

# Harrow High School: Scheme of Delegation

## Key points and summary

This document outlines:

- The requirements of the Articles of Association regarding delegation;
- The principles of decision making within the academy trust;
- The scheme of delegation within the academy trust; and
- The respective roles of the Governors and the Headteacher.

The Academy Trust uses the terms:

- Members to describe individuals who have the right to vote at General Meetings held in accordance with the Articles of Association;
- Governors to describe individuals who have the right to vote at Governing Body meetings and who are registered as Directors at Companies House (and who are the Trustees of the academy trust); and
- Headteacher rather than Principal.

Approved by: Governing Body

Approved on: July 2023

Review date: July 2024

Responsibility for review: Headteacher to recommend to Governing Body

Published on website: yes

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# 1. Introduction and statement of intent

1. As a charitable company limited by guarantee, Harrow High School ("the Trust") is governed by a Governing Body (the "Governors") who are responsible for, and oversee, the management and administration of the Trust and the school(s) run by the Trust.
2. The Governors are accountable to external government agencies including the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
3. This Scheme of Delegation explains the ways in which the Governors fulfil their responsibilities for the leadership and management of the school(s), the respective roles and responsibilities of Members, Governors and executive postholders and the commitments to each other to ensure the success of the Trust.
4. This Scheme of Delegation has been approved by the Governors in accordance with the provisions of the Trust's Articles of Association ("the Articles").

## 2. Scope and applicability

5. This policy outlines the framework for decision making within the Academy Trust. It applies to all Governors and staff.
6. This document is reviewed annually for approval at the Governing Body meeting in July, with further revisions during an academic year if required.

## 3. The Articles of Association

7. Appendix One details the relevant articles from the Articles of Association regarding delegations and committees.
8. The Governing Body will not delegate any functions relating to:
  - the constitution of the Trust;
  - the appointment or removal of the chair and vice-chair of the Governing Body;
  - the appointment of the clerk to the Governing Body;
  - the establishment of committees.
9. The Academy Trust uses the terms:
  - Members to describe individuals who have the right to vote at General Meetings held in accordance with the Articles of Association;
  - Governors to describe individuals who have the right to vote at Governing Body meetings and who are registered as Directors at Companies House (and who are the Trustees of the academy trust); and
  - Headteacher rather than Principal.

#### 4. Responsibilities under the policy

10. Appendix Four outlines the expectations of Members and Governors.

##### Members

11. The key roles of the Members are to:

- Ensure that the Members individually and collectively have the skills, expertise and involvement to fulfil their role, and remove / appoint Members as required (in accordance with Appendix 5) to enable Members to make effective decisions – complying with the expectations set out in Appendix 5;
- Appoint (and if necessary remove) Governors who have the skills, knowledge and experience to enable the Board to fulfil its obligations effectively; and
- Hold the Chair of Governors to account for the performance of the Board, and expect the Chair to manage the other Governors effectively.

##### Board of Trustees

12. In accordance with Article 93, the Governing Body is able to exercise all of the powers of the Trust. It is responsible for the performance of the Trust.

13. The Governors are the Trustees under charity law and Directors under company law. Their responsibilities under charity and company law are to:

<p>Trustee responsibilities are to:</p> <ul style="list-style-type: none"><li>• ensure the charity is carrying out its purposes for the public benefit;</li><li>• comply with the charity's governing document and the law;</li><li>• act in the charity's best interests;</li><li>• manage the charity's resources responsibly;</li><li>• act with reasonable care and skill; and</li><li>• ensure the charity is accountable</li></ul>	<p>Director responsibilities are to:</p> <ul style="list-style-type: none"><li>• act within their powers;</li><li>• promote the success of the company;</li><li>• exercise independent judgment;</li><li>• exercise reasonable care, skill and diligence;</li><li>• avoid conflicts of interest;</li><li>• not to accept benefits from third parties; and</li><li>• declare any interest in proposed transactions or arrangements.</li></ul>
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##### Committees and sub-committees

14. The Governing Body shall establish the following committees in accordance with the Articles of Association:

- a. Curriculum
- b. Safeguarding
- c. Finance Staffing, Audit and Compliance

15. The terms of reference for each committee is outlined in Appendix Two. Appendix Three outlines Panels that will be convened as required. Appendix Four outlines the annual meeting cycle and key agenda items.

### **Headteacher and staff**

16. The Governing Body must designate a named individual as its accounting officer. The accounting officer is responsible to the Governing Body for the overall management of the Trust and personally responsible to Parliament for the resources under their control. Paul Gamble shall be the Accounting Officer.

17. In accordance with the requirements of the Academies Financial Handbook, the Trust shall appoint a Chief Finance Officer (CFO) to lead the Finance Department. The Finance Manager shall be the CFO.

18. The Headteacher is responsible for the internal organisation, management and control of the school, for advising on and implementing the Trust's strategic framework, for the implementation of all policies approved by the Governing Body, and for the direction of the teaching and the curriculum within the trust. For these purposes the Governors shall delegate those powers and functions required by the Headteacher; these are set out in Appendices 6 and 7.

19. The Headteacher will formulate aims and objectives and policies and targets for the Governors to consider, and to report to the Governing Body on progress at each meeting. The Headteacher will work closely with the senior management team to this end.

20. The Headteacher and staff are accountable to Governors for the school's performance, and Governors will be prepared to explain their decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as the local authority or the Secretary of State.

21. The Headteacher will comply with any reasonable direction by the Governing Body when acting on the Trust's behalf.

22. The Headteacher will agree and monitor appropriate delegations of authority with other staff.

## **5. Appendices**

Appendix One: Articles of Association

Appendix Two: Committee Terms of Reference

Appendix Three: Panels

Appendix Four: Annual cycle of meetings and key agenda items

Appendix Five: Requirements of Members, Trustees, and Governors

Appendix Six: Decision and Responsibility Matrix

Appendix Seven: Summary of financial delegations

Appendix Eight: Policy Grid

## **Appendix One: Articles of Association**

The following are the relevant clauses from the Articles of Association that outline what can, and cannot, be delegated.

Article 94: "Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company shall be managed by the Governors who may exercise all the powers of the Company."

Article 101: "Subject to these Articles, the Governors may establish any committee. Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Governors. The establishment, terms of reference, constitution and membership of any committee of the Governors shall be reviewed at least once in every twelve months. The membership of any committee of the Governors may include persons who are not Governors, provided that a majority of members of any such committee shall be Governors. The Governors may determine that some or all of the members of a committee who are not Governors shall be entitled to vote in any proceedings of the committee. No vote on any matter shall be taken at a meeting of a committee of the Governors unless the majority of members of the committee present are Governors." :

Article 102: "The Governors may delegate to any Governor, committee, the Principal or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the Governors may impose and may be revoked or altered."

Article 103: "Where any power or function of the Governors is exercised by any committee, any Governor, Principal or any other holder of an executive office, that person or committee shall report to the Governors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Governors immediately following the taking of the action or the making of the decision."

Article 104: "The Governors shall appoint the Principal. The Governors may delegate such powers and functions as they consider are required by the Principal for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Governors and for the direction of the teaching and curriculum at the Academy)."

## **Appendix Two: Committee Terms of Reference**

### **General notes**

All committees have the following responsibilities. To:

receive reports about matters relating to any of the issues listed in their terms of reference;

contribute to, monitor and evaluate relevant parts of the school self-assessment and improvement / development plans;

contribute to, monitor and evaluate the policies allocated to them, reporting or making recommendations to the Governing Body as appropriate;

consider recommendations from relevant external reviews for example audit, Ofsted or local authority review, to agree the actions needed to address any issues identified and to monitor and evaluate regularly the implementation of any plan agreed, reporting or making recommendations to the Governing Body as appropriate;

consider the views of students when these have been sought;

consider the impact on equality, and act with regard to the equality duty at all times;

act in accordance with the requirements of the Articles of Association, Funding Agreement, statutory DfE guidance, and the Nolan principles of public life at all times;

take appropriate action on any other relevant matter.

### **The General Equality Duty**

In accordance with the Equality Act, whereby the Trust is a public body, all committees must have due regard to the need to:

eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;

advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The following are the protected characteristics within the Equality Act:

- Age (not pupils)
- Disability
- Ethnicity and race
- Gender
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity



- Religion and belief
- Sexual identity and orientation

### **Nolan 7 principles of public life**

1. Selflessness – holders of public office should act solely in terms of the public interest.
2. Integrity – holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. Objectivity – holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability – holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness – holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty – holders of public office should be truthful.
7. Leadership – holders of public office should exhibit these principles in their own behaviours. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **a) Governing Body**

### **Purpose**

The Governing Body is accountable for the performance of the Trust. To discharge this accountability it will retain responsibility for:

- setting the vision and strategy for the Trust;
- challenging and monitoring the performance of the school;
- managing the Trust's resources effectively;
- appointing the Headteacher and Chief Finance Officer;
- ensuring that the Trust complies with charity and company law;
- ensuring that the Trust complies with the Funding Agreement; and
- exercising reasonable skill and care in carrying out its duties.

The Board exercises the powers of the Trust as set out in the Articles – it is able to make decisions about any area of Trust activity, and is the only body within the Trust able to take the 'Reserved Decisions'.

### **Membership, Meetings and Quorum**

Membership: As set out in Articles 46 and 58 of the Articles of Association.

Quorum: As set out in Articles 117 and 119 of the Articles of Association.

Meetings: Article 109 of the Articles of Association requires at least three a year; the Governing Body shall meet at the frequency set out in Appendix 4 with additional meetings as required.

### **Reserved Decisions**

The following are Reserved Decisions whereby the Governing Body would make the final decision and authority is not delegated to any Committee or individual:

- Approval of the vision and strategy for the Trust;
- Approval of the budget;
- Approval of the accounts for the previous financial year and Annual Report;
- Approval of any changes to staff terms and conditions;
- Approval of any proposals for other schools to join the Trust (whether these are existing schools or Free School applications);
- Appointment of the Headteacher and Chief Finance Officer on the advice of the appropriate selection panel;
- Approval of the Scheme of Delegation and Financial Regulations; and
- Approval of the policies listed in Appendix Eight that require Governing Body approval.

### **Terms of Reference**

The Governing Body will make strategic and key financial / operational decisions to enable the Trust to perform as effectively and efficiently as possible. The Governing Body will make

decisions and receive monitoring / evaluation reports (with actions / decisions as necessary) regarding:

- The leadership and management of the trust, including the effective deployment of resources (including money, staff, and infrastructure such as site / buildings and ICT);
- The performance of the trust, including targets and measures of educational, financial, and operational performance; and
- The compliance of the trust with its legal and contractual obligations, including safeguarding (including prevent), health and safety, equalities, and the approach to risk identification and management.

### **Chair's Action**

In accordance with Article 102 of the Articles of Association it is recommended that in the event that the Chair, or Vice Chair if the Chair is unavailable, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any school within the Trust, any pupil or their parent or a person who works at the Trust, then they may exercise any function of the Company which can be delegated to an individual or any function relating to the exclusion of pupils.

## **b) Curriculum Committee**

### **Purpose**

The role of the Committee is to:

- Ensure that the progress and outcomes for all students are maximised through an effective curriculum, high quality teaching and learning, and effective support and intervention; and
- Undertake its operational responsibilities/duties as set out in Appendix 6.

### **Membership, Meetings and Quorum**

- Membership: At least 4 Governors, although all Governors are entitled to attend the Committee.
- Quorum: 3 Governors who are entitled to vote.
- Chair: To be elected by the Committee at its first meeting each academic year.
- Meetings: As set out in Appendix Four with additional meetings as required.

### **Terms of Reference**

In order to carry out its Purpose, the Committee will:

- Approve and monitor the appropriate strands of the school improvement plan (outcomes, teaching and learning, personal development)
- Review and determine the Admissions Policy for the school, including the prioritisation of applications
- Have an overview of the curriculum, including ensuring that it complies with statutory or contractual requirements, and of any proposed changes;
- Propose educational targets (including attendance, progress, and attainment), and monitor progress towards achieving them;
- Oversee, understand and monitor the School Self-Evaluation and the School Development Plans;
- Monitor school based, local and national performance data and reports (e.g. ASP), evaluating levels of progress, attainment and achievement and analysing the performance of different groups and subjects;
- Monitor provision to ensure that the school fulfils its responsibilities for pupils with special educational needs and with disabilities;
- Monitor the provision for and evaluate the progress and attainment of vulnerable groups e.g. children eligible for FSM (including use of pupil premium), looked after children, young carers, and evaluate the effectiveness of intervention strategies;
- Monitor the quality of teaching and learning and evaluate its impact;
- Receive external reviews of performance (including SIP reports) and monitor implementation of recommendations;
- Monitor and evaluate the range and the impact of extended activities on pupil learning;

## **c) Safeguarding Committee**

### **Purpose**

- Ensure that all students are safe and well-supported so as to maximise their physical and emotional well-being.
- Ensure the school is in compliance with all legal safeguarding and medical requirements
- Ensure behaviour, safety and care across the school is excellent

### **Membership, Meetings and Quorum**

- Membership: At least 4 Governors, although all Governors are entitled to attend the Committee.
- Quorum: 3 Governors who are entitled to vote.
- Chair: To be elected by the Committee at its first meeting each academic year.
- Meetings: As set out in Appendix Four with additional meetings as required.

### **Terms of Reference**

Approve and monitor the implementation of the excellent behaviour safety and care strand of the school improvement plan

- Monitor application of child protection and other policies relevant to safeguarding to ensure compliance with legislation and local practice, and propose policy or procedure improvements as necessary;
- Monitor attendance, punctuality and exclusions;
- Monitor application of the school's behaviour and discipline policies, and monitor incidences of bullying, discrimination, etc and advise on appropriate strategies;
- Monitor provision to help students make informed decisions for a healthy lifestyle – physically, emotionally and socially;
- Monitor feedback from students, staff, families, the community; and
- Review and approve policies as set out in the Scheme of Delegation.

## **d) Finance Staffing, Audit and Compliance Committee**

### **Purpose**

The purpose of the Finance and Resources Committee is to ensure that the staffing, financial, and infrastructure (buildings and ICT) resources of the school are effective, efficient, and support the objective of maximising student outcomes at every school.

To maintain an oversight of the Trust's governance, risk management, internal control and value for money framework.

The Finance and Resources Committee has operational responsibilities/duties as set out in Appendices 6 and 7.

### **Membership, Meetings and Quorum**

- Membership: At least 4 Governors, although all Governors are entitled to attend the Committee.
- Quorum: 3 Governors who are entitled to vote.
- Chair: To be elected by the Committee at its first meeting each academic year.
- Meetings: As set out in Appendix Four with additional meetings as required.

### **Terms of Reference**

In order to carry out its Purpose, the duties of the Finance and Resources Committee are to:

#### Finance

- Approve and monitor the school business plan
- Approve the banking arrangements for the school, including keeping the bank mandate and credit cards under regular review;
- Develop the proposed budget for the following financial year and then recommend the budget to the Board of Trustees for approval;
- At each meeting, receive, review, and challenge budget monitoring reports detailing the financial position of the school, including actual income and expenditure, commitments, virements and current budget, forecast outturns, asset register changes, and any decisions taken under delegated authority that should be reported to the committee;
- Scrutinise and review the cost and quality of shared services;
- Use benchmarking data from within and beyond the trust to scrutinise financial and operational performance;
- Make financial decisions regarding expenditure and virements in accordance with Appendices 6 and 7, or make recommendations to the LGB / Board where actions are required that exceed the authority of the committee;
- Scrutinise performance of major service contracts (such as catering, cleaning, grounds maintenance);
- Review and recommend treasury management to the Board;
- Maintain the stability of the school and trust financial position by monitoring cashflow;
- Ensure insurance arrangements are in place;
- Receive assurance reports from the Auditor and ensure that recommendations are actioned;
- Review and approve policies as required by the Scheme of Delegation.

## HR

- Scrutinise staffing information, including ensuring that the staffing structure is effective and efficient, monitoring vacancy / agency levels and recruitment, monitoring staff leaving and the reasons for this, monitoring staff attendance, and monitoring the implementation of recruitment, performance management and the pay policies;
- To be directly involved in recruitment of senior staff in accordance with the Scheme of Delegation and ensure that individuals involved are suitably trained;
- To lead succession planning at school and trust level;
- Lead reviews of HR policies to ensure that they remain compliant and support the Academy Trust being an employer of choice and recommend these policies to the Board;
- Review and approve policies as required by the Scheme of Delegation.

## Premises

- Monitor the infrastructure at the school to ensure that the site and buildings are safe and fit for purpose (and seek funds for any necessary works);
- Ensure premises / ICT / Health and Safety issues are captured within the School Development Plan (including accessibility planning) to improve the effectiveness and / or efficiency of the school;
- Ensure that the school complies with testing / inspections requirements;
- Oversee capital expenditure plans and school strategy for the management of assets;
- Scrutinise the effectiveness of any community use of school premises; and
- Review and approve policies as required by the Scheme of Delegation.

## Audit, Compliance and Risk

- Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, compliance, risk management, and internal control systems / frameworks;
- Advise the Members on the appointment following procurement or the dismissal of the external and regularity auditor;
- Approve the re-appointment of the external auditor following their initial appointment by the Members, subject to a requirement to re-tender the service at least every five years (or to recommend re-tendering at a shorter interval if that is appropriate)
- Approve and oversee the arrangements for internal audit / extended assurance, including the work programme.
- Receive reports from the external auditor, internal audit / extended assurance, from any other external contractors commissioned by the trust in the area of compliance, and reports or information from other bodies, for example the ESFA and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action;
- Monitor outstanding audit and inspection recommendations from whatever source and ensure any delays to implementation dates are reasonable;
- Review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.

- Ensure oversight of the management of data security, data protection and ensure ICT systems have adequate protection against cyber threats;
- Oversight of the management of potential conflicts of interest across the Trust;
- Management of the Trust risk register, ensuring that appropriate management controls are in place to reduce risks once identified;
- Ensuring that each school has, maintains and responds to its own risk register, and that there is appropriate escalation of key school risks to the Trust risk register;
- Approve policies as required by the Scheme of Delegation.



### **e) Headteacher Performance Review Committee**

A panel of two Governors (one of whom should be the chair) and one external advisor to meet annually with the Headteacher to set and review objectives for the Headteacher and to make a recommendation to the Pay Committee regarding the Headteacher's salary.

### **f) Pay Committee**

#### **Purpose**

The Committee is responsible for determining the pay and undertaking the pay review for staff in accordance with the trust's Pay Policy.

#### **Membership, Meetings and Quorum**

Membership: 2 Governors, with no Governors who are employees being eligible for this Committee due to conflicts of interest.

Quorum: 2 Governors who are entitled to vote.

Meetings: As required.

#### **Terms of Reference**

The committee's principal duty is to determine the pay and undertake the pay review for staff (including the Headteacher) in accordance with the trust's Pay Policy. In order to carry out this duty, the committee will:

1. Determine as set out in the Pay Policy:
  - a. taking account of the recommendation of the Headteacher, the pay progression of each eligible teacher at the annual review carried out by the Pay committee in accordance with the Pay Policy;
  - b. the award of points on the Leadership Pay Spine for the Headteacher and leadership team;
  - c. progression on to and on the Upper Pay Range;
  - d. all other discretionary payments as set out in the Pay Policy;
2. Receive information regarding support staff job evaluation, pay bands and pay progression as appropriate.
3. Report to the Governing Body:
  - a. that a meeting has taken place and the general purpose and outcome of that meeting without identifying specific individuals;
  - b. in respect of its decisions in relations to staff pay without identifying specific individuals so that the annual pay budget can be determined from time to time;
4. Have regard to the School Development Plan and any budget information (including views of the the finance committee) when determining discretionary payments;
5. Minute clearly the reasons for all decisions and report the fact of these decisions (on an anonymised basis) to the next meeting of the Governing Body;
6. Provide anonymised information to the Governing Body from the last three years, which shows the patterns of progression of teachers.

### **Appendix Three: Panels**

The following Panels may be convened as required.

1. Complaints Panel – convened as required and subsequent report to the next Governing Body meeting, including any lessons learned for the school and / or recommendations for policies or procedures.
2. Employment Appeals Panels – convened as required for grievance, dismissal, or dismissal appeal hearings and report and report to the next Governing Body meeting, including any lessons learned for the school and / or recommendations for policies or procedures.
3. Headteacher / Deputy Headteacher appointment Panel – convened as required and report to the next Governing Body meeting as appropriate, including any lessons learned for the school and / or recommendations for policies or procedures.
4. Pupil Exclusions Panel – convened as required and report to the next Governing Body meeting, including any lessons learned for the school and / or recommendations for policies or procedures.

In each situation, the Panel will include the appropriate number of Governors (as specified in the relevant policy or, if not specified, three Governors) who have not previously been involved with the incident and have no prior knowledge of the incident concerned. For complaint hearings, the panel shall include an individual who is independent from the management and running of any school within the Trust.

Each committee will have an appropriately qualified clerk.

The committee will follow procedures as set down in the relevant policy or as set out in law as appropriate.

If a second or appeal panel is required, this shall include three different Governors.

**GB Planner 2022-23**

<b>MEMBERS MEETING - 6pm-7pm</b>	<b>6.12.23</b>	<b>25.3.24</b>
<b>Main Agenda Items</b>	Future of Governance Projected Results Budget Forecast Headlines	Review of Governing Body Membership Governance (Consultant Paper Scheme of Delegation) Admissions
<b>Self Evaluation</b>	SEF/SIP	SEF/SIP
Teachers Pay & Performance Review Panel	w/b - October 2023	w/b - N/A
Headteacher's Pay & Performance Review	w/b – November 2023	w/b - N/A
Governance Review	Date TBC	December 2023
Remembrance Service	Date TBC	
Honours Evening	Date TBC	

<b>FGB - 7pm-9pm</b>	<b>02.10.23</b>	<b>27.3.24</b>	<b>08.07.24</b>
<b>Main Agenda Items</b>	Budget Update Examination Outcomes 2022 Strategic Discussion - Academy Trust Update School Improvement Planning 2022-24 Pupil Premium Update	Committee Reports School Strategic Development priorities Service Level Agreement Buy-Back 2022-23 Review Equality Action Plan OFSTED Training	Committee Reports School Improvement Plan Governance Skills Audit and Training Plan City Year Project Update
<b>Self Evaluation</b>	SEF 2022-23 - update	SEF - 2022-2023 Risk Register Governance Skills Audit/Recruitment	SEF Risk Register
<b>Policy Review</b>	ECT Policy Biometric System Safeguarding Policy Changes to Academies Financial Handbook Bursary	Scheme of Financial Delegation Charging & Remissions Governor Allowances Mobile Phone Policy	Register of business interest forms Pay Policy Scheme of Delegation

<b>FINANCE, STAFFING, AUDIT - 6pm-7pm</b>	<b>4.12.23</b>	<b>18.03.24</b>	<b>02.07.24</b>
<b>Main Agenda Items</b>	Audit Report Management Accounts Staffing Update	Management Accounts Staffing Update Audit Report 3 year Budget Plan Staffing and financial benchmarking Notional SEN budget	Management Accounts Staffing Update 3 Year Budget Plan
<b>Self Evaluation</b>	Compliance Report Risk Register Census and School Population	Census and School Population Extended Assurance Report Risk Register	Compliance Report Census and School Population Risk Register Extended Assurance Report
<b>Policies</b>	Pay Policy H&S Policies Fraud Avoidance Bursary School Lettings Policy School Visits Safer Recruitment	HR Policies GDPR statement Mobile Phone Policy Governor Allowances	Pay Scheme of Delegation

<b>SAFEGUARDING - 6pm-7pm</b>	<b>22.11.23</b>	<b>14.03.24</b>	<b>11.07.24</b>
<b>Main Agenda Items</b>	Single Central Record Safeguarding Report Safeguarding Audit Anti Bullying Audit	Single Central Record Safeguarding Report	Single Central Record Safeguarding Report
<b>Self Evaluation (Key aspects covered in Safeguarding Report)</b>	Attendance, Behaviour and Exclusions Progress of Behaviour Plan Development Plan	Progress of Behaviour Development Plan	Progress of behaviour Development Plan
<b>Policy Review</b>	Home School Agreement  Designated teacher for Looked After Children & Previously LAC  Statement of procedures for dealing with allegations of abuse against staff  Code of Conduct  Mental Health and Emotional Wellbeing Policy	Attendance (preliminary) ICT & Online Safety Policy  Disciplinary relating to misconduct  Physical Intervention  Uniform policy - discussed at FGB March 2023  <i>For review next year . . .</i> <i>Lost Child Procedure (Spring 24)</i> <i>Cyber Bullying Guidance (Spring 24)</i>	Accessibility Anti-Bullying Attendance (Final) Behaviour for Learning including School Exclusions Parent Code of Conduct Morning Protocol Out of Hours Snow closure Sun protection Visitors Wet weather plan

		<i>Medical policy (Spring 24)</i> <i>FirstAid / welfare (Spring 24)</i> <i>PVE (Spring 24)</i> <i>Drugs (Spring 24)</i>	Minibus Policy School Security Statement School Visits
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<b>CURRICULUM - 6:30pm start - online</b>	<b>10.1.24</b>	<b>16.4.24</b>	<b>04.7.24</b>
<b>Main Agenda Items</b>	Departmental Review Pupil Premium Report Review of Progress Data	Departmental Review Projected Outcomes - TAG/CAG Pupil Premium Report Review of Progress Data	Internal Data Review Departmental Review (Maths) Projected Outcomes OFSTED Update Uniform
<b>Self Evaluation</b>	SIP/SEF 1.2, 2.2, 4.2 SIP Planning Pupil Premium Review	SIP/SEF 2.1	SIP/SEF 2.1
<b>Policy Review</b>	SEND Policy, Offer & Information Induction of Early Careers Teachers (ECT) Careers Education, Information, Advice, Guidance & School Provider access policy Sex & Relationships Admissions Children with Health Needs who cannot attend school	Marking Pupil Premium Rationale/Spending Impact	SEND Policy & Offer Induction of Early Careers Teachers (ECT)





## **Appendix Five: Expectations of Members, Trustees, and Governors**

### **The Role of a Member**

The Members fulfil a strategic governance role - their main role is to appoint / remove Members and Governors, but they also have to approve changes to the name of the Academy Trust and the Articles of Association.

Each Member is liable for up to £10 if the Trust becomes insolvent.

### **Obligations of Members**

To use their skills, knowledge, and experience to:

Ensure that Members are actively involved in their decision making, including that General Meetings are quorate, and that Members who are inactive and so hinder the ability of Members to act are removed;

1. Appoint additional suitable individuals as Members in accordance with the Articles of Association to ensure that there are at least five Members. Where there is a vacancy amongst the Members, the Members shall consult with the Governing Body about the skills / experience / knowledge that a new Member should have given the needs and priorities of the Trust prior to making any appointment;
2. Remove Members in accordance with the Articles of Association, in accordance with other provisions of the Articles (such as Article 12 requiring there to be not less than three members) and in accordance with prevailing DfE policy;
3. Appoint individuals as Governors in accordance with the Articles of Association who bring skills, knowledge and / or experience to the Governing Body that will improve the ability of the Governing Body to lead the Trust effectively. When there is a vacancy for a Member appointed Governor, the Governing Body will undertake a skills and experience audit, identify the skills / experience desired in a new Governor in order for the Governing Body to have appropriate skills to meet its obligations / responsibilities and to deliver the medium term strategy for the trust, and identify a suitable shortlist of candidates. The Members will then appoint the individual that they consider to be most appropriate;
4. Remove Member appointed Governors where they cease to be eligible to remain as Governors in accordance with the Articles of Association;
5. Review performance of the Governing Body, including Member appointed Governors, and challenge, and if necessary remove, Member appointed Governors where those individuals have not, in accordance with the Articles or in the reasonable opinion of the Members, contributed sufficiently to the leadership of the trust;
6. Consider requests from the Governing Body for decisions reserved to Members (such as changing the name of the trust, changing the Articles of Association of the trust); and
7. Challenge the strategy and performance of the Governing Body through General Meetings.

## **Requirements of Members**

The five requirements of Members are to:

1. To understand the strategy of the Trust and the broader educational context that it is operating within;
2. To understand the requirements of the Member role and appoint suitable individuals as Members, or remove Members if that is necessary;
3. To understand the requirements of the Governor role and appoint suitable individuals as Member appointed Governors, or remove Member appointed Governors if that is necessary. Members' are expected to take account of the skills, knowledge and experience already on the Governing Body when appointing Governors, and also to consider the skills that are most necessary in order to deliver the strategy of the Trust;
4. To attend General Meetings, and ensure that they have read any associated reports in advance and so are able to contribute effectively; and
5. To be involved in other processes that require Member decisions, whether by General Meeting or written resolution.

## **Likely Time Commitment for Members**

In terms of the time commitment, it is likely to be:

1. Attendance at two scheduled General Meetings a year.
2. Involvement in processes for appointing or removing Members or Governors, which may involve attending a General Meeting or completion of written resolutions – this is likely to have a limited time requirement.
3. Involvement in other processes that require Member resolutions – this is likely to have a limited time requirement.

## **Person Specification for Members**

An effective Member will demonstrate:

1. A commitment to securing the best educational outcomes for all children;
2. A commitment to the vision, values, and objectives of the trust;
3. An ability to question effectively;
4. An ability to appoint effective Governors, with appropriate skill sets, to ensure the success of the trust; and
5. The decisiveness to remove Governors where they are ineffective.

## The Role of a Governor

The individuals on the Governing Body are called Governors. They are directors under company law and trustees under charity law.

The Governing Body is accountable for the performance of the Trust. It is responsible for the leadership of the Trust, and for establishing delegations to committees and to the Headteacher for the day to day operational management of the Trust.

To discharge its accountability the Board will retain responsibility for:

1. setting the vision and strategy for the Trust;
2. ensuring the quality of educational provision within the Trust;
3. managing the Trust's resources effectively;
4. appointing the Headteacher and Chief Finance Officer;
5. ensuring that the Trust complies with charity and company law;
6. ensuring that the Trust complies with the Funding Agreement; and
7. exercising reasonable skill and care in carrying out its duties.

The role of a Governor is not to manage operations – that is the role of the Headteacher and senior staff; the role of Governors is to set strategy and hold the Headteacher to account for delivery of that strategy and performance (including compliance).

The Governing Body is a corporate body, which means:

- No Trustee can act on their own without proper authority from the Governing Body;
- All Governors carry equal and collective responsibility for decisions made; and
- The overriding concern of all Governors is to the success of the Trust overall.

## Obligations of Trustees

It is important that Governors understand their responsibilities under company and charity law, as well as the role of being the legal Governing Body for all schools within the trust.

The latest version of the DfE 'Governance Handbook'

(<https://www.gov.uk/government/publications/governance-handbook>) identifies the three key roles of the Governing Body as being:

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

The responsibilities for Trustees / Directors under charity and company law are to:

Trustee responsibilities are to: <ul style="list-style-type: none"><li>• ensure the charity is carrying out its purposes for the public benefit;</li></ul>	Director responsibilities are to: <ul style="list-style-type: none"><li>• act within their powers;</li><li>• promote the success of the company;</li><li>• exercise independent judgment;</li></ul>
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<ul style="list-style-type: none"> <li>● comply with the charity's governing document and the law;</li> <li>● act in the charity's best interests;</li> <li>● manage the charity's resources responsibly;</li> <li>● act with reasonable care and skill; and</li> <li>● ensure the charity is accountable</li> </ul>	<ul style="list-style-type: none"> <li>● exercise reasonable care, skill and diligence;</li> <li>● avoid conflicts of interest;</li> <li>● not to accept benefits from third parties; and</li> <li>● declare any interest in proposed transactions or arrangements.</li> </ul>
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## Requirements of Governors

There are four key requirements for each Governor:

### Be compliant

1. Ensure that you are, and remain, compliant with the requirements of the Articles of Association and DfE regarding eligibility to be a Governor.
2. Ensure that you at all times comply with these expectations for Governors.
3. Ensure that you comply with policies of the Trust that apply to Governors, including the Scheme of Delegation, the Financial Procedures, and the policy and practice regarding conflicts of interest.

### Be prepared

1. Get to know the Trust through reading, discussion, and meeting the Headteacher and Chair of Governors.
2. Read the legal framework for the Trust and the operations of the Trust by reading material issued to you (Articles of Association, Funding Agreement, Scheme of Delegation, Ofsted inspection framework) and seek clarification where necessary.
3. Reading educational news articles in the press.
4. Commit to training and development opportunities organised by or through the Trust.

### Actively participate

1. Attend meetings of the Governing Body, and any committees or working groups that you are part of.
2. Read all papers for meetings in advance of the meetings and then ask questions that are either clarifications or that aid further understanding of the issues and so help discussion about the decisions required.
3. Contribute at meetings, ensuring that you speak, act, and vote in what you believe to be the best interests of the Trust.

### Act appropriately

1. Work as a member of a team.
2. Respect confidentiality of information and opinions and the need for the Board to have in-depth and private discussions.
3. Act within the framework of the policies of the Trust and its legal obligations.

4. Respect all Board decisions and support them in public.

### **The role of the Chair of Governors**

The Chair of Governors has a key strategic role. In addition to the obligations and requirements upon all Trustees that are outlined above, the Chair of Governors will:

1. Be available for a Headteacher as required in the event of urgent situations, and – where necessary – authorise Chairs' Action;
2. Liaise with the Headteacher and Clerk to set the agenda for Board meetings and to ensure that decisions taken at meetings are implemented and that actions are undertaken \*;
3. Support the Headteacher in engagement with major partners, such as the Local Authority, including attendance at and contribution to events organised for Chair of Governors / Trustees \*;
4. Support the Headteacher in engaging with schools that may join the Trust \*;
5. With the Headteacher, lead engagement with the Members, including regarding any vacancies on the Governing Body to ensure that Members' understand the necessary skills / knowledge / experience that the Governing Body requires;
6. Meet with each new Governor as part of their induction and ensure that they are able to quickly add value to the GoverningBody;

Items marked with an asterisk (\*) may be undertaken by or with the Vice Chair by agreement. All items may be undertaken by the Vice Chair in the absence of the Chair.

### **Lead Governor roles**

In addition to being part of the Governing Body, Governors will be expected to have a 'Lead Governor' role which will involve developing a greater understanding of a particular aspect of school life. The Governor will be expected to meet relevant staff and ask questions and seek evidence (including dip-sampling / audit of information) to ensure that policies and procedures are being followed and that performance is as reported to the Governing Body and is acceptable.

The anticipated Lead Governor roles would be:

- Chair of Governors – outlined above
- Chair of Safeguarding Committee – to lead the Committee in understanding and challenging the approach to safeguarding, to monitor and review the Single Central Record, to review child protection issues / cases, to ensure that statutory and trust policies are being followed, and contribute to reviews of trust policies to ensure that they remain effective.
- Chair of Curriculum Committee – to lead the Committee in understanding and challenging provision for all students at all schools to maximise their progress and attainment.
- Chair of Finance, Staffing, Audit and Compliance – to lead the Committee in understanding and challenging the school budget and Management Accounts, to have oversight of significant procurement processes, to seek evidence about the management of contracts, to understanding the staffing structure and challenge its effectiveness and efficiency, to lead governors in ensuring the school is in compliance with necessary legislation, to oversee the risk management process and to understand the infrastructure of the school and formulate appropriate maintenance and investment strategies, .

- Vulnerable pupils and SEND – to understand the strategy/ies for supporting vulnerable pupils including those with SEND; to monitor performance of those pupils and seek evidence for the effectiveness of the school support for these pupils; and to contribute to the review of SEND provision and strategies.

### **Likely Time Commitment for Governors**

In terms of the time commitment, for those Governor other than the Chair it is likely to be:

- Attendance at approximately four full Governing Body meetings as well as two meetings a year with the Members;
- Attendance at approximately 3 or 6 Committee meetings a year;
- Attendance at any additional ad-hoc Governor meetings required during the year;
- Attendance at any agreed training sessions;
- Attendance at any necessary Governor Panels – these are set up as required and are not expected to be required often; and
- The Headteacher may request attendance from Governors at events for staff or students which Governors are encouraged to attend if possible.

### **Person Specification for Governors**

An effective Governors will demonstrate:

- A commitment to securing the best educational outcomes for all children;
- A commitment to the vision, values, and objectives of the trust;
- Strong communication skills in listening, speaking and writing;
- An ability to evaluate and make use of a wide range of information and data;
- The capacity to develop specific knowledge and understanding of the trust and its community;
- The ability to question in a manner that encourages reflection and helps move discussion forward;
- A sense of fairness;
- A commitment to equalities;
- Tact and diplomacy;
- An ability to work as a member of a team;
- An ability to respect confidentiality; and
- A commitment to participate in training and self-evaluation.

## **Appendix Six: Decision and Responsibility Matrix**

This Appendix sets out significant decisions and responsibilities. For each thematic section, text introduces the philosophy and ethos of the trust, which sets the context for the subsequent decisions / accountabilities.

The key to the table is:

**GB** – Full Governing Body

**HT** – Headteacher / Accounting Officer

**CFO** – Chief Finance Officer via the Accounting Officer

Note: Actions taken by a properly constituted committee, or delegated to an individual Governor or to the Headteacher, are taken on behalf of the Governing Body.



## Governance

The Governing Body is accountable for all decisions of the Trust, and the performance of the Trust. The Accounting Officer is accountable to the Governing Body for the effective use of public funds. The Headteacher is responsible for the performance of their school(s).

The Governing Body approves the Scheme of Delegation for the Trust, and this details the committee structure along with terms of reference and membership, and outlines who is able to make what decisions (including approving policies). The Scheme of Delegation is reviewed at least annually.

Each committee (such as Board) elects its own chair and determines its detailed working arrangements within the framework set by the Scheme of Delegation.

	GB	Curriculum	Safeguarding	FSCA	HT / AO	CFO	Other
Appointing / removing Members							Members
Appointing / removing Member appointed Governors							Members
Approving the Articles of Association	Propose						Members and Sec of State
Approving a change of name of the Trust							Members
Appointing / removing the Chair and Vice-Chair of Board of Trustees	✓						
Appointing / dismissing the clerk to the Board	✓						
Appointing / dismissing the clerk to a Committee							Each committee
Appointing the Chair of a committee	✓						

Appointing and removing co-opted Governors	✓						
Establishing additional committees or Working Groups etc (including Terms of Reference and membership)	✓						
Approving the Scheme of Delegation (including the committee structures, delegations, and "policy grid")	✓						
Approving the Annual Report and Accounts	✓						Members receive
Determine whether other school(s) should join, or whether any school(s) should leave, the Trust	✓						
Approving the 'role description' for Governors	✓						

## Financial management

The Governing Body is accountable for the financial performance of the Trust, including receipt of all income due to the Trust and for the effective and efficient expenditure of public funds. The Accounting Officer is accountable to the GB and DfE for expenditure of public money, and the Chief Finance Officer leads the finance function to ensure that the financial policies and procedures approved by the GB are implemented consistently. The GB will approve assurance work to verify that these controls operate appropriately.

The Accounting Officer is accountable to the GB for compliance of the Trust with the Funding Agreement and the Academies Financial Handbook; the CFO is responsible for ensuring this compliance.

	FGB	Curriculum	Safeguarding	FSCA	HT / AO	CFO	Other
Maintaining a register of pecuniary and business interests of staff, governors and members						✓ for Staff	Clerk for GB / Members
Approving financial procedures (including treasury and accounting policies) in accordance with Appendix 8	✓						
Approving appointment of external auditors	✓						Members after procurement
Approving programme of extended assurance				✓			
Approving actions following external audit recommendations / findings	✓						
Approving banking arrangements (bank accounts, mandates and credit / procurement cards)				✓			

Approving the budget each financial year in accordance with DfE timeframes (including use of any historic accumulated reserves)	✓						
Monitoring actual year-to-date income and expenditure against budget, including variants and cashflow (monthly to all Governors)	✓			✓	✓	✓	
Approving the submission of applications for revenue or capital grants (if land title implications, GB approval required)	✓						
Approving lettings policy and fees						✓	
Approving applications for business / procurement cards						✓	
Submitting HMRC returns as required						✓	
Authorising expenditure for approved budgets, where financial procedures (such as procurement) have been followed							As set in financial procedures
Approving procurement waivers							As set out in financial procedures
Approving the use of a projected in year underspend (Vs approved budget)				✓			
Approving virements between budgets							As set out in financial procedures

Approving expenses							Line manager for staff, Chair for HT
Approving any disposal of non-land assets							As set out in financial procedures
Approving any writing off of debts							As set out in financial procedures
Entering into or granting a freehold or leasehold interest in land	✓						
Investigating potential financial irregularities (not involving HT or CFO)					✓		
Investigating financial irregularities (involving HT or CFO )	✓						

## HR / Staffing

Governors will lead the appointment and performance management of the Headteacher, as well as any HR issues involving the Headteacher. It is expected that the majority of staffing decisions are taken by the Headteacher, with Governor involvement in setting the staffing establishment, approving HR policies, and in senior staff appointments. Where the Headteacher considers it appropriate, they may ask Governors to take decisions in place of the Headteacher (such as, potentially, a particular meeting that may result in a dismissal).

	GB	Curriculum	Safeguarding	FSCA	HT / AO	CFO	Other
Approving cost of living increase (if adopting national award with no Trust policy decisions required)					✓		
Approving cost of living award (if any Trust policy decisions are required)	✓						
Approving the staffing establishment for a school				✓			
Appointing the Headteacher and CFO	✓						
Performance management of the Headteacher (including salary)	✓						
Performance management of the CFO					✓		
Approving the commencement of recruitment for posts on Leadership scale, TLR 1 or 2 scales, or support staff on the Leadership Team of a school				Involved	✓		
Approving the commencement of recruitment for posts other than posts appointed by the Board or EHT that are within the approved					✓		

staffing establishment (i.e. like for like replacements or approved new posts)							
Approving job evaluation / salary grades for posts (at appointment and any regrading following changes to job description)					✓	Affordability / equal pay check	
Appointing staff who directly report to the Headteacher	Involved				✓		
Appointing other teaching staff (including NQTs)					✓		May be delegated to DHT
Appointing other support staff					✓	✓	CFO as appropriate
Approving HR policies	✓						
Authorising payroll provision						✓	
Authorising payroll							Head of Operations/HR
Initiating a review of staffing structures / arrangements					✓		
Approval to implement changes to staffing structures / arrangements	✓			✓			GB if involves redundancies

							; F&S if no redundancies
Suspending or dismissing the Headteacher or CFO	✓						
Suspending staff besides Headteacher or CFO				Notified	✓		
Dismissing staff besides the Headteacher or CFO				Notified	✓		
Approving any leaving payments (redundancy, dismissal, early retirement) in accordance with trust policy and ESFA requirements					✓		Report to GB



### Educational provision and student matters

It is expected that the Headteacher will recommend curriculum and targets to Governors, with accountability to the GB for progress and performance of students.

	GB	Curriculum	Safeguarding	FSCA	HT / AO	CFO	Other
Ensuring compliance with safeguarding requirements			✓				
Ensuring compliance with regulations and Funding Agreement regarding educational provision		✓					
Propose and determine changes to the school age-range, or the addition / removal or nursery or SEN provision		✓					
Approving the school day and year		✓					
Excluding a pupil (fixed term)					✓		
Excluding a pupil (permanently)	Ap pea l				✓		
Consulting on and determining an admissions policy for the school		✓					
Determining who will be offered a place in accordance with the admissions policy for the main entry year (ie YR, Y7, or Y12)		✓					

Approving in-year admissions in accordance with the admissions policy					✓		
Objecting to a SEN Statement / EHCP naming the school					✓		
Approving any actions required following any external assessments of school performance	✓	✓	✓	✓			
Approving the attendance, progress and attainment targets for the school	✓ Approve	✓ Review			✓ Propose		

## Appendix Seven: Financial delegations (summary)

Topic	Item	Process / authorisation
Purchasing  (Note – require permission of 'next level up' for waivers – ie a waiver on a contract of £10-£50k revenue would require LGB approval)	Below £1k	No quote required: Consideration to be given to alternative suppliers and evidence attached if quotes have been sought. Budget Holder Approval and Finance Officer (as "Small Spend" Approver on web portal)
	All purchases £1k to £5k	Budget holder approval and CFO approval ("Medium Spend" Approver on web portal)
	All purchases £5k - £10k	3 quotes required + HT and CFO approval ("Medium Spend" Approver on web portal). COG/CFSCA for asset purchases of this value
	All purchases £10k - £50k (revenue and capital)	3 quotes required + FGB approval ("Large Spend" Approver on web portal)
	All purchases £50k and above (revenue and capital)	3 formal tenders + FGB approval (full LGB or Finance and Resources Committee)
	Over OJEU threshold	Follow OJEU rules, Board of Trustees approval
Budget Virements	Between staffing budgets (unlimited)	Headteacher
	Under £10k with other budgets but within in-year funding	Headteacher
	Over £10k	Chair of GB
	Beyond in-year funding	FGB

Debt write offs and asset disposals (non land)	Under £1000	Headteacher
	£1000 - £5000	FGB
	Over £5k	FGB (with ESFA consent as required)
Asset disposals (land)	Any license or lease	FGB (with ESFA consent as required)
Investments	Up to £100k	FGB
	Over £100k	FGB

CFO:

- Prepare and submit returns to ESFA / HMRC
- Authorise payroll (unless CFO has made adjustments, in which case HT / DHT authorises)

Authorise BACS / sign cheques on behalf of the academy trust: HT, DHT – always requires two individuals. In the case of BACS payments, one individual to review and sign off the paperwork, and the second individual to authorise the online payment.

## Appendix Eight

The school keeps an up-to-date list of all policies and their review dates. It is available below:

[https://docs.google.com/spreadsheets/d/14UOF7n5lmGpjKDLWHEGWGCCK1GYmcr47JmmAD3XwEu0/edit?usp=share\\_link](https://docs.google.com/spreadsheets/d/14UOF7n5lmGpjKDLWHEGWGCCK1GYmcr47JmmAD3XwEu0/edit?usp=share_link)

