

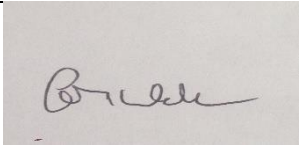



Charlton Kings Infants' School

Scheme of Delegation

Company Number 7689749

Governor committee responsible:	FGB	Governor lead:	FGB
Status:	Statutory	Review cycle:	Annual
Last review:	September 2022	Next review due:	September 2023

Designation	Name	Date	Signature
Chair of Governors	Alan Waller	20.09.2022	
Headteacher	Katie James	20.09.2022	

Scheme of Delegation

1. This Scheme of Delegation was approved by the Governing Body (GB) and will be reviewed, amended and readopted annually.
2. This Scheme of Delegation has been developed to clarify the responsibilities and powers of governors and members of staff employed at the school in respect of key aspects of the management of the school and to ensure compliance with legal requirements and, where appropriate, Department for Education (DfE) and/or Local Authority (LA) requirements. The responsibilities set out in this scheme are delegated to the specified panels or committees of the GB and post holders employed at the school.
3. Delegated responsibilities can only be exercised by the designated person, panel or committee, unless otherwise directed or agreed by the GB. In the absence or incapacity of the headteacher, the delegated responsibilities pass to a senior manager unless otherwise directed or agreed by the GB. In the absence or incapacity of a post holder other than the headteacher, the delegated responsibilities pass to the headteacher unless otherwise directed or agreed by the GB.
4. Instead of exercising her/his delegated powers a post holder, panel or committee may refer the matter to the appropriate panel, committee or GB.
5. The scheme will be reviewed at the first meeting in each academic year and is made without prejudice to the powers and duties of the governing body and its panels and committees.
6. **Powers to be exercised only by the GB** (none of the responsibilities in this section may be further delegated):
 - a. Only the members may:
 - Change the Constitution of the GB
 - Decide on a change of school category
 - Apply to change the governing documents (Statutory Books)
 - Appoint auditors.
 - Appoint and remove Members
 - b. Only the GB may:
 - Elect or remove the Chair or Vice Chair of the GB

- Set a clear vision, ethos and strategic direction for the school
- Establish panels and committees
- Appoint the Company Secretary
- Co-opt persons onto the GB
- Suspend governors.
- Hold the headteacher to account for the educational performance of the school and its pupils

c. The GB has decided not to delegate the following:

- Relationships Education in Early Years and KS1 is to be provided
- Agree any general principles on pupil discipline
- Decide any changes in the times of school sessions and dates of terms and holidays
- Appoint a headteacher
- Approve the budget
- Ensure that a broad and balanced curriculum is implemented and targets set as required
- Ensure that RE and daily collective worship are provided
- Ensure balance in the presentation of political issues in the curriculum
- Appoint the responsible officer (RO)
- Agree the annual report and accounts.

See Governing Body Decision Planner for clarification on the role of the GB.

The GB will meet at least once a term (ie three times a year).

THE RESPONSIBILITIES OF THE GOVERNING BODY AND HEADTEACHER

Note that this is not a complete list of responsibilities; some of these responsibilities are delegated - see the Decision Planner below.

SCHOOL BUDGET & FINANCE

Responsibilities of headteacher	Responsibilities of governing body
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<ul style="list-style-type: none"> • Draw up and submit to the GB with School Business Manager (SBM) an annual budget plan for the school's funds which must conform to DfE requirements. • Prepare and submit to the GB with the SBM any significant proposals for revisions to the budget plan within the strategic guidelines set. 	<ul style="list-style-type: none"> • Consider the annual budget plan proposed and amend where appropriate • Approve the budget plan and consider and approve any proposed revisions to the budget plan submitted during the course of the year and to consider the delegation of their duties.
<p>To be accounting officer with the following responsibilities:</p> <ul style="list-style-type: none"> • Ensure regularity and propriety • Ensure prudent and economical administration • Avoid of waste and extravagance • Efficient and effective use of available resources • The day to day organisation, staffing, and management of the academy. 	<p>To spend the delegated budget before end of financial year within variance allowed for academies.</p>
	<p>To decide whether to delegate their powers to spend the delegated budget and any grants to the headteacher. If so, decide the amount to be delegated.</p>

PERSONNEL

Responsibilities of headteacher	Responsibilities of governing body
To advise on staff requirements	To decide the number of staff and the level of the posts.
To advise the GB on the specification for a vacant teaching post.	To decide a specification for any vacant post in consultation with the headteacher.
<ul style="list-style-type: none"> • To advise the GB on the appointment of all teachers • To appoint all teachers in conjunction with the governors. 	<ul style="list-style-type: none"> • To decide the overall procedures for appointing staff, with the head, taking account of legal requirements. • To advertise a headteacher vacancy nationally and other vacancies as appropriate. • To set up selection panels for a headteacher post.

	<ul style="list-style-type: none"> To conduct interviews and appoint teaching staff (delegated to the headteacher)
To advise on the appointment of non-teaching staff	To appoint non-teaching staff (delegated to the headteacher)
To advise on levels of pay for all teaching and non-teaching staff except their own.	To set the pay of all members of staff, including that of the headteacher, in line with legal requirements.
To make recommendations for teachers' pay progression and other teachers pay related matters	To decide whether to exercise their power to delegate certain functions relating to the appointment of staff.
To advise on adopting effective procedures to deal with incompetent teachers and to keep the GB informed of the general operation of such procedures	To establish capability procedures to deal with underperforming teachers.
To advise on disciplinary rules and procedures and staff grievance	To establish disciplinary rules and procedures and staff grievance procedures and to take appropriate steps to make them known to members of staff.
To advise the GB on whether anyone employed at the school should be dismissed	To dismiss an employee.
To advise the GB on payments to be made.	<ul style="list-style-type: none"> To decide whether any payment should be made in respect of the dismissal or to secure the resignation of a member of staff (includes early retirement and redundancies) and the amount of any such payment. To decide whether to grant early retirement to teachers
To suspend staff in appropriate circumstances	<ul style="list-style-type: none"> To suspend staff in appropriate circumstances To end a suspension
To deploy, manage and lead all teaching and support staff and allocate particular duties to them.	The instigation of an appropriate pay spine and related procedures for support staff.

To evaluate the standards of teaching and learning and ensure that proper standards of professional performance are established and maintained.	
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SAFEGUARDING & CHILD PROTECTION

Responsibilities of headteacher	Responsibilities of governing body
Ensure that school policies and procedures are understood and followed by all staff.	Ensure the school complies with their duties under legislation and have regard to Keeping Children Safe in Education guidance. Ensure there are appropriate policies and procedures in place in order for appropriate action to be taken in a timely manner to safeguard and promote children's welfare.
Carry out the duties of the Designated Safeguarding Lead and ensure DDSLs are trained and appointed.	Ensure a member of the board takes on the leadership responsibility for the school's safeguarding arrangements and appoint a Designated Safeguarding Lead (DSL).
Ensure Safeguarding and Child Protection policies and procedures are embedded within practice and updated as required.	Ensure training for Governors and staff on Safeguarding and Child Protection is appropriate and updated regularly.

CURRICULUM

Responsibilities of headteacher	Responsibilities of governing body
To determine, organise and implement a broad and balanced curriculum	To ensure that the curriculum is balanced and broadly based.
To implement subject policies, review regularly and inform the governing body of changes.	To monitor the implementation of the curriculum policies.
To draft a Relationships Education Policy (EYFS and Key Stage 1)	To ensure that copies of the policy are available free of charge to parents.

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MANAGEMENT OF PERFORMANCE

Responsibilities of headteacher	Responsibilities of governing body
<ul style="list-style-type: none"> • To draft a school Appraisal & Capability policy, within the framework set by the Appraisal Regulations • To consult all school teachers at the school before drafting a performance management policy • To implement the policy • To appoint/act as appraisers for teachers • To review complaints by teachers about their appraisal where the headteacher has not been the appraiser • To set the timing of the performance management cycle for other teachers. 	<ul style="list-style-type: none"> • To establish a school policy to govern the implementation of school teacher appraisal (including the headteacher) within the framework set by the Appraisal Regulations • To ensure that all school teachers are consulted • To review and, if necessary, amend the policy as required • To ensure that school teachers receive a regular appraisal of their performance • To appoint two or three governors to take responsibility for carrying out all aspects of the headteacher’s appraisal • To decide the timing of the performance review cycle for the headteacher • To appoint one or more review officers where a complaint is made by the headteacher about his/her performance review and the chair of governors has been involved in it.

STANDARDS AND TARGET SETTING

Responsibilities of headteacher	Responsibilities of governing body
To ensure that appropriate targets are set by teachers, and, where deemed necessary, the whole school so as to maintain high standards of attainment and achievement.	To monitor both the systems for target setting and monitoring outcomes and ensure that standards are high, in both absolute terms and, compared to similar schools both locally and nationally.

EXCLUSIONS

Responsibilities of headteacher	Responsibilities of governing body
The headteacher can suspend or exclude pupils in line with the current guidance; School suspensions and permanent exclusions - GOV.UK (www.gov.uk)	To set up a pupil discipline panel to review the use of suspensions and exclusions in the school and to decide whether or not to confirm all permanent exclusions and suspensions.

ADMISSIONS

Responsibilities of headteacher	Responsibilities of governing body
The headteacher formulates the policy following legal guidelines.	The governing body is the admissions authority. The authority is responsible for setting its admission policy and making the arrangements for admission appeals.

RE AND COLLECTIVE WORSHIP

Responsibilities of headteacher	Responsibilities of governing body
The headteacher shall ensure that religious education (RE) is provided in accordance with the school's basic curriculum.	The governing body shall exercise their functions with a view to ensuring that RE is provided in accordance with the school's basic curriculum.
The headteacher shall ensure that each pupil takes part in a daily act of collective worship.	The governing body shall exercise its functions with a view to ensuring that each pupil takes part in an act of collective worship each day.

SCHOOL PREMISES

Responsibilities of headteacher	Responsibilities of governing body
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<ul style="list-style-type: none"> • Day to day management of the school and day to day charge of who can enter the school premises. • To advise the GB where appropriate • Health and Safety - to comply with GB directions • To ensure free meals are available for all Infant School pupils 	<ul style="list-style-type: none"> • To control the use of the school premises both during and outside the school day • To decide on what charges to levy where external providers want to use the school premises • To agree a health and safety policy, monitor risk assessments and set up arrangements to manage health and safety • To ensure pupils receive appropriate medical care where required • To direct that free meals are provided for all Infant School pupils
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GOVERNING BODY DECISION PLANNER

This planner shows top which level a governing body may legally delegate functions and the delegation approved by the governing body of School.

KEY Level 1:

Members (M), Governing Body (GB), Appropriate Committee or Panel (P)

Level 2

A panel or committee of the Governing Body: Finance & Operations (FO), Provision (PRO), Audit Committee (AC)

Level 3

Headteacher (HT)

Key Function	Action Tasks	Decision Level			
		LEV 1	LEV 2	LEV 3	
Finance	To approve the budget and mid-year revision	GB			
	To monitor income, expenditure, cash flow and balance sheet		F&O		
	Miscellaneous financial decisions (e.g. write-offs)		F&O		
	To investigate financial irregularities (headteacher suspected)	P			
	To investigate irregularities (other suspected)		AC		
	To enter into contracts above £10K		F&O		
	To enter into contracts below £10K			HT	
	To approve the Financial Procedure Manual		F&O		
	To sign the interim financial reports		F&O		
	To sign the Annual Report and Accounts	GB			
	To receive the Annual Report and Accounts	M			
	To appoint auditors for the school's accounts	GB			
	To appoint a Responsible Officer	GB			
	To approve the RO duties and Audit Plan		AC		
	Staffing	Headteacher appointment	P		
		Deputy head appointment (if applicable)	P		
Appoint other teachers				HT	
Appoint non-teaching staff				HT	
Annual Pay Policy			F&O		
Staffing Report			F&O		
Agree Staff Development Plan			GB		
Pay discretions			P		
Support staff pay policy			P		

	Establishing disciplinary /capability procedures		PRO	
	Dismissal headteacher	P		
	Dismissal other staff	P		
	Suspending	P		
	Suspending staff (except headteacher)	P		
	Ending suspension headteacher	P		
	Ending a suspension (except headteacher)	P		
	Determining dismissal payments / early retirement		F&O	
	Determining staff complement		F&O	
Curriculum	To draft policies			HT
	To implement curriculum policy			HT
	To agree or reject and review curriculum policy	GB		
	Responsible for standards of teaching			HT
	To decide which subjects should be taught			HT
	Responsibility for individual child's education			HT
	Provision of Relationships education	GB		
	To prohibit political indoctrination	GB		
	To draw up a charging and remissions policy for activities		F&O	
PM	To establish a performance management policy		F&O	
	To draft and implement the performance management policy			HT
	To review annually the performance management policy			HT
Target Setting	To publish pupil achievement	GB		
Exclusions	To decide a discipline / behaviour policy*			HT
	To exclude a pupil for one or more fixed terms			HT

	To review the use of exclusion		PRO	
	To direct reinstatement of excluded pupils	P		
Admissions	To appeal against LA directions to admit pupil(s)	GB		
RE	Responsibility for ensuring provision of RE	GB		
	Decision to provide RE in line with locally agreed syllabus	GB		
Worship	To ensure pupils take part in a daily act of collective worship			HT
	Arrangements for collective worship	GB		
Premises	Insurance GB seek advice from trustees where appropriate		F&O	
	Short-medium term strategy and Asset Management Plans		F&O	
	Medium-long term strategy (major capital works)	GB		
	Health and safety policy		F&O	
	To ensure compliance with health and safety regulations			HT
	To set a charging and remissions policy*		F&O	
	To set a security policy		F&O	
Organisation	To propose any amendments to the Funding Agreement	M		
	To publish proposals to change category of school	M		
	Action Plan following OFSTED inspection	GB		
	Set times of school sessions and the dates of school terms	GB		
	To set a clear vision, ethos and strategic direction	GB		
Information	To prepare and publish the school prospectus		HT	
	To ensure provision of free school meals			HT
Procedures	To appoint (and remove) the chair and vice-chair	GB		

	To appoint and dismiss the Company Secretary or Clerk	GB		
	To hold a governing body meeting at least once a term	GB		
	To appoint and remove co-opted governors	GB		
	To set up a Register of Governors' Business Interests	GB		
	To set up and approve a Governors' Allowances Policy	GB		
	To discharge duties by appointing a SEND Governor	GB		
	To consider whether to exercise delegation of functions	GB		
	To regulate the GB's procedures (where not set out in law) *	GB		
	To review terms of reference and membership of panels	GB		
	To review the Risk Register during every committee meeting and propose changes		AC F&O PRO	
	To amend the Risk Register	GB		
	To consider forming a multi academy trust	GB		
	To consider requests from other schools to join a MAT	GB		
	To leave a collaborative partnership or multi academy trust	GB		
Extended School Provision	To decide to offer additional activities	GB		
	To put into place the additional services provided			HT
	To ensure delivery of services provided			HT
	To cease providing extended school provision	GB		
Academy	Annual Report to EFA by 4 months after Y/E	GB		

	Annual Report to Companies House by 9 months after Y/E	GB		
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Terms of Reference for the Members

Membership	<p>At least 3 and up to 6 members</p> <ul style="list-style-type: none"> • Where agreed by the Members, the Chair and Vice Chair of CKIS GB may also be a Member
Attendees	<p>Those that can be invited, with no voting rights:</p> <ul style="list-style-type: none"> • Any Governor • The Head Teacher • The School Business Manager • Presenting guests and external partners
Quorum	At least 3 from the specified membership above
Chair	To be elected and appointed on an annual basis at the Annual General Meeting (AGM)
Meetings	A minimum of one meeting a year will be held, being the AGM
Clerking	The appointed clerk, or a member of the Members' group if the clerk is unable to attend the meeting, shall collate and provide all papers at least 7 working days ahead of the meeting and will record all proceedings at each meeting.
Reporting	Draft minutes will be circulated to the Chair for approval and will be made available to all Members thereafter.
Review	The Terms of Reference for this group, including the trust's Scheme of Delegation, will be reviewed annually by the Members, in conjunction with the Board of Directors.

Terms of Reference and Delegated Powers

Purpose

- Appoint further or replacement Members as appropriate.
- Consider whether any amendment to the Articles of Association is necessary or desirable, ensuring that the trust's executive team obtains any required consents to and amendments proposed.
- Appoint external auditors to the trust and satisfy itself that the audited accounts represent an accurate portrayal of the trust.
- Appoint and remove Governors (other than those Governors who are co-opted in accordance with Article 58), planning for succession and assessing the performance of the Directors in each year.
- Ensure that the Company Secretary maintains a register of Members and a register of Members' interests, available for inspection at the trust's registered office.
- Ensure that the business of CKIS is carried on in accordance with the objectives of the trust and satisfy itself that the governance structure operates appropriately.

Accountability

- The Secretary of State for Education
- Department for Education
- Education and Skills Funding Agency (ESFA)
- Regional Schools Commissioner (RSC)
- Companies House
- Charities Commission

Compliance

All Members hold joint accountability and liability in terms of being:

- a charity trustee and following Charity Commission legislation
- compliant with the principles of general and corporate law including, but not limited to: safeguarding, GDPR, Equal Opportunities, Health and Safety at Work and Fire Regulatory Reform Order.

Governance

- Articles of Association

Guiding

- Master Funding Agreement
- Supplementary Funding Agreements

Documents

- Academy Trust Handbook
- Financial Delegated Authorities
- Governors' Handbook (most-up-to date version)
- DfE Competency Framework

Communication

- Annual General Meeting (start of academic year)
- Chair of Governors report to the Members, as appropriate

- Annual Report in Audited Accounts
- Receiving and acting upon reports from the Governors, through the Chair

Confidentiality

- All matters discussed must remain confidential and shall not be discussed with any person or entity outside unless approved by the Chair of the Members
- No Member shall make any press release or statements relating to or on behalf of the school trust and Board without authority of the Board's Chair
- Minutes shall remain confidential until the Chair has signed them at the next meeting, unless they are marked as confidential and will be held securely by the clerk.

Managing

The Members will monitor and mitigate any conflict of interest:

Conflict

- Avoid conflict of personal and professional interests
- Ensure no personal benefit is the result of holding a member's position in the trust
- Any interests in transactions are declared and noted in Members' meeting minutes.

Terms of Reference for Governing Body Panels & Committees

Terms of Reference – Finance and Operations Committee

The Governors have established a Finance and Operations (F&O) Committee to support it, and specifically the Headteacher, in its responsibilities for the following matters:

- Finance – the drafting of budget plans, financial reporting and financial controls for the school
- Health and Safety, Buildings and Premises – buildings and grounds health and safety arrangements, asset management and safeguarding
- Personnel – statutory and contractual obligations, staff management and well-being.

The F&O Committee is a sub-committee of the Governing body.

1. Membership

- i. The F&O Committee will have no fewer than 6 members of whom at least 5, including the Committee's Chair will be Governors.
- ii. The Chair of the F&O Committee will be appointed by the Governors from any of its members.
- iii. All F&O Committee members will be non-executive and appointed to the F&O Committee by the Governors, on the recommendation of the Chair of the Governors. Ideally, at least one F&O Committee member shall be suitably financially qualified and have recent and relevant financial experience.
- iv. All appointments shall be made with due regard to the need to understand the school's objectives, structure and culture, and other legislative and accountability contexts within which it operates.

- v. The term of service for F&O Committee members will be for the period of their service as members of the Governors. F&O Committee members who are members of the Governors may stand down with the consent of the Governors and their service will discontinue if they no longer serve as members of the Governors.
- vi. The F&O Committee shall be entitled to co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience, with approval of the Governors.
- vii. Members should declare conflicts of interest not previously notified.

2. Secretary

- i. The Clerk of the Governors will act as secretary to the F&O Committee.

3. Quorum

- i. A duly convened meeting of the F&O Committee at which a quorum of four members is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the F&O Committee, so long as at least one is a member of the Governors.
- ii. The Chair of the Committee may nominate alternative Governors delegates if one or two of the members cannot attend a meeting.

4. Frequency of meetings

- i. The F&O Committee will meet at least 3 times a year at appropriate times in the reporting cycle, coordinated in advance of the Governors meetings so that it may receive the F&O Committee's report and recommendations from each meeting. A specific meeting will usually be convened expressly for the purpose of considering the annual accounts.

5. Attendance at F&O Committee meetings

- i. Members of the F&O Committee may ask any other officials of the school to attend to assist it with its discussions on any particular matter.
- ii. All meetings will be chaired by the Chair of the F&O Committee. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.
- iii. The F&O Committee may ask any or all of those who normally attend but who are not members to withdraw from the discussion of particular matters to facilitate open and frank discussion.

6. Notice of meetings

- i. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the items to be discussed and any relevant papers shall be sent to F&O Committee members and all other persons required to attend, no later than 5 working days before the date of the meeting.
- ii. In addition to its scheduled meetings, further meetings of the F&O Committee may be called by the secretary at the request of the Governors or the Headteacher

7. Minutes of meetings

- i. The secretary will arrange for a record of the proceedings and decisions of each meeting to be made, including the names of those present and in attendance and any declarations of conflict of interest.
- ii. The minutes of the meeting shall be approved by the F&O Committee at its subsequent meeting.

8. Duties and responsibilities

The F&O Committee's role is to support the Governors and Headteacher in matters of Finance, Health and Safety, Business and Premises and Personnel, including Kindergarten and Kids' Club, as follows:

Finance

- Drafting and monitoring an annual budget plan
- Drafting and maintaining a three year financial plan
- Ensuring that the Governing Body complies with the requirements of the Academies Handbook and other relevant regulation
- Ensuring adequate financial controls in consultation with the Audit Panel
- Ensuring that there is adequate control over the expenditure and reporting of restricted funds
- Monitoring and reviewing letting arrangements and rental fees

Health and Safety, Buildings and Premises

- Ensuring that Health and Safety issues are appropriately prioritised and advising the Governing Body on these priorities
- Overseeing arrangements for more major repairs and maintenance
- Making recommendations to the Governing Body on funding bids from the EFA
- Overseeing arrangements, including Health and Safety, for the use of school premises by outside users
- Ensuring maintenance and appropriate replacement of assets
- Ensuring safe keeping of deeds and documentation relating to assets

Personnel

- Ensuring all statutory and contractual obligations are met
- Maintaining and reviewing Staff Development, Appraisal, Capability and Pay Policies
- Advising the Governing Body on staffing structure, award of discretionary payments and relevant staff issues in accordance with the Pay Policy – all in consultation with the Headteacher
- Considering any appeal against a decision on pay grading or pay awards
- Reviewing staff work/life balance, working conditions and well-being
- Making recommendations to the Governing Body on personnel-related expenditure
- Monitoring staff appointments, deployment and training issues

9. Reporting responsibilities

The F&O Committee Chair will formally report to the Governors after each meeting. This will usually be done by submitting a copy of the draft minutes with the Chair highlighting any significant matters which the F&O Committee considers relevant to draw to the Governors' attention.

Terms of Reference - Provision Committee

Policies/documents:

- To approve all new policies in conjunction with the Headteacher;
- Be informed of reviews that incur major changes to any other policy;
- To ensure that all policies are kept up-to-date on the website. These include:
- Complaints (curriculum related);
- Behaviour & Discipline;
- EYFS;
- SEN&D;
- Relationships Education.

In addition, the GB have decided to issue a Home-School Agreement.

Areas of responsibility:

- To be informed about the EYFS and KS1 curriculums in general terms;
- To review progress on key priorities and curriculum action plans within the School Development Plan;
- To discuss any new curriculum initiatives and changes and report to the GB;
- To review standards, progress and data and review findings from School Improvement partner and any other external advisors
- To monitor governors' alignment reports and feedback from other visits;
- To monitor any inspection issues and associated action plans;
- To consider and advise the Governing Body (GB) on all matters relating to the Kindergarten (KG), Kids Club (KC) and all other extended services;
- To ensure that policies and procedures to safeguard and promote children's welfare are adhered to across the KDG, school and extended provision.
- To undertake tasks delegated by the GB with regard to any of the above;

Disqualification: None

Quorum: minimum of 4 (panel can determine higher number)

Terms of Reference – Audit Committee

The Governors have established an Audit Committee to support it, and specifically the Accounting Officer, in its responsibilities for ensuring the adequacy of risk management, internal control and governance arrangements. The Audit Committee will review the comprehensiveness of assurances for the Governors and Accounting Officer

and review the reliability and integrity of those assurances. The Audit Committee is a sub-committee of the Governing body.

1. Membership

- i. The Audit Committee will have no fewer than 3 members of whom at least 2, including the Committee's Chair will be Governors. The Chair of the Governors will not be a member of the Committee.
- ii. The Chair of the Audit Committee will be appointed by the Governors from any of its members except the Chair of the Governors.
- iii. All Audit Committee members will be non-executive and appointed to the Audit Committee by the Governors, on the recommendation of the Chair of the Governors. Ideally, at least one Audit Committee member shall be suitably financially qualified and have recent and relevant financial experience.
- iv. All appointments shall be made with due regard to the need to understand the school's objectives, structure and culture, and other legislative and accountability contexts within which it operates.
- v. The term of service for Audit Committee members will be for a period of 1 year, extendable for up to a maximum of a further 3 years at the discretion of the Governors. Audit Committee members who are members of the Governors may stand down with the consent of the Governors and their service will discontinue if they no longer serve as members of the Governors.
- vi. The Audit Committee shall be entitled to co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience, with approval of the Governors.
- vii. Members should declare conflicts of interest not previously notified.

2. Secretary

- i. The Clerk of the Governors will act as secretary to the Audit Committee.

3. Quorum

- i. A duly convened meeting of the Audit Committee at which a quorum of 2 members is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Audit Panel, so long as at least one is a member of the Governors.
- ii. The Chair of the Panel may nominate alternative Governors delegates if 1 or 2 of the members cannot attend a meeting.

4. Frequency of meetings

- i. The Audit Committee will meet at least 2 times a year at appropriate times in the reporting and audit cycle, coordinated in advance of the Governors meetings so that it may receive the Audit Committee's report and recommendations from each meeting. A specific meeting will usually be convened expressly for the purpose of considering the annual accounts.

5. Attendance at Audit Committee meetings

- i. Members of the Audit Committee may ask any other officials of the school to attend to assist it with its discussions on any particular matter.
- ii. All meetings will be chaired by the Chair of the Audit Committee. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.
- iii. The Audit Committee may ask any or all of those who normally attend but who are not members to withdraw from the discussion of particular matters to facilitate open and frank discussion.
- iv. The Audit Committee will meet with the external auditors in private at least once a year to ensure that there are no unresolved issues of concern and that full co-operation has been received.

6. Notice of meetings

- i. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the items to be discussed and any relevant papers shall be sent to Audit Committee members and all other persons required to attend, no later than 5 working days before the date of the meeting.
- ii. In addition to its scheduled meetings, further meetings of the Audit Committee may be called by the secretary at the request of the Governors, the Accounting Officer or the external auditor.

7. Minutes of meetings

- i. The secretary will arrange for a record of the proceedings and decisions of each meeting to be made, including the names of those present and in attendance and any declarations of conflict of interest.
- ii. The minutes of the meeting shall be approved by the Audit Committee at its subsequent meeting.

8. Duties and responsibilities

- i. The Audit Committee will maintain a rolling forward agenda of about one year which will be reported to the Governors on a regular basis.
- ii. The Audit Committee's role is to support the Governors and Accounting Officer, in monitoring the adequacy of the school's corporate governance and control systems through:
 - offering objective advice on issues concerning the risk, control and governance of the school and associated assurances provided by internal and external audit and other processes
 - constructively challenging, where and when appropriate, executive decisions to ensure that these are the best possible and achieve value for money in the light of the available evidence
- iii. The Audit Committee will review and advise the Governors and the Accounting Officer on the following matters:
 - the annual report and accounts (see below) and Governance statement
 - the adequacy of the school's assurance processes and how governance arrangements support achievement of the school's strategy and objectives
 - the plans for internal and external audit, including assessing priorities and promotion of understanding of the role of audit within the school
 - the results of internal and external audit work, including individual audits, progress, remedial actions and annual reports, and management letters
 - the adequacy of management responses to issues raised by internal and external audit; and implementation of internal audit recommendations and timescales
 - the adequacy of the school's assurance arrangements relating to the management of risk and corporate governance
 - the appointment of internal auditors
 - the performance of internal and external audit services
- iv. Considerations for the Audit Committee in respect of the school's annual report and accounts:
 - that the accounting policies in place are appropriate and comply with relevant requirements, particularly the Academies Financial Handbook
 - that there has been a robust process in preparing the accounts and annual report
 - whether the accounts and annual report have been subjected to sufficient review by management and by the Accounting Officer before they are reviewed and approved by the Governors
 - that when new or novel accounting treatments arise, whether appropriate advice on accounting treatment has been taken
 - whether there is an appropriate anti-fraud policy in place, and whether losses are suitably recorded
 - whether suitable processes are in place to ensure accurate financial records are kept

- whether suitable processes are in place to ensure regularity and propriety is achieved
 - whether issues raised by the External Auditors have been given appropriate attention
- v. The Committee should satisfy itself that the annual financial statements represent fairly the financial position of the school. Before the Accounting Officer signs off the Letter of Representation, the Committee should review it and give particular attention to non-standard issues of representation.

9. Reporting responsibilities

- i. The Audit Committee Chair will formally report to the Governors after each meeting. This will usually be done by submitting a copy of the draft minutes with the Chair highlighting any significant matters which the Audit Committee considers relevant to draw to the Governors' attention.
- ii. The Chair will provide an annual report to the Governors, timed to support the preparation of the annual governance statement, summarising its conclusions from the work it has done during the year.

10. Rights

- i. The Audit Committee shall be entitled to:
 - sufficient resources to carry out its duties, including access to the school's governance and business assurance resource
 - procure specialist ad-hoc advice at the expense of the school, subject to confirmation from the Governors that funds are available
 - seek any information it requires in order to perform its duties from any employee of the school
 - call any employee to be questioned at a meeting of the Audit Committee as and when required

Terms of Reference – Pay Panel

The role of the governing board in determining pay

The governing board has a responsibility to make pay determinations for all staff annually and is permitted to delegate this responsibility to a specific panel, known as the 'Pay Panel'. The Pay Panel should ensure that all pay determinations act in accordance with the school's pay policies and procedures, including adherence to any timings of pay determinations.

It is possible to have the same members within the Pay Panel who make pay determinations for the headteacher, and who hear the appeals of members of staff; however, schools are not able to have the same panel of governors consider the headteacher's pay, and appeals for the headteacher – this is also true for other staff members.

Membership and quorum

The Pay Panel will be appointed by the full governing board. The number is recommended to be three to ensure that there are enough members to hold a majority when voting on matters discussed by the Panel. Any paid employees of the school who are also governors are unable to be members of the Pay Panel. The headteacher is able to attend in an advisory capacity; however, they will not be present at their own pay determination.

Membership will be decided based on the outcome of the governing board's skills audit, and the governors with the required skills and knowledge will be appointed to the Pay Panel.

Only full members of the Panel who have been approved by the full governing board will have the right to vote on any matters.

Associate members may be members of the Pay Panel, but they will have no voting rights – they will only be able to advise on matters.

The quorum of the Panel will be one half of the numbers of the Panel rounded up to the nearest full number, i.e. two.

Term of office

The Panel will be appointed annually by the full governing board and shall hold office from either the date of their appointment until their resignation, or their omission from membership of the panel on subsequent consideration by the governing board – whichever occurs first.

Meetings

- The Pay Panel will meet as often as is necessary to fulfil its responsibilities, including in relation to timescales outlined in the school's pay policies and procedures.
- The chair of the Pay Panel, or any two Pay Panel members, may call unscheduled meetings as long as appropriate notice of at least seven days is given to the other members. A shorter notice may be given where the chair of the Pay Panel decides a particular pay or appeals issue requires addressing immediately.
- The frequency and dates for Pay Panel meetings will be considered before the first Autumn term of the school year.
- The chair to the Pay Panel will circulate an agenda, copies of minutes of the previous Pay Panel meeting, and any papers to be considered, no fewer than five working days prior to the meeting.
- One member will take minutes of the meeting, which will then be circulated to the Pay Panel members. These will be approved, by the chair of the Pay Panel, as accurate representations of the meeting before they are handed to panel members.
- Minutes of the Pay Panel will be regarded as confidential and stored securely.
- The Pay Panel may invite non-members to meetings to assist or advise on a particular matter or issue. These additional attendees will not be entitled to vote on any matters.
- Every matter to be decided upon will be determined by a majority vote – where there is an equal division of votes, the chair will have the deciding vote. Each member of the Pay Panel who is present at the meeting will be entitled to one vote – absent members will not be able to take part in the voting process.
- A register of attendance shall be kept for each meeting and will be published on an annual basis.

Calendar of business

The Pay Panel will meet at least three times a year. The items of business that may be discussed during the meetings are outlined below.

Meeting 1

- Elect a chair of the Pay Panel.
- Confirm meeting dates, if these have not already been established at the end of the previous academic year.
- Review the Pay Panel membership and plan to fill any vacancies.

- Make determinations in respect of the audit of performance management and pay for the academic year, nominating a member to undertake the annual audit if applicable.
- Revise headteacher recommendations for teachers' pay progression decisions, in line with the time scales outlined in the school's pay policies and procedures.
- Make pay determinations for teachers, in line with the time scales outlined in the school's pay policies and procedures.
- Request that salary statements are issued to teaching staff to confirm panel determinations.
- Receive headteacher recommendations for support staff pay determinations, in line with the time scales outlined in the school's pay policies and procedures.

Meeting 2

- Make determinations to the headteacher's pay, in line with the time scales outlined in the school's pay policies and procedures.
- Request that a salary statement is issued to the headteacher to confirm panel determinations.
- Complete a notification form to provide details of the headteacher's pay determination to payroll (to be completed by the chair of the panel).

Duties

General

- To establish terms of reference for the Pay Panel and review these on an annual basis.
- To deal with all matters relating to salaries and performance management that may be referred by the governing board.
- To keep up-to-date with any relevant legislation and advise the governing board of when policies need to be revised.
- To minute all meetings and report all decisions to the full governing board as a confidential item.
- To seek professional advice as necessary.
- To attend relevant training when appropriate.
- Review of Pay Policy as required.

Staff members' performance review

- To prepare and submit the governing board's recommendations for pay and performance determinations.
- To annually determine, as required by the most up-to-date edition of the DfE's 'School teachers' pay and conditions document', the salaries of the teaching staff.
- To annually review the salaries of all staff and, where appropriate, take the advice of the headteacher in relation to the meeting of performance objectives.
- To annually determine, in accordance with the pay policy and within the salaries budgeting strategy, the salaries of support staff.
- To support the headteacher with the annual report to the governing board, in relation
- to performance management arrangements and pay progression.
- To fairly apply the criteria related to discretionary payments.
- To agree the awarding of teaching and learning responsibility points.
- To ensure that all staff members are notified of any decisions made relating to pay.
- To follow the principle of confidentiality in relation to staff pay.

- To ensure that statutory and contractual requirements are applied appropriately to all staff members.

Appeals

Appeals are undertaken by an 'Appeal Panel'.

Authority

The Appeal Panel is authorised by the governing body to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from any employee, with all employees directed to cooperate with any request made by the panel.
- Obtain any external legal or independent professional advice, where necessary.