

# Windsor Learning Partnership: 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
- The respective roles of the Trustees, Local Governing Body, and the Headteachers

Approved by: Board of Trustees  
Approved on:  
Next Review date: Summer 2017 for 2017/18 academic year  
Responsibility for review: Chief Executive

## 1. Introduction and statement of intent

1. The Academy Trust believes that:
  - a. The Board of Trustees should focus upon strategy and policies for the overall trust that would enhance student performance, operational efficiency, or learning between academies;
  - b. Strategic / policy decisions affecting an individual academy should be taken by Local Governing Body;
  - c. Operational and managerial decisions should be delegated to the Headteacher of each academy; and
  - d. The Headteacher should delegate operational decisions among their staff with a view to keeping decision making as close as possible to the operational impacts as possible

## 2. Scope and applicability

2. This policy outlines the framework for decision making within the Academy Trust. It applies to all Trustees, governors, and staff.

## 3. The Articles of Association

3. The following are the relevant clauses from the Articles of Association that outline what can, and can not, be delegated.
  - Article 93: “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 Trustees who may exercise all the powers of the Company.”
  - Article 100: “Subject to these Articles, the Trustees:
    - may appoint committees to be known as Local Governing Bodies for each Academy (and the same Local Governing Body may be appointed for more than one Academy);; and
    - may establish any other committee.”
  - Article 101: “Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Trustees. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.”
  - Article 105: “The Trustees may delegate any of their powers or functions (including the power to sub-delegate) to any Trustee, committee (including any Local Governing Body), the Chief Executive Officer (where one is appointed) or Principals or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the Trustees may impose, and may be revoked or altered.”
  - Article 105A: “A Trustee, committee (including any Local Governing Body), the Chief Executive Officer (where one is appointed), the Principals or any other holder of an executive office to whom a power or function of the Trustees is delegated under Article 105 may further sub-delegate those powers or functions (or any of them) to a further person. Where any power or function of the Trustees is sub-delegated by any person to whom it has been delegated, that person must inform the Trustees as soon as reasonably practicable which powers and functions

have been further delegated and to whom, and any such sub-delegation shall be made subject to any conditions the Trustees may impose, and may be revoked or altered.”

- Article 106: “Where any power or function of the Trustees has been exercised by any committee (including any Local Governing Body), any Trustee, the Chief Executive Officer (where one is appointed) or Principals or any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trustees immediately following the taking of the action or the making of the decision.”
  - Article 107: “The Trustees shall appoint the Chief Executive Officer (where one is to be so appointed) and the Principals of the Academies. The Trustees may delegate such powers and functions as they consider are required by the Chief Executive Officer (where one is appointed) and the Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees) and for the direction of the teaching and curriculum at the Academies.”
4. The Board of Trustees will not delegate any functions relating to:
- the constitution of the Trust;
  - the appointment or removal of the chair and vice-chair of the Board;
  - the appointment of the clerk to the Board;
  - the suspension of Trustees;
  - the establishment of committees.
5. The Academy Trust uses the terms:
- Trustees to describe individuals who have the right to vote at Board meetings and who are registered as Directors at Companies House;
  - Governors to describe individuals who have the right to vote at Local Governing Body meetings; and
  - Headteacher rather than Principal.

## **4. Responsibilities under the policy**

### **Board of Trustees**

6. The Board of Trustees is able to exercise all of the powers of the Academy Trust. It is responsible for the performance of the Trust.
7. The Board of Trustees will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but may also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best solution for the Trust.
8. The Board must designate a named individual as its accounting officer. The accounting officer is responsible to the Board for the overall management of the Trust and personally responsible to Parliament for the resources under their control. The Headteacher of Windsor Girls’ School shall be the accounting officer of the Academy Trust and will fulfil the role of Chief Executive.
9. 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 Business Manager at The Windsor Boys’ School is the CFO.

