by them.

Trustees have a responsibility to act fairly and without prejudice at all times, and in so far as they have responsibilities for staff, will fulfil all that is expected of a good employer.

Trustees are expected to:

- Read any papers circulated before the meeting.
- Attend meetings and arrive on time. Send apologies to the Chair before the meeting if they cannot attend.
- Contribute to the discussions where relevant.
- Avoid anecdotal distractions.
- After debate, accept the majority view of the Board of Trustees.
- Respect the confidentiality of issues raised.

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- Adhere to the Code of Conduct at all times.

The Trustees Code of Conduct lays out the full expectations of trustees. All trustees must sign the Code of Conduct every year and must adhere to it at all times.

6.2 Confidentiality

In the course of their role, sometimes trustees will be privy to sensitive information and they must observe confidentiality when discussing this information, and not publicly disclose:

- Information about sensitive matters
- Information about named individuals (such as staff, pupils and their parents)
- Details of individual trustees' contributions in meetings or how they may have voted

Confidential information should never be disclosed to anyone

The commitment to confidentiality does not overrule the duty to report child safeguarding concerns to the appropriate channel where there is the belief that a child is at risk of harm.

Trustees must continue to observe confidentiality after they have left office.

6.3 Breaches of confidentiality

In the event of a breach of confidentiality, the Chair must be informed as soon as possible. The Chair should start an investigation.

Trustees understand that if they breach confidentiality, they may be suspended, however the Board will only **use** suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

Should it be the Chair that it is believed has breached this code, another trustee, will investigate.

6.4 Data protection

We will follow the school's information security processes and measures and data protection policy when using, storing, sharing and disposing of personal data.

The commitment to data protection does not overrule the duty to report child protection concerns to the appropriate channel where there is the belief that a child is at risk of harm.

In the event of a personal data breach, the school data protection officer will be informed immediately

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7. Conflict of Interest

7.1 What is a conflict of interest?

Conflicts of interest arise when you have any interests that may affect, or be seen to affect, your ability to take decisions that are impartial and in the best interests of the school.

These may arise from personal relationships, business or financial activities, or involvement in the governance of another school/trust or charity.

If you're not sure an interest counts, err on the side of caution and declare it.

7.2 Register of interests

There is a register of interests on the school's website, which will include details of:

Any relevant business, or financial, interests - this includes governance roles in other educational institutions, as well as material interests that arise from trustees' close personal relations.

Directorships, partnerships and employment with businesses

Trusteeships and governorships at other educational institutions or charities

7.3 Potential conflicts of interest during meetings

In addition to declaring interests for inclusion on the register of interests, you have an obligation to declare any potential conflicts of interest during meetings.

Before every meeting, there should be an opportunity for you to disclose any interests you have related to items on the agenda.

This applies to trustees and any staff members who are present at the meeting.

If you have declared an interest, you should withdraw from the meeting for the relevant item of business and not vote on the matter.

If there's any doubt as to whether you should withdraw, the matter can be decided by a majority of those present and eligible to vote.

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8. School Visits Policy

8.1 Aims

This policy aims to set and maintain standards of conduct that we expect all trustees to follow when making visits to the school. Trustees do not have an automatic right to enter Aloha College. When they do so, they are invited guests.

This policy sets out the procedure, which all trustees are expected to follow when visiting ACM and how they are expected to report back on that visit to the Board.

By creating this policy, we aim to ensure that all trustees understand their role and purpose so school visits are a productive and enjoyable event for all involved.

8.2 Guidance and scope

8.2.1 Trustees are observers

Boards must know their schools in order to maintain robust accountability. Through pre-arranged visits that have a clear focus, trustees will:

- Observe whether the school is properly implementing school policies, and actions from the school improvement plan

- Observe how those procedures are working in practice

8.2.2 Trustees are not inspectors

- Will not assess the quality of teaching and learning in the classroom

- Will not manage the school or interfere in the day-to-day operations of the school

8.2.3 Visits programme

The Principal will invite the Board of Trustees of ACM at least once a year for a tour of the school premises and facilities.

8.3 Before a visit

Should a trustee need to visit school for any matter relevant or not to the Board, the trustee will:

- Notify the Principal and the Chair before scheduling a visit, even if the Principal will not be involved in the visit. They should be made aware just as a matter of courtesy

- Schedule an appointment with relevant members of staff for times that are mutually convenient.

- Clarify the purpose of the visit in advance with the Chair, the Principal and/or relevant member of staff ahead of the visit

- Follow at all times school's safeguarding policies and procedures

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8.4 During a visit

Trustees should know how to conduct themselves appropriately during visits in order to minimise disruption for staff and pupils and to receive the maximum benefit from the time spent.

8.4.1 Trustees will:

Be on time and report at the entrance

Always wear their identification badge

Remain as observers; they are not there to pass judgement on staff or inspect them

Be friendly but professional and dress appropriately, bearing in mind the standards of dress set for teachers and pupils

8.4.2 Trustees will not:

Pass comment on classroom practice or any specific incidents that happen, judge teaching methods, assess the quality of teaching, or comment on the extent of learning

Interfere with the day-to-day running of the school

Raise concerns in the moment. Trustees should note down any concerns they might have and raise them with the Chair and Principal after the visit

9. CODE OF CONDUCT FOR THE BOARD

Introduction

This is not a statement of responsibilities, but is concerned with the common understanding of broad principles that the Board has adopted and by which trustees will operate.

Purpose of the Board

The Board is ACM accountable Board. It is responsible, alongside the Principal, for the conduct of the school and for promoting high standards and as part of this trustees would be expected to uphold and promote the fundamental principles of British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of those with different faiths and beliefs. Ultimately the Board and the Principal aim to ensure that children are attending a successful school, which provides them with a good education and supports their well being.

