

Governing Body
Terms of Reference and Scheme of Delegation



STATUTORY / NON-STATUTORY	STATUTORY
MEMBER OF STAFF RESPONSIBLE	Headteacher
GOVERNING BODY OR COMMITTEE RESPONSIBLE	Trust Board
DATE OF FULL GOVERNING BODY APPROVAL	18 September 2025
REVIEW CYCLE	Annual
REVISION DUE DATE	September 2026

ORGANISATIONAL STRUCTURE

INTRODUCTION

Noadswood School ("the Trust") is a single academy trust for secondary aged children in Noadswood, Hampshire. It is a company registered by guarantee and an exempt charity.

Our Board of Trustees is accountable in law for all decisions made by the school. The Trustees of the school are also the Directors of the charitable company. They also carry out the functions of a traditional school governor. However, this does not mean that the full board is required to make all the decisions relating to the school. Many decisions can be delegated to the headteacher, who is the senior executive leader in our Trust, Trust Board Committees, and individual Trustees.

GOVERNANCE ROLES

Members

The Members are the guardians of the Trust. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association. The Articles of Association will also describe how members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board.

The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. The Board will submit an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

While Members are permitted to be appointed as Trustees, to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, the Trust will retain most of the independence in its members from the Board. Our Articles of Association prohibit employees of the Trust from being members.

Trustees

The Academy Trust is a charitable company and so Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors. As Trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

Our Trustees are responsible for the strategic direction of the Trust. In accordance with the provisions set out in our Articles of Association and our funding agreement with the Secretary of State, the Trustees are legally responsible and accountable for all statutory functions and for the performance of the Trust. Trustees must also comply with the ATH in the financial management of the Trust.

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

Trust Board Committees

The Trustees have the power to establish committees to carry out some of its governance functions when a more focused approach is necessary. A committee's membership and responsibilities are set out in the committee's Terms of Reference.

The Trust has Finance, Audit and Risk, General Purposes, Pay and Personnel and School Improvement Committees.

The Senior Leadership Team

The Headteacher has the delegated responsibility for the operation of the Trust. He/she is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability and securing value for money. As the Accounting Officer, the Headteacher is accountable to parliament.

Our Headteacher leads the Senior Leadership Team ('SLT') of the school. He/she will delegate management functions to the SLT and is accountable to the Trust Board for the performance of the SLT.

SCHEME OF DELEGATION

PURPOSE

The Scheme of Delegation ('SoD') sets out the Board's decision to delegate certain powers and decision making to various layers of our governance. Some decision making is determined by company law, other decision making is determined by the Trustees to ensure it is fit for purpose in operating our school.

Once determined, our Scheme of Delegation ('SoD') will be published on our website.

The SoD (Appendix 1) is the key constitutional document defining which functions have been delegated and to whom. This general SoD covers all decision making in the Trust and should not be confused with the written Scheme of Delegation of Financial Powers referred to in the Academy Trust Handbook (ATH). The Trust maintains a separate Financial Scheme of Delegation to comply with the requirements of the ATH.

Our SoD ensures the efficient operation of the Trust can be carried out day-to-day without all decision requiring Board approval. It places trust in those that power and decision-making authority is delegated down to, but also evidences clear lines of accountability so that the Board can monitor decision making and hold decision makers to account.

REVIEW AND VARIATION

The SoD will be reviewed annually by the Board. The Trustees reserve their right absolutely to revise the content of this SoD at any time and for any reason they see fit.

ACADEMY TRUST MEMBERS

MEMBERSHIP

- A minimum of 3 members
- Employees of the trust should not be members
- If a member resigns, this can be accepted if the minimum number required by the articles remains (usually three). A resignation should be formalised through a notice in writing, which will then need to be signed by the person/persons entitled to remove them.

QUORUM

- Two persons entitled to vote upon the business to be transacted (each being a member or a proxy of a member or a duly authorised representative of a Member organisation).
- Members can vote by a show of hands unless a poll is called for. A poll can be called for by the chair, two members with voting rights or by member(s) representing at least 10% of those with voting rights.

FREQUENCY OF MEETINGS

- As a minimum requirement the Members will meet at least once per year at an AGM or GM which should include
 - Minutes of previous AGM or GM
 - Audited annual accounts for members including a report on annual performance in terms of meeting the charitable objectives of the trust and vision and the educational and financial performance of the trust
- Members may meet more frequently but these meetings must not be viewed in the same light as board meetings and should have an appropriate and specific purpose
- Members should not meet to make strategic decisions

KEY FUNCTIONS

- To sign the memorandum and Articles of Association
- To determine the name of the trust. This requires a special resolution.
 - Special resolutions require approval by at least 75% of the members. With a 'special resolution of the members', it is not classed as a 'special resolution' unless the notice of the meeting specifically includes the text of the resolution with the intention to propose the resolution as a special resolution. Once the notice of the meeting has been specified as such, the resolution may only then be passed as a special resolution. Special resolutions are a change of name, changes to the articles of association, the appointment of members and any resolution required by the articles to be a special resolution.
 - Ordinary resolutions require a simple majority, this is anything not classed as a special resolution.

- To appoint members and some trustees and remove trustees
- To appoint and remove the auditor
 - This is to verify whether the accounts represent a true and fair view of the trusts financial position and performance
 - Members have the right to remove an auditor at any time
 - Any decision to remove an auditor will require a majority vote from members who will need to present their reasoning to the trust board
- Members are entitled to receive a copy of the annual accounts and report
 - Trustees, not members, sign off the accounts and report
 - Trustees should present annual accounts and report to members at the AGM or GM, or alternatively these must be sent to members
- The members ensure the success of the trust by ensuring the trusts charitable objective is met with a focus on:
 - Outcomes – pupil progress and attainment
 - Financial oversight
- To meet at least annually
- To dissolve the trust

BOARD OF TRUSTEES

MEMBERSHIP

Trustees are appointed by the Trust's Members for the strategic skills, knowledge, and expertise they bring to the Board in relevant fields (e.g. education, finance, business). The Trust's Articles of Association state there is no maximum number of Trustees. Whilst the Trust may have parents on committees, there is no requirement to also appoint Parent Trustees to the Board.

QUORUM

Three Trustees, or, where greater, any one third (except where the matter to be considered is a vote on the removal of a Trustee, when the quorum is two-thirds).

FREQUENCY OF MEETINGS

At least termly (and typically 5 each year).

KEY FUNCTIONS

Trustees set the strategic direction for the Trust, hold the Headteacher and other leaders to account and ensure the Trust adheres to its Funding Agreement and the requirements of the Academy Trust Handbook. As charity trustees, the Board must also ensure that it complies with charity law requirements. Trustees may choose to delegate some functions to Committees, though the Board remains ultimately accountable. Key functions include:

- Set the vision, ethos, and mission for the Trust.
- Set the strategic direction for the Trust
- Agree and establish Committees and delegate powers, responsibilities, and tasks to such committees as the Board sees fit.
- Agree the constitution and membership of all Committees to the Board.
- Appoint a Chair to each Committee.
- Ensure the Trust's funds are used only in accordance with the law, its articles of association, its funding agreement and the Academy Trust Handbook.
- Ensure the Trust seeks economy and value for money in the use of its funds.
- Publish annual accounts, including a governance statement and composition of the board of trustees.
- Ensure the Trust complies with the law.
- Act responsibly, in the interests of the Trust.
- Approve Trust policies or delegate their approval to Committees or the Headteacher.

COMMITTEES

KEY FUNCTIONS

- To act on matters delegated by the Board of Trustees
- To liaise and consult with other committees where necessary.
- To contribute to the school improvement plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

GENERAL MEETING ARRANGEMENTS

- Meetings shall be held at the frequency determined in the individual committee terms of reference. Additional meetings will be called as deemed necessary.
- The chair of the committee shall be elected annually at the first meeting of the Autumn term or first full Trust Board meeting. The chair must be a Trustee, but not the Headteacher or the Chair of the Board of Trustees.
- Committee meetings will not be open to the public, but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- The agenda for the meeting shall be distributed at least seven days before the meeting.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the headteacher).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full Board of Trustees and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Trustees.

AUTHORITY

A committee is an advisory body with no executive powers other than those set out in the terms of reference and scheme of delegation. However, it is authorised by the Trust to investigate any activity within its Terms of Reference.

The committee is authorised to seek any information it requires from any Trustee, committee of the Trust or employee of the Trust, plus relevant information from sub-contractors and other third parties. All Trustees and employees of the Trust are directed to co-operate with any reasonable request made by a committee.

TERMS OF REFERENCE PAY AND PERSONNEL COMMITTEE

ROLE

- To deal with all pay and performance matters relating to staff other than the Headteacher and to implement the approved pay policy in respect of staff pay.
- To advise the Board of Trustees about all matters relating to the staffing of the Trust and to undertake certain responsibilities related to staffing matters on behalf of the Board of Trustees.
- To ensure the pay reviews and reports to Trustee are completed as set out in Appendix 1.

MEMBERSHIP

- The Pay and Personnel Committee shall consist of at least three named members of the Trust Board, none of whom shall be employees at the Trust or Associate Members.
- A chair will be appointed, and the committee will have a clerk.

SKILLS

- At least one member of the committee should have appropriate financial skills and experience.

MEETINGS

- The committee shall meet at least twice a year following receipt of pay recommendations from the Headteacher.
- The full Board of Trustees retain responsibility for endorsing any proposed changes to the Trust's pay policy. Any proposed changes should be discussed with and communicated to the staff in writing by the Headteacher, to allow for consultation prior to a decision being taken by the Board of Trustees.
- The Headteacher will withdraw during consideration of their pay.
- Other members of the Trust Board may attend meetings of the committee and may contribute to discussions on matters under consideration if there is an equality of votes either for or against a particular decision, the matter will be referred to the full Board of Trustees.

QUORUM

- Minimum of three Trustees

RESPONSIBILITIES

Responsibilities with regard to pay are to:

- Review the pay and performance management policies annually, in consultation with the Headteacher, staff and trade union representatives; and submitting them to the Board of Trustees for approval.

- Undertake the annual salary review and determine the individual salary of all staff by considering and ratifying the Headteacher's recommendations for the pay of all staff, ensuring the performance management policy and pay policy has been consistently and robustly applied.
- Review the Headteacher's salary annually, and to award performance points where appropriate, based on the recommendation of the Headteacher's performance management group, and as prescribed in the Trust Teachers' Pay and Conditions Document. (The review may only take place following an annual review of performance against objectives that have been agreed by the Headteacher, and appointed governors, and an external adviser. Headteacher will not be present at this point during meetings)
- Adhere to the guidance in Appendix 1
- Ensure that pay decisions of each member of staff in the Trust are communicated to them in writing.

Responsibilities with regard to Personnel are to:

- Consider personnel related expenditure in the light of financial constraints and future financial planning.
- Advise the Board of Trustees about the implications for the staffing of the Trust of any change or proposed change in finance, pastoral, curriculum, facilities, and administrative arrangements in the Trust.
- Ensure Trustee representation on interview panels for all senior leadership positions.
- Oversee the process leading to staff reductions.
- Ensure appropriate attention is given to staff work/life balance, working conditions and well-being, including the monitoring of absence.
- Establish and keep under regular review the staffing structure and staffing levels. Any proposed changes to be agreed using appropriate timescale.
- Review policy and procedures for dealing with disciplinary, grievance and capability matters, to recommend amendments where necessary and to ensure that all staff are aware of them.
- Ensure the Headteacher reports to the governing body of all recruitment and retention issues.
- Perform ad-hoc investigations or reviews as requested by the Board of Trustees in discussion with the Headteacher and Senior Leadership Team.
- Monitor colleagues' attendance, absence, and well-being.
- Ensure that all legal requirements for appointment and employment of staff are in place. Procedures for recruitment of staff, their appointment, contractual obligations, pension arrangements, monitoring of performance and dismissal are clearly documented and adhered to in line with National and Local employment regulations and as approved by Trade Unions

TIMETABLE OF KEY ACTIONS DURING FINANCIAL YEAR

Autumn Term

- Teaching colleagues' salary Information, including increments and recommendations for pay awards.
- Full report from Headteacher on all aspects of teaching colleagues' performance management processes, the impact of these for colleagues and the school and recommendations to the Board of Trustees for pay progression. (This must take place before the October half term break.) See Appendix 1.

Spring Term

- Report from the Headteacher on all aspects of support staff colleagues' performance management processes and their impact for colleagues and the school.
- Report from the Assistant Headteachers on the continuing professional development programme in the school, and its impact.
- Report from the Assistant Headteachers and the Headteacher on NQTs' progress and recruitment.

Summer Term

- Report from the Headteacher and Deputy Headteacher on staffing review and structure for the following September.
- Written Update from the Headteacher on colleagues' progress against the teachers' standards, and against their objectives, including the Senior Leadership Team.
- Report from SLT on staff absences and recruitment issues.

POLICIES AND COMPLIANCE

The committee will review and ratify the following:

- Disciplinary policy
- Grievance policy
- Staff code of conduct policy
- Staff leave of absence policy
- Capability policy
- Pay policy – Review and make recommendations to the Board
- Performance management policy – Review and make recommendations to the Board

TERMS OF REFERENCE

FINANCE, AUDIT AND RISK COMMITTEE

ROLE

- To maintain an oversight of the Trust's financial, governance, premises, IT, risk management and internal control systems.
- Advise the Trust Board on the adequacy, effectiveness and efficiency of systems of control and risk management.
- To ensure adequate business continuity processes are in place.
- To review the proposed annual budget for the Trust and recommend their approval (or otherwise) to the Board of Trustees. The committee also approves any significant expenditure which is above the amounts delegated to the Headteacher, as per the Trusts financial scheme of delegation
- To review the proposed Capital Plan and recommend it for approval to the Board of Trustees.
- To approve any variation to the approved staffing structure.
- To review and approve relevant policies as listed below.
- The committee will promote efficiency.

MEMBERSHIP

- The Finance, Audit and Risk Committee shall consist of at least three named members of the Trust Board, none of whom shall be employees at the Trust or Associate Members.
- A chair will be appointed, and the committee will have a clerk.
- The Accounting Officer and/or Chief Financial Officer and members of the finance team may attend committee meetings to present information to Trustees and respond any questions posed by Trustees

SKILLS

- At least one member of the committee should have recent or relevant accountancy, or audit assurance, experience.
- At least one member of the committee should have experience in either Health and Safety or premises management.

MEETINGS

- The committee will meet three times per year, once each term.
- Any Trustee may attend a meeting of the finance audit and risk committee

QUORUM

- Minimum of two Trustees, not including the Headteacher

RESPONSIBILITIES

The main duties of the Committee are as follows:

- Fulfil its responsibilities as set out in these Terms of Reference in line with the Academy's Funding Agreement, Articles of Association, Scheme of Delegation, Academies Financial Handbook, Academies Accounts Direction and the Academy's Financial Procedures Manual.
- Ensure sound management of the Academy's finances and resources including proper planning, monitoring, probity and value for money.
- Advise the Board on the adequacy and effectiveness of the Academy's governance, risk management, internal control and value for money systems and frameworks.
- Advise the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- Advise the Board on the need for and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of an internal auditor or other assurance provider.

Finance

The Committee shall consider and advise the Board on the following specific matters:

- The monthly management accounts, including any proposed actions required to address any adverse variances from budget plan.
- Review and approve additional staffing posts which are in addition to the approved annual staffing structure.
- The revised forecast of estimated income and expenditure for the full year for the Trust, including any proposed actions required to address any adverse variances from budget plan.
- The setting of the annual budget and 3 year plan, in advance of submission to the Education & Skills Funding Agency (ESFA).
- The annual audited financial statements. It will ensure that the Academy submits the annual report and associated documents to the ESFA by 31st December.
- Approve the write off of debts between £1,000 and £5,000.
- Approve contracts/tendering documents within values as set out in the Trusts Scheme of Delegation and securing value for money.
- Monitoring and updating of financial policies and financial regulations.
- To consider any other matters that can have a financial impact on the Academy.

Audit

The Committee shall consider and advise the Board on the following specific matters:

- Recommend to the Board the appointment or reappointment of the external auditor.
- Review the external auditor's letter of engagement and annual planning documents and approve the planned audit approach.

- Review all reports received from the external auditor (e.g. annual reports, management letter) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.
- Recommend to the Board the appointment or reappointment of the internal auditors.
- Review the internal auditors planned schedule of work for the year and approve the planned audit approach.
- Review all reports received from the internal auditor (e.g. annual reports, internal control findings) and consider any issues raised and the associated management response and action plans. Reports should be referred to the Board for information or action.

Risk Management

The Committee shall consider and advise the Board on the following specific matters:

- Annual review of the risk management systems including arrangements for risk management, control and governance processes.
- Review, monitoring and assurance of the Risk Register. In particular risks in relation to Fraud by
 - Providing an overview of the Trust approach to fraud by reviewing the Trust's fraud response plan and procedures.
 - Ensuring all allegations of fraud or irregularity are managed and investigated appropriately.
 - Notify ESFA, as soon as possible, of all instances of fraud, theft and/or irregularity exceeding £5,000 individually, or £5,000 cumulatively in any financial year.
- Review of the Scheme of Delegation and recommending any changes to Board for approval.
- Review the Trusts business continuity plan and policy and make any recommendations or notifications to the Board as appropriate.
- Annual review of all insurance arrangements.

Premises

The Committee shall consider and advise the Board on the following specific matters:

- Review and monitor the schools plans for the development and maintenance of the buildings and grounds to provide a safe, secure, pleasant, and stimulating environment. This includes capital spending plans and CIF funding applications.
- Annual external monitoring of Health and Safety and compliance with legislation to verify compliance.
- Monitoring and updating Health and Safety Policy and related policies.

TIMETABLE OF KEY ACTIONS DURING FINANCIAL YEAR

Autumn Term

- Submission of audited financial statements and internal scrutiny annual report
- Members to receive the annual accounts
- Submission of Land and Buildings Collection Tool return

Spring Term

- Submission of annual accounts return (AAR)
- Review the budget priorities for the annual and 3-year budget process for the school
 - School improvement plan required resources and current staffing information
 - Outlook on Pupil numbers and sensitivities
 - Best value
 - Facilities and H&S investments
- Submission of Schools Resource Management Self-Assessment Toolkit (SRMSAT)

Summer Term

- Deadline for filing at Companies House, the final account for previous year is May 31
- Present 3-year budget to Trustees for approval
- Submission of Budget Forecast Return (BFR)

POLICIES AND COMPLIANCE

The committee will review and ratify the following:

- Accessibility policy
- Anti-fraud and anti-corruption policy
- Charging and Remission policy
- Competitive tender policy
- Data Protection policy and Privacy Notices
- Data Retention policy
- Expenses and benefits policy
- Finance policy
- First Aid policy
- Gifts and hospitality policy
- Health and Safety policy
- Investment policy
- Lettings policy
- Pecuniary interests' policy
- Reserves policy
- Risk Management policy
- Supporting pupils with medical conditions policy

- Whistleblowing policy
- Business Continuity Plan
- Cyber Response Plan
- Fraud Response Plan

TERMS OF REFERENCE SCHOOL IMPROVEMENT COMMITTEE

ROLE

- To maintain an oversight of matters relating to the Trust's curriculum, assessment, and improvement
- To maintain oversight of the Trust's PR and relationships with the wider community
- To approve relevant policies as listed below
- The Committee will promote efficiency

MEMBERSHIP

- A chair will be appointed, and the committee will have a clerk
- Minimum of three Trustees
- The Accounting Officer and/or members of the SLT may attend committee meetings to present information to Trustees and respond any questions posed by Trustees

SKILLS

- At least one member of the committee should have experience in education

MEETINGS

- The Committee will meet three times per year, once each term
- Any Trustee may attend a meeting of the school improvement committee

QUORUM

- Minimum of two Trustees, not including to the Headteacher

RESPONSIBILITIES

Responsibilities with regard to curriculum and planning are to:

- Review, monitor and evaluate the curriculum offer
- Recommend for approval to the full governing body the:
 - Self-evaluation form
 - School/Academy Improvement Plan
 - Targets for school/academy improvement to the governing body
- Develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline)
- Ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the headteacher/SENCO and an annual report from the SEN Trustee (where appointed)

Responsibilities with regard to assessment and improvement are to:

- Monitor and evaluate the effectiveness of leadership and management

- Monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
- Monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups
- Monitor and evaluate the impact of continuing professional development on improving staff performance
- Set priorities for improvement and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation
- Monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement
- Regularly review and develop the Assessment Policy and to ensure that the policy is operating effectively
- Consider recommendations from external reviews of the school (e.g. Ofsted or local school improvement advisers), agree actions because of reviews and regularly evaluate the implementation of the plan
- Ensure that all children have equal opportunities
- Advise the resources committee on the relative funding priorities necessary to deliver the curriculum

Responsibilities about engagement are to:

- Monitor the school's publicity, public presentation, and relationships with the wider community
- Identify and celebrate pupil achievements
- Oversee arrangements for educational visits, including the appointment of a named co-ordinator
- Ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way

TIMETABLE OF KEY ACTIONS DURING FINANCIAL YEAR

Autumn Term

- School Census
- Data Analysis (KS4 results)
- KCSIE

Spring Term

- School Census
- Data Analysis

Summer Term

- Data Analysis

POLICIES AND COMPLIANCE

The committee will review and ratify the following:

- Careers policy
- Drugs policy
- Equality policy
- ECTs policy
- Relationships and sex education policy
- Suspensions policy
- Exam Policy

APPENDIX 1

PAY AND PERSONNEL COMMITTEE

APPLICATION OF THE PAY AND PERFORMANCE MANAGEMENT POLICIES

The Headteacher is responsible for:

- ensuring that pay recommendations for the Deputy and Assistant Headteachers, classroom teachers and support staff are made and submitted to the Pay Committee in accordance with the terms of the policy
- advising the Pay Committee on its decisions; and
- ensuring that staff are informed of the outcome of decisions of the Pay Committee and of the right of appeal.

The Pay Committee is responsible for:

- Taking decisions regarding the pay of the Deputy and Assistant Headteachers, classroom teachers and support staff following consideration of the recommendations of pay reviewers and the advice of the head teacher
- Taking decisions regarding the pay of the Headteacher following consideration of the recommendations of the governors responsible for the Headteacher's performance review
- Submitting reports of these decisions to the governing body; and
- ensuring that the Headteacher is informed of the outcome of the decision of the Pay Committee and of the right of appeal.
- Delegate a sub-group consisting of three members of the Board to be appointed as the Headteacher Performance Panel.

Timing of Salary Review:

- Every member of the school's teaching staff should have their salary reviewed on an annual basis by the Headteacher or Pay Committee. The Headteacher or Pay Committee shall ensure that the review is completed by the 31st of October (except in the case of the Headteacher's review which must be completed by 31st December) and so there will be a meeting of the committee before the October half term break. Reviews may take place at other times in the year to reflect any changes in circumstances or job description that led to a change in the basis for calculating an individual's pay. Any changes arising from the annual review will take effect from the 1st of September.
- All non-teaching staff will have a review completed by 31st March

Appeals

If any member of teaching staff wishes to appeal against the decision of the Staff Pay and Personnel Committee, notification should go to the Chairman of the Pay and Personnel Committee, with a copy to the Clerk, within 10 days of a decision being made, setting out in writing the grounds for questioning the Pay Committee's decision.

In such circumstances the Pay and Personnel Committee will convene a hearing to review the original decision and will normally give the appellant at least 10 working days' notice of the date of the hearing. The staff member has the right to see all relevant papers and to be accompanied/represented by a friend or a recognised trade union/association.

The employee will be informed in writing of the hearing's decision and the right to appeal against it.

Any appeal should be notified to the chair of the Pay Appeals Committee within 10 working days of the receipt of the hearing's decision. The Pay Appeals Committee, which should comprise no fewer than three governors - none of whom serve on the Pay Committee, will meet normally within 20 working days of receiving the written appeal.

The Headteacher shall be entitled to attend for the purposes of giving advice and providing information all meetings of the Pay committee and Pay Appeals Committee.

Appeals by the support staff should be referred to the Headteacher who will conduct a hearing to review the original decision. Any appeal following this review should be made in writing to the chair of the Staff Pay Appeals Committee.

The decision of the Appeal Committee will be final.

APPENDIX 2 SCHEME OF DELEGATION

Delegations

The tables that follow set out the current delegations of power and decision-making responsibility across the various layers of our governance.

Key	
✓	This indicates who the decision making has been delegated to.
A	This indicates when a level of governance will provide advice.
< or >	This indicates the direction which the applicable level of governance will provide advice
FAR	Finance, Audit and Risk Committee
GP	General Purpose Committee
P&P	Pay and Personnel Committee
SI	School Improvement Committee
Ac	ACTION ONLY

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
Governance Framework						
Governance Work	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓	✓			
	Role descriptions for Members	✓	<A			
	Role descriptions for Trustees/Chair/Specific Roles/Committee Members: agree		✓	<A All for their respective committees		
	Determine and allocate specific Trustee roles (as required)		✓			
	Parent Trustee: Elected		✓			
	Committee Chairs: Appoint and Remove		✓			
	Clerk to Board		✓			
Constitution and Controls	Articles of Association: Agree and Review	✓	<A			
	Governance structure (Committees) for the Trust: Establish and Review Annually		✓	<A All for their respective committees		<A
	Terms of Reference for Trust Committees (including Scheme of Delegation): Agree Annually		✓	<A All for their respective committees		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Determine policy review process and schedule		✓	<A All for their respective committees		<A
	Skills Audit: Complete and Recruit to fill gaps		✓			
	Annual Self-Review of Trust Board and Committee Performance: Complete Annually		✓			
	Chair's Performance: Carry out 360 Review Periodically		✓			
	Trustee Contribution: Review Annually		✓			
	Succession Planning of Trustees		✓			
	Annual Schedule of Business for Trust Board: Agree		✓	<A		
Reporting						
	Register of all Interests, Business, Pecuniary, Loyalty for Members/Trustees: Establish and Publish	✓	✓	Ac	Ac	Ac
	Annual Report on Performance of the Trust: Submit to Members and Publish		✓	<A FAR		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Annual Report and Accounts including Accounting Policies, Signed Statement on Regularity, Propriety and Compliance, incorporating Governance Statement demonstrating Value for Money: Submit		✓	<A FAR		
	To Determine whether to Publish a Home School Agreement (not statutory)		>A			✓
	Overall Responsibility for Ensuring that Statutory Requirements for Information Published on the School Website, including Required Details of Governance Arrangements, Performance, Financial and Equality Data are Met		✓	<A FAR	<A	<A
	To Publish and Update at least annually a SEN Information Report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)		✓			<A
Strategic Direction						

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
Strategic Direction	Establish and review Trust policies which reflect the Trust's Ethos and Values for Admissions, Complaints, Health and Safety, First Aid in schools, SEND, Safeguarding and Child Protection, Pay, Whistleblowing, Careers Guidance, Relationships and Health Education, ECTs, children with health needs who cannot attend school, designated teacher for LAC and Post LAC: Approve		✓	<A All for their respective committees		<A
	Determine and review Trust Staffing Policies which reflect the Trust's Ethos and Values including Appraisal, Capability, Discipline, Conduct and Grievance: Approve		✓			<A
	Determine and review Trust policies for Expenses; Data Protection and FOI, Curriculum, supporting pupils with medical conditions, accessibility plan, the Trust's equalities information and objectives document,			✓ All for their respective committees		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	premises management documents: Approve					
	Determine (annually) Admission Arrangements and to Carry Out Consultation where Changes are Proposed, or where the Trust Board has not Consulted on their Arrangements in the last Seven Years		✓	<A		<A
	Determine a Behaviour and Discipline Policy that Promotes Good Behaviour among Pupils and Defines the Sanctions to be Adopted where Pupils behaviour is unacceptable		✓	<A SI		<A
	To Draft Content of School Behaviour Policy and Publicise it to Staff, Students and Parents.		✓			<A
	Ensure a Broad and Balanced Curriculum is in Place		✓	<A SI		<A
	To Set the Times of School Sessions and the Dates of School Terms and Holidays		✓			<A
	Agree Enrichment/Extracurricular					✓

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Offer including any Additional Services Required					
	Embed Agreed Curriculum and Enrichment Offer within the Day-to-Day Operation of the Academy Trust					✓
	Management of Risk: Establish Register, Review and Monitor		✓	<A FAR		<A
	Determine Trust's Vision and Strategy, Agreeing Key Priorities and Key Performance Indicators (KPIs) Against which Progress Towards Achieving the Vision can be Measured		✓	<A All for their respective committees		<A
	To Decide Whether to Join or Form a Multi-Academy Trust		✓			<A
	Budget Plan to Support Delivery of Trust Key Priorities: Agree		✓	<A FAR		<A
Staff Management						
	Headteacher: Appoint and Dismiss		✓			
	Academy Staffing Structure: Agree		✓	<A FAR		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Approve additional staffing posts outside of the agreed staffing structure			✓ FAR		
	Appoint Teaching Staff (within Trust Board approved staffing structure)					✓
	Appoint Non-Teaching Staff (within Trust Board approved staffing structure.)					✓
	Appoint HT/SLT/CFO		✓	<A> P and PC		<A (In case of SLT and CFO roles)
	Appoint Heads of Faculty/Year Leaders/TLR1 holders			A> P and PC		✓
	Auditing and Reporting Arrangements for Matters of Compliance (e.g., Safeguarding, H&S, Employment): Agree		✓	<A All for their respective committees	<A	<A
	To Produce and Maintain a Central Record of Recruitment and Vetting Checks				>A	✓
	To have Due Regard to the need to Prevent People from Being Drawn into Terrorism and To Oversee the		✓	<A SI	<A	<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Incorporation of the Necessary Procedures and Practices Outlined in the Prevent Duty into the Child protection policy					
	Reporting Arrangements for Progress on Key Priorities: Agree		✓			<A
	Undertake Performance Management of the Headteacher: Panel to be selected by the Board		✓	<A P&P		
	Performance Management of Staff: Undertake					✓
	Performance Management of Staff: Monitor compliance with agreed procedures			✓ P&P		<A
	Establish and Review Procedures for Addressing Staff Discipline, Conduct and Grievance			✓ P&P		<A
Monitoring and Review						
Monitoring and Review	To establish a Panel to review all Permanent Exclusions and Fixed Term Exclusions where the Pupil is either Excluded for More Than 15 Days in a Term		✓	<A SI		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	Would Lose the Opportunity to Sit a Public Examination					
	To establish a Panel to undertake the Governance aspect of the Trust's Complaints Procedure.		✓			
	To identify Trustees to undertake the Governance aspects of the Trust's Staff Discipline, Conduct and Grievance appeals procedures		✓			
	To ensure adequate business continuity processes are in place			✓ FAR		
	To ensure that Health and Safety Regulations are Followed		✓	<A FAR	<A H and S Rep	<A
	To monitor compliance with statutory duties regarding SEND and Safeguarding and Employment		✓	<A Each for their respective committees	<A Safeguarding rep, usually Chair	<A
	Ensure that School Lunches nutritional Standards are Met		✓	<A FAR		<A
	Maintain a Register of Pupil Attendance		✓	<A SI		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	To Ensure Provision of Free School Meals to those Pupils meeting the Criteria		✓			<A
Financial Oversight						
Financial Oversight	Chief Financial Officer for Delivery of Trust's Detailed Accounting Processes: Appoint		✓	<A FAR		
	Trust's Scheme of Financial Delegation: Establish and Review		✓	<A FAR		<A
	External Auditors' Report: Receive and Respond		✓	<A FAR		<A
	Staff Pay Progression (excluding Headteacher Pay Progression): Monitor and Agree		✓	✓ P&P		<A
	Headteacher pay progression		✓ Subgroup			
	Benchmarking and Academy Trust Value for Money: Ensure Robustness		✓	<A FAR		✓
	Develop Trust Procurement Strategies and Efficiency Savings Programme		✓	<A FAR		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Sole Trustee	Headteacher
	To Approve the First Formal Budget Plan each Financial Year		✓	<A FAR		
	To Agree Annual Action Plans and Monitor How School Premiums are Spent (i.e., Pupil Premium)		✓	<A FAR	<A	<A
	To Establish and approve a Lettings and Fees Policy		✓	<A FAR		
	Buildings Insurance and Personal Liability		✓	<A FAR		
	Approve contracts/tendering documents within values as set out in the Trusts Scheme of Delegation (Finance Policy)		✓	✓ FAR		