## Committees and sub-committees

10. The Board of Trustees may establish a structure of Committees as appropriate. These Committees will act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them by the Board of Trustees.
11. The Board of Trustees shall establish the following committees to operate across the Trust:
- a. Local Governing Body for Windsor Girls' School with the following sub-committees:
    - i. Standards
    - ii. Resources
  - b. Local Governing Body for The Windsor Boys' School with the following sub-committees
    - i. Standards
    - ii. Resources
  - c. Local Governing Body for Dedworth Middle School
  - d. Local Governing Body for Dedworth Green First School
12. The terms of reference for each committee is outlined in Appendix Four.
13. Committees are expected to meet at least three times a year, with additional meetings if required. The functions and proceedings of the committees are subject to regulations made by the Trustees from time to time pursuant to the powers contained in the Articles of Association.
14. Each committee and sub-committee will elect a Chair from amongst its number. The Chair of any committee established at 'Trust level' must be a Director. Each committee will establish its clerking arrangements.
15. Each Local Governing Body shall set its own composition. A LGB shall not include more than 13 individuals, and that must include:
- a. Headteacher, ex-officio
  - b. At least one, and at most two, staff Governors
  - c. At least three, and at most five, parent Governors
  - d. At least three, and at most six, community Governors
  - e. If the Board of Trustees had concerns about the performance of the academy it would be able to appoint additional Governors if necessary
16. Any committee or sub-committee may co-opt additional committee members who are not Trustees or governors, but either Trustees or members of a Local Governing Body must constitute a majority of the committee. The committee or sub-committee will decide whether individuals who are not Trustees or Governors are able to vote, but Trustees and Governors must be a majority of those individuals voting on any particular issue.
17. A committee may choose to establish its own committees; any such committee will act in an advisory capacity to the committee that established it unless it has been formally delegated powers.
18. The following is the anticipated annual schedule of meetings (Note – LGB Sub-Committee meetings will only take place at schools with those sub-committees):

Autumn term	Spring term	Summer term
LGB Standards 1 LGB Standards 2 LGB 1	LGB 2 LGB Standards 4	Board Audit 2
Half-term		
LGB Pay 1 LGB Resources 1 Board Audit 1 LGB Standards 3 Board of Trustees 1	LGB Resources 2 LGB Standards 5 Board of Trustees 2	LGB Resources 3 LGB 3 Board of Trustees 3

Each committee and sub-committee will determine the dates and timings of its meetings for the academic year to maximise attendance and effectiveness.

### **Chief Executive Officer**

19. The CEO shall be accountable to the board of directors for setting the overall strategic direction for Windsor Learning Partnership and shall ensure the communication of its vision and strategic priorities to staff in the academies within the trust to ensure clarity on priorities and direction across the trust.
20. The CEO shall provide Leadership and Management to Headteachers and Senior Leadership Teams of academies within WLP.
21. The CEO will establish and lead a headteachers' forum.
22. The terms of reference for the headteachers' forum is outlined in appendix 4.
23. The headteachers' forum is expected to meet twice a term (6 terms).

### **Headteachers and staff**

24. The Headteachers are responsible for the internal organisation, management and control of their academy, for advising on and implementing the Trust's strategic framework, for the implementation of all policies approved by the Trustees or LGB and for the direction of the teaching and the curriculum within the trust. For these purposes the Trustees shall delegate those powers and functions required by the Headteachers.
25. The Headteachers will work together to recommend trust-wide strategy and policy to the Trustees and to ensure that the trust fulfils its charitable objects.
26. The Headteacher will formulate aims and objectives and policies and targets for the LGB and Trustees to consider, and to report to the LGB on progress at each meeting in accordance with a schedule drawn up annually with the Chair of the LGB. The Headteacher will work closely with the senior management team to this end.
27. The Headteachers and staff are accountable to governors and Trustees for the academy's performance, and governors and Trustees will be prepared to explain its 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.
28. The Headteachers will comply with any reasonable direction by the LGB or Board when acting on the Trust's behalf.
29. The Headteachers will agree and monitor appropriate delegations of authority with other staff.

## **5. Performance and Risk based approach to delegation**

30. The Academy Trust believes that delegation of functions and levels of delegation should relate to the performance and risk associated with the delegation. High performing schools, with strong and stable leadership, should have the higher levels of delegation.
31. Accordingly, Appendix One includes 'standard' delegations and 'variable' delegations. Schools that are performing well and with normal levels of risk will receive the 'standard' delegation. If schools are not performing as well, or are considered higher risk, they may have reduced delegation in specified areas to reflect their current situation.
32. The Board may vary the level of financial delegation from the 'standard' delegation that is set out in Appendixes One and Two.
33. The Board will determine the appropriate levels of delegation for each LGB or postholder.
34. The Board will make its decisions based upon any or all of the following:

- a. External evaluations, which may be of educational performance (such as Ofsted), financial management (such as audit processes or the EFA), or operational management (such as Health and Safety inspections).
- b. Information available within the academy trust, such as student progress, financial monitoring, staffing information etc
- c. Changes in staffing at a school, in particular of its senior leadership – for example, the change from an experienced Headteacher to a first-time Head of School could increase the risk associated with the school for a period while the new Head of School becomes established.
- d. The advice of the Chief Executive.

35. The table below details the current areas of 'variable delegation' applying to each school. These will be reviewed as appropriate, and at least annually through the review of this Scheme of Delegation.

<b>School</b>	<b>Areas of variable delegation</b>
Dedworth Green First School	None
Dedworth Middle School	None
The Windsor Boys' School	None
Windsor Girls' School	None

## **6. Appendices**

Appendix One: Decision and Responsibility Matrix

Appendix Two: Financial delegations

Appendix Three: Policy grid

Appendix Four: Committee Terms of Reference

## Appendix One: Decision and Responsibility Matrix

The following table sets out all the main academy functions. For each function it suggests a decision level. The decision levels are:

**BoT** – Board of Trustees or a committee with delegated powers

**LGB** – Local Governing Body or a sub-committee with delegated powers

**CEO** – Chief Executive

**AO** – Accounting Officer

**HT** – Headteacher of an academy within the Trust

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

**BSM** - Business Support Manager of the Trust via the Headteacher or CEO.

A = Accountable via delegated powers from Board of Trustees

R = Responsible for undertaking the activity and reporting to the Accountable individual / Committee

Note: Actions taken by a properly constituted committee, or delegated to an individual director or to CEO / Headteacher, are taken on behalf of the Board of Trustees.

		Standard delegation						Potential variation
		BoT	LGB	CEO / AO	HT	CFO	Business Support Manager	
<b>Governance</b>	Appointing / removing the Chair and Vice-Chair of Board of Trustees	✓						
	Appointing / dismissing the clerk to the Board of Trustees	✓						
	Appointing / dismissing the clerk to a Committee						Each committee	
	Appointing the Chair of a committee, Local Governing Body, or sub-committee						Each committee	Board appoint Chair of LGB / Committees
	Appointing and removing co-opted Trustees	✓						
	Establishing additional committees or Working Groups etc (including Terms of Reference and membership)	✓ Trust level	✓ School level					Board remove LGB ability to sub-delegate / create committees etc.
	Reviewing the committee structures and any delegated powers at least annually	✓						
	Approving the Scheme of Delegation (including the “policy grid” to determine who approves each policy)	✓						

		BoT	LGB	CEO / AO	HT	CFO	BSM	Potential variation
	Approving the safeguarding policies and procedures	✓						
	Approving the Health and Safety policies and procedures	✓						
	Approving and circulating the Annual Report	✓						
	Determine whether other school(s) should join the Trust	✓						
	Propose and determine changes to the school age-range, or the addition / removal or nursery or SEN provision	✓						Board make these decisions
	Approving financial procedures (including treasury and accounting policies)	✓						
<b>Financial and Operational Management</b>	Ensuring that the financial procedures are implemented effectively			AO		✓	✓	
	Maintaining accurate, reconciled and up to date financial records			AO			✓	
	Establishing and maintaining asset registers						✓	
	Ensuring that any disposal of assets complies with the financial procedures	✓A					✓	
	Maintaining a register of pecuniary and business interests of governors and staff						✓ for Staff	Clerk for BoT/ LGB
	Establishing and maintaining procedures for effective audit	✓ A					✓	
	Receiving reports from audit inspections and the resulting Action Plan	✓					✓	
	Ensuring appropriate insurance arrangements	A					✓	
	Determining the approach to cross-charging / top-slicing (and use of any surplus)	✓					✓	
	Approving the budget each financial year in accordance with DfE timeframes	✓						
	Approving banking arrangements	A			✓			✓
	Monitoring and reviewing the Trust's actual financial performance throughout the year and at year end	A					✓	✓
	Monitoring and reviewing a school's actual financial performance throughout the year and at year end	Termly	Termly	Monthly	Monthly			FM day to day

		BoT	LGB	CEO / AO	HT	CFO	BSM	Potential variation
	Ensuring that all virements comply with the financial procedures			AO				Alter levels of school financial authority
	Establishing and implementing procedures for staff, governors and Trustees to claim expenses			AO			✓	
	Approving a lettings policy and fees		✓		Involved			
	Ensuring that any writing off of debts complies with the financial procedures	A		✓		✓	✓	
	Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures	A			✓		✓ FM local	Alter levels of school financial authority
	Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity and quality standard						FM day to day	Alter levels of school financial authority
	Retaining the appropriate financial records, and storing them appropriately, to comply with legal and / or DfE requirements						✓	
	Approving applications for Business / Credit Cards	A			✓		FM day to day	
	Complying with VAT and CIT regulations	A					FM day to day	
	Investigating potential financial irregularities (not involving a Headteacher, or CFO or CEO)			✓				
	Investigating financial irregularities (involving a Headteacher, or CFO or CEO )	✓						
	Establishing a Buildings Maintenance strategy	RA					✓	HT responsible for day to day management
	Ensuring compliance with Health and Safety legislation	A		CEO overall	✓ school			
	Approving the academy day and year		✓					
	Approving the overall staffing establishment for the trust	✓						
HR / staffing	Approving the overall staffing establishment for a school		✓	Involved	Involved			Require Board approval
	Establishing and managing payroll						FM day to day	
	Appointing the CEO and CFO	✓						LGB involved in HT recruitment
	Appointing Headteachers	Involved	Involved	✓				

Performance management of the CEO	✓							
Performance management of the Headteachers (including salary)	✓ Lead	✓ Involved	Involved as SIP					
	<b>BoT</b>	<b>LGB</b>	<b>CEO / AO</b>	<b>HT</b>	<b>CFO</b>	<b>BSM</b>	<b>Potential variation</b>	
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 that are within the approved staffing establishment (i.e. like for like replacements or approved new posts)			Involved	✓				CEO decision
Appointing staff who directly report to the CEO or Headteacher	Involved if trust	Involved if school	✓	✓				
Appointing other teaching staff (including NQTs)				✓				CEO decision
Appointing other support staff			✓ Trust	✓ School		BSM / FM involved as necessary		CEO decision
Approving HR policies	✓							
Implementing, monitoring, reviewing and proposing amendments to the HR policies			✓	✓		✓		
Initiating a review of staffing structures / arrangements (including teaching and support staff)			✓	Involved				CEO or HT to initiate as appropriate (CEO approval if to include Leadership / TLR posts, and prior to consultation)
Approval to implement changes to staffing structures / arrangements	✓	Involved	Involved	Involved				Board if include Leadership / TLR; LGB if other
Suspending or dismissing the CEO, CFO or a Headteacher(s)	✓	Involved for HT	Involved for HT			LGB involved as appropriate		
Suspending staff besides the CEO, CFO or a Headteacher			Involved	✓				CEO decision
Dismissing staff besides the CEO, CFO, or a Headteacher			Involved	✓				

	Approving any leaving payments (redundancy, dismissal, early retirement) in accordance with trust policy			✓	Involved		Report to LGB / BoT as appropriate	CEO decision
		<b>BoT</b>	<b>LGB</b>	<b>CEO / AO</b>	<b>HT</b>	<b>CFO</b>	<b>BSM</b>	<b>Potential variation</b>
<b>Student development</b>	Excluding a pupil (fixed term)				✓			CEO decision or require CEO involvement
	Excluding a pupil (permanently)			Involved	✓			
	Consulting on and determining an admissions policy for the academy		✓					
	Determining who will be offered a place in accordance with the admissions policy (including in-year admissions)		✓					
	Objecting to a SEN Statement naming the academy				✓			CEO decision or require CEO involvement
	Ensuring that there is a daily act of collective worship where required by the Funding Agreement				✓			
	Ensuring that the curriculum complies with the legal and Funding Agreement requirements			✓	Involved			
	Implementation of educational policies				✓			
	Receiving any external assessments of academy performance and developing any associated Action Plan	Involved	✓					
	Ensuring the provision of free school meals to eligible pupils				✓			
Approving the progress and attainment targets for the school	✓ Approve	✓ Propose						

## Appendix Two: Financial delegations

Role	Bank forms and government returns	Cheque Signing / BACS Approval *	Purchasing, Procurement and Contract Processing	Budget / Virements
Board of Trustees	<ul style="list-style-type: none"> <li>Approve government returns</li> <li>Approve banking arrangements</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Approve all orders and contracts above valued delegated to LGB</li> <li>Approve waivers requiring the specified number of quotations / tenders for contracts of any value</li> <li>Approve annual staffing establishment</li> </ul>	<ul style="list-style-type: none"> <li>Approve and monitor budget</li> <li>Approve virements over values delegated to LGB</li> </ul>
Local Governing Body (full)	<ul style="list-style-type: none"> <li>Approve bank mandate for school account (if no Resources sub-committee)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Approve orders and contracts between Headteacher / LGB Resources limit and £100k (Upper Schools), and £50k (Middle and First schools)</li> <li>Approve any necessary procurement waivers for urgent contracts for the same values as for orders and contracts</li> </ul>	<ul style="list-style-type: none"> <li>Approve virements up to £100k (Upper schools) and £50k (Middle and First schools)</li> <li>Monitor revenue and capital budgets</li> </ul>
LGB Resources sub-committee (Upper Schools only)	<ul style="list-style-type: none"> <li>Approve bank mandate for school account</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Chair of LGB Resources: Approve expenses of the Headteacher</li> <li>Approve establishment of new permanent staff posts</li> <li>Approve orders and contracts between £25k and £50k</li> <li>Approve any necessary procurement waivers for urgent contracts for the same values as for orders and contracts</li> </ul>	<ul style="list-style-type: none"> <li>Monitor revenue and capital budgets</li> </ul>
Headteacher	<ul style="list-style-type: none"> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Cheque / BACS approver / signatory</li> </ul>	<ul style="list-style-type: none"> <li>Approve purchase orders and contracts up to £25k (Upper schools), up to £20k (Middle schools), and up to £15k (First schools)</li> <li>Approve staff expenses</li> <li>Authorise new starts / payroll amendments</li> <li>Approve establishment of new temporary staff posts</li> </ul>	<ul style="list-style-type: none"> <li>Approve unlimited virements between staffing budgets</li> <li>Approve virements up to £20k (Upper schools) and £10k (Middle and First schools) for other budgets</li> </ul>
Deputy / Assistant Headteacher(s)	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Cheque / BACS approver / signatory</li> </ul>	<ul style="list-style-type: none"> <li>Authorise monthly payroll</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Business Manager	<ul style="list-style-type: none"> <li>Prepare and submit returns</li> <li>Prepare and submit VAT returns</li> </ul>	<ul style="list-style-type: none"> <li>Cheque / BACS approver / signatory</li> </ul>	<ul style="list-style-type: none"> <li>Approve purchase orders up to £5k</li> <li>Certify goods receipt and authorise invoices for payment**</li> <li>Authorise monthly payroll***</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

\* All cheques/BACS approval must have two signatories. These provisions apply to all accounts, public or private, operated by or on behalf of the Trust.

\*\* Any person who receives goods and certifies invoices for payment shall be independent of those who negotiated prices and terms and placed the official order

\*\*\* There needs to be a separation of duties between processing payroll adjustments and authorising payroll; if the FM is to process adjustments then authorisation needs to be by another authorised member of staff such as Finance Manager, or member of the Senior Leadership Team.

## Appendix Three: Policy grid

Theme	Policy	Type of policy			Approval process	Owner	On web?	Next review	Review period	Notes
		Single for trust	Parts A and B *	School determined						
Governance	Articles of Association	✓			BoT	CEO				
Governance	Governor allowances	✓			BoT	CEO				
Governance	Single Central Record					BSM			Ongoing	Consistent template
Governance	Register of Interests					BSM Clerk			Annual	Annually or as changes for each individual
Governance	Scheme of Delegation (including committees and Terms of Reference)	✓			BoT	CEO	X		Annual	
Governance	Financial Procedures / Accounting policies (including investment, Governor / Trustee allowances, donations, anti-fraud, anti-bribery, gifts and hospitality, procurement.)	✓			BoT	CEO	X		Annual	
Governance	Charging and Remissions Policy	✓			BoT	CEO				
Governance	Lettings			✓		BM	✓		3 years	
Governance	Health and Safety		✓		BoT	BM	X		3 years	
Governance	Complaints	✓			BoT	CEO	✓		3 years	
Governance	Data Protection and Retention / Privacy	✓			BoT	BSM	✓		2 years	Annual registration
Governance	Business Continuity / Crisis Management / Disaster Recovery / Critical Incident		✓		BoT Part A / LGB Part B	BSM	X		Annual	
Governance	Equality (including the info / targets, and including accessibility plan)		✓		BoT Part A / LGB Part B	BSM	✓		See notes	Policy every four years; information annually

Theme	Policy	Type of policy			Approval process	Owner	On web?	Next review	Review period	Notes
		Single for trust	Parts A and B *	School determined						
Governance	Whistleblowing	✓			BoT	CEO	✓		3 years	
Governance	Freedom of Information publication policy	✓			BoT	BSM	✓		3 years	
Governance	Admissions Policy		✓		BoT Part A / LGB Part B	HT			3 years	
Governance	Accessibility Plan		✓			Premises Manager	✓		3 years	
Governance	Managing contractors	✓			BoT	BSM			3 years	
Governance	Premises Management	✓			BoT	BSM			3 years	
Governance	Fire safety		✓		BoT Part A / LGB Part B	Premises Manager			3 years	
Education	Assessment, Marking and Reporting		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Curriculum Policy		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	SEND		✓		BoT Part A / LGB Part B	HT	✓		2 years	Legislation requires GB + annual review
Education	More able		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Sex and relationships		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Pupil Premium Grant / FSM – value for money statement		✓		BoT Part A / LGB Part B	HT	✓		Annual	
Education	Teaching and Learning (principles, expectations, lesson planning)		✓		BoT Part A / LGB Part B	HT	X		2 years	

Theme	Policy	Type of policy			Approval process	Owner	On web?	Next review	Review period	Notes
		Single for trust	Parts A and B *	School determined						
Education	Home Learning Policy		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	EYFS policy		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	British Values statement		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	E-safety policy		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Social media		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Educational visits		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Education	Local Offer		✓		BoT Part A / LGB Part B	Inclusion Manager	✓		2 years	
Students	Behaviour (including rewards and sanctions, anti-bullying, and exclusions)		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Students	Attendance (including holidays)		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Students	Safeguarding / Promoting Welfare and Child Protection		✓		BoT	HT	✓		Annual	
Students	Home – Academy agreements			✓	LGB	HT	✓		2 years	
Students	Uniform			✓	LGB	HT	✓		2 years	
Students	School Rules			✓	LGB	HT	✓		2 years	
Students	Supporting pupils with medical conditions (including First Aid and Medical Treatment)		✓		BoT Part A / LGB Part B	HT	✓		2 years	

Theme	Policy	Type of policy			Approval process	Owner	On web?	Next review	Review period	Notes
		Single for trust	Parts A and B *	School determined						
Students	Extended Schools		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Students	Well-being (including drug and alcohol misuse)		✓		BoT Part A / LGB Part B	HT	✓		2 years	
Staff	Recruitment	✓			BoT	CEO	X		3 years	
Staff	Induction and probation	✓			BoT	CEO	X		3 years	
Staff	Remuneration (including expenses, overtime, and teachers pay etc)	✓			BoT	CEO	X		3 years	Annual update
Staff	CPD	✓			BoT	CEO	X		3 years	
Staff	Disciplinary	✓			BoT	CEO	X		3 years	
Staff	Grievance	✓			BoT	CEO	X		3 years	
Staff	Performance Management (appraisal and capability)	✓			BoT	CEO	X		3 years	
Staff	Pay Policy		✓		BoT	CEO	X		3 years	Annual update
Staff	Allegations against a member of staff	✓			BoT	CEO			3 years	
Staff	Attendance (including sickness, maternity, weather, other leave etc)	✓			BoT	CEO	X		3 years	
Staff	Code of conduct (including alcohol / smoking, bullying, internet use, equipment use)	✓			BoT	CEO	X		3 years	
Staff	Managing change (including redeployment, redundancy, retirement)	✓			BoT	CEO	X		3 years	

\* Part A (policy) and Part B (procedures) where the policy is consistent across the trust but procedures may vary between the schools.

## Appendix Four: Committee Terms of Reference

### General notes

All committees have the following responsibilities. To:

- receive reports from members of staff about matters relating to any of the issues listed in their terms of reference
- contribute to, monitor and evaluate relevant parts of the academy or Trust self-assessment and improvement / development plans
- contribute to, monitor and evaluate the policies allocated to them, reporting or making recommendations to the LGB or BoD 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 LGB or BoD as appropriate.
- consider the views of students when making strategic decisions that will impact on them
- consider the impact on equality, and act with regard to the equality duty at all times. This includes referencing the protected characteristics as appropriate and particularly when making recommendations and when reviewing/drafting policies.
- take appropriate action on any other relevant matter referred by the governing body.

### The General Equality Duty

In accordance with the Equality Act, whereby the Academy 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
- 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

## **a) Board of Trustees**

### **Purpose**

The Board of Trustees is responsible for:

- ensuring the quality of educational provision within the Trust
- challenging and monitoring the performance of each school within the Trust
- managing the Trust's resources effectively
- appointing the Principal of each school within the Trust
- ensuring that the Trust complies with charity and company law
- operating the Trust and each school in accordance with the Funding Agreements that have been signed with the Secretary of State
- exercising reasonable skill and care in carrying out their duties

### **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: At least three a year, in accordance with Article 109 of the Articles of Association.

### **Reserved Decisions**

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

- Approval of the budget for each academy
- 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 Windsor Learning Partnership (whether these are existing schools or Free School applications)
- Appoint the Chief Executive, Headteachers and Chief Finance Officer
- Approval of the Scheme of Delegation and Financial Regulations
- Approval of the policies relating to health and safety, child protection / safeguarding, and HR

## **b) Headteacher Forum**

### **Purpose**

The role of the Headteacher Forum is to drive school improvement across Windsor Learning Partnership and share information about our schools. At Windsor Learning Partnership we believe that it is our headteachers that drive the direction of WLP schools.

### **Membership, Meetings & Quorum**

The Headteacher Forum will comprise all of the Headteachers of Academies within WLP, the CEO and other invitees as appropriate.

### **Terms of Reference**

The Headteacher Forum will develop the aims and objectives of WLP in order to:

1. Build a collaborative and coherent approach to inclusive education in the Windsor area from ages 3 to 18.
2. Strengthen the transition between learning stages and school phases.
3. Encourage an approach of earned autonomy, enabling our schools to share in the support and challenge of the collective WLP Headteacher's forum, combined with the freedom to develop individual ethos suited to the needs of each school's community.
4. Provide outstanding professional development, leadership and career opportunities to all staff within the Trust, tailored to local Windsor needs.
5. Ensure the effective use of public money, seeking synergies and efficiencies across schools.
6. Respond effectively to any other strategic development which may arise externally, including from Central Government, Local Government or the Board of Trustees.

## **c) Local Governing Body (Upper Schools)**

### **Purpose**

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles, the Scheme of Delegation, and to any directions given by the Trustees, the business of the school shall be managed by the Local Governing Body who may exercise all the powers of the Company within their remit.

### **Membership, Meetings & Quorum**

Membership: As set by the LGB (up to a maximum of 13 individuals), but to include as a minimum the Headteacher (ex-officio), 1 staff governor, 3 parent governors and 3 community governors. The Board of Trustees reserves the right to appoint additional Governors if it has reasonable concerns about the performance of the school.

The term of office of a Governor (excluding Headteacher and any appointed by the Board of Trustees) shall be four years. Individuals will be eligible for re-election or re-appointment.

Parent and staff governors shall be appointed by the following process:

- Seeking nominations (including from teaching or support staff only as appropriate)
- If there are fewer nominations than vacancies, the nominees are appointed
- If there are more nominations than vacancies, an election is held amongst the appropriate group of people (parents, teaching staff, support staff)

All Governors must comply with the provisions within the Articles of Association for ineligibility as if they were Trustees of the Trust.

Governors of the school must declare conflicts of interest in accordance with the Articles of Association as if they were Trustees of the Trust.

Meetings: At least one meeting per term

Meetings of the LGB will be quorate if 3 or one-third of Governors are present (whichever is the greater); this provision applies to every part of the meeting.

Each Governor shall have one vote and shall not be able to vote by proxy. All decisions require a majority of the persons present and entitled to vote. The Chair will have a second and casting vote if necessary. Resolutions can be passed in writing, signed by all eligible Governors, and this will be as effective as if the resolution had been passed at a meeting.

Chair and Vice-Chair: Elected by the LGB at the first meeting each school year, at which meeting the LGB would also confirm which governor would be appointed to the Board. The Chair and Vice-Chair must not be employees of the Trust. The Chair and Vice-Chair would be appointed for two year terms.

### **Terms of Reference**

The Trustees delegate the running of the school to the Local Governing Body and delegate to the LGB to make all decisions necessary to provide high quality education within the school subject to the provisions of the Articles, this Scheme of Delegation and the Reserved Decisions.

Specifically, the LGB is to:

- develop the aims and objectives of the school;

- determine the educational vision of the school, including, but without limitation, determination of the school development plan;
- manage the resources of the school, including staff, finance, and premises in accordance with the school development plan, legislation and relevant guidance, and the Trust's overall objectives;
- monitor and report all aspects of the performance of the school and its students to ensure that:
  - Student performance, progress and outcomes are maximised
  - The academy complies with statutory regulations and the Funding Agreements
- implement actions required to improve any aspect of the school's performance; and
- determine and implement the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice.
- Human resources
  - Regarding staffing, the committee addresses all human resource and employment issues:
    - To receive regular reports from the Headteacher on the recruitment and employment of staff;
    - To have oversight of the recruitment process and ensure compliance with safeguarding requirements, including ensuring that all necessary checks are undertaken and maintained;
    - To ensure the staffing structure, both teaching and support staff is effective and appropriate;
    - To monitor professional development activities;
    - To review Performance Management policy and practice;
    - To review the Cover Policy;
    - To deal with any staffing matter raised by the Headteacher or designated representative.

## **d) LGB Standards sub-committee (Upper Schools)**

### **Membership, Meetings & Quorum**

The Committee will comprise an agreed number of governors (between 5 and 8) including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet at least once a term with additional meetings as necessary.

### **Terms of Reference**

This Committee focuses on the needs and achievements of the students and reviews teaching and learning standards and has the following responsibilities:

1. To monitor the quality of teaching.
2. To recommend targets and, once approved, monitor the agreed targets for student achievement at the end of Key Stages.
3. To review and monitor examination results against data benchmarks.
4. To recommend and, once approved, monitor the relevant sections of the School Development Plan.
5. To monitor and review progress of identified groups of students.
6. To review and monitor Standards of Literacy.
7. To monitor the Continuing Professional Development (CPD) strategy.
8. To report to and advise the Local Governing Body or Board of Trustees as appropriate.
9. To review School Policies appropriate to the Standards Committee, in conjunction with other schools within the trust as appropriate.

## **d) LGB Resources sub-committee (Upper Schools)**

### **Membership, Meetings & Quorum**

The Committee will comprise an agreed number of governors (between 4 and 7) including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet at least once a term with additional meetings as necessary.

### **Terms of Reference**

This Committee focuses on the effectiveness and efficiency of the management of the resources available to the school. This Committee covers:

- Financial resources
- Site and premises / capital project

Regarding financial resources, this Committee focuses on the budget and serves the financial needs of the other Committees:

1. To ensure the academy adheres to the requirements of the Funding Agreement, Academies Financial Handbook, Academy Accounts Direction and other DfE / EFA requirements;
2. To provide guidance and assistance to the LGB or Board on all financial and budgetary matters;
3. To deal with any financial matter raised by the Headteacher or designated representative;
4. To prepare and review financial policy statements, including consideration of long term planning and resourcing;
5. To consider each year's priorities in the context of anticipated income and expenditure and present an annual budget to the LGB for recommend to the Board;
6. To monitor income and expenditure of all public funds, including ensuring that accurate records are kept, and report the financial situation to the LGB each term;
7. To review, and where appropriate recommend changes to, the Scheme of Delegation as it affects financial management and control;
8. To approve the virement of funds, if necessary, within limits set by the LGB or Board;
9. To approve banking arrangements, including authorise signatories for any school bank accounts;
10. To approve the approach to investing any surplus funds;
11. To ensure that all expenditure represents value for money;
12. To ensure that procurement is undertaken in accordance with the Financial Regulations and Procedures, and to subsequently make procurement decisions in accordance with the Scheme of Delegation;
13. To ensure the audit of non-public funds for presentation to the LGB;
14. To receive and, where appropriate, respond to periodic audit reports of public funds;
15. To advise the LGB or Board on all matters relating to fund raising and sponsorship;
16. To authorise all disposals (besides land which would be a decision for the LGB or Board);

Regarding site and premises, this Committee covers the physical resources of the site(s):

1. To ensure the efficient and effective maintenance and general appearance of the school site;
2. To review the security of the site and ensure the safety of pupils, staff and governors;
3. To ensure that arrangements are in place to ensure that all staff and students are aware of and comply with the Health and Safety policy;
4. To ensure that the H&S policy contains rigorous and comprehensive systems for active monitoring (auditing health and safety management systems, inspections, risk assessments) and reactive monitoring (accident/incident investigation) and rectifying identified faults within the School;
5. To oversee arrangements for repair and maintenance;
6. To monitor arrangements for the purchase and/or replacement of equipment and furniture;
7. To monitor contracts for the provision of premises related services;
8. To approve the Lettings Policy and associated charges;
9. To monitor the lettings and out of hours use of the school premises;
10. To oversee the catering arrangements;
11. To support and promote environmental responsibility;
12. To deal with any premises related matter raised by the Headteacher or designated representative;
13. To