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The Governing Board:

The Board has three core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the Principal to account for the educational performance of the school and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the school and making sure its money is well spent.

Ensures Accountability, by:

- Appointing the Principal - who will deliver the strategic direction of the school, through the day to day management of the school, implementation of the agreed policy framework and school improvement strategy, delivery of the curriculum and report appropriately to the Governing Board.
- Monitoring progress towards targets.
- Performance managing the Principal in line with schemes of delegation.

Ensures Financial Probity by:

- Monitoring spending against the Budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed.

All trustees are appointed within a scheme of delegation. Their central and common concern should be the welfare of the school as a whole. For the Board to carry out its role effectively, trustees must:

- Understand the purpose of the Board and the role of the Principal.
- Accept that they have no legal authority to act individually, except when the Board has given them delegated authority to do so.
- Be prepared and equipped to take their responsibilities seriously;
- Acknowledge they are the accountable Board and be prepared to challenge the Principal appropriately,
- Be willing and able to monitor and review their own performance and undertake training
- Fulfil all reasonable expectations of a good employer
- Consider carefully how their decisions might affect the community.
- Recognise that the Board is accountable for its decisions.

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Trustee declaration of commitment

- I acknowledge that accepting office as a trustee involves the commitment of significant amounts of time and energy.
- I will involve myself actively in the work of the Board and accept a fair share of responsibilities, including service on committees.
- Regular attendance at meetings of the full Board and committees is essential. Where I cannot attend explain in advance why I am unable to.
- I will commit to attending training sessions relating to my own development and the development of the Board.
- I will get to know the school well and take all possible opportunities for involvement in school activities including contact with pupils.
- I will visit the school, with all visits to school arranged in advance with the staff and agreed with the Principal.
- I agree to adhere to all schools safeguarding procedures and policies.
- I accept that in the interests of open governance the following information will be published on the school website:
 - Name
 - Name
 - Terms of office
 - Roles on the governing Board
 - Relevant business interests

Relationships

- I will strive to operate as a team in which constructive working relationships lead to effective Governance.
- I will express views openly, courteously and respectfully in all my communications with other trustees and staff.
- I will support the Chair in their role of ensuring appropriate conduct both at meetings and at all times.
- Apart from very specific instances for the Chair, I recognise that I have no individual power and should only speak or act on behalf of the Board when specifically authorised.
- I am prepared to answer queries from other trustees in relation to delegated functions and take into account any concerns expressed, and I will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- Any concern or possible criticism about the school will be discussed with the Principal in the first instance.
- I will develop effective working relationships with the Principal.

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Confidentiality

- Although decisions reached at Board meetings are registered in the minutes, the discussions on which the decisions were based are regarded as confidential.
- I will encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the Board. I will not speak out against decisions, in public or private, outside the Board.
- I will observe complete confidentiality in relation to matters concerning staff or pupils and any other matters agreed by the Board.
- I will exercise the highest degree of caution when involved in sensitive issues arising outside the Board, which may have an impact on the work of the Board or the operation of the school.
- I will not reveal the details of any Board vote.

Conflict of Interest

- I will record any pecuniary or other business interest (including those related to people I am connected with) that I have in connection with the Board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting I will offer to leave the meeting for the appropriate length of time.
- I will also declare any conflict of loyalty at the start or throughout the meeting should the situation arise.
- I will act in the best interests of the school as a whole.

Breach of this Code of Conduct

- If I believe this code has been breached, I will raise this issue with the Chair who will undertake an investigation.
- The Board will only use suspension/removal of trustees as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the Chair that I believe has breached this code, another trustee will investigate.

The Seven Principles of Public Life

Selflessness – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

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Integrity – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity – In carry out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness – Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership – Holders of public office should promote and support these principles by leadership and example.

As part of this code of practice you are also agreeing to personal information such as name, address, telephone numbers, email address being shared with other members of the Board.

I AGREE FOR MY DETAILS TO BE SHARED WITH OTHER TRUSTEES PLEASE
PUT A TICK IN THE BOX

☐

I agree to adhere to the Code of Conduct and as a member of the Board I will always have the well-being of the children and the reputation of the school at heart; I will do all I can to be an ambassador for the school, publicly supporting its aims, values and ethos; I will never say or do anything publicly that would embarrass the school, the Board, the Principal or staff.

Signed:..... Printed name:.....

Date:

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10. Register of trustees business interests

All schools are required to maintain a register of business interests of members of the body.

Trustees are required to divulge areas where they have or could have any direct or indirect pecuniary or personal interest in any contract, proposed contract or other matter affecting the school.

A trustee shall be treated as having indirectly a pecuniary interest in a contract or other matter if, he/she is in the employment of a person, or a company or other body, which has or could have, any direct interest in any matter of the Board.

In the case of married persons the interest of one spouse shall be deemed to be also the interest of the other.

If a trustee has any pecuniary interest in any matter under consideration at a meeting of the Board, he/she should disclose that fact and not take part in the discussion, or vote on any issue. Where appropriate, trustees should withdraw from the meeting.

There are many social connections, such as friends and relations, membership of clubs, societies or trade unions that can sometimes influence trustees' judgements. These should be declared at the appropriate time. Any employee of the school, other than the Principal, must withdraw from a meeting, which considers the pay or appraisal of other employees of the school.

I agree to resist any temptation or outside pressure to use the position of trustee to benefit myself or other individuals or agencies."

Name
Business interest
Any other interest

Signed:..... Printed name:.....

Date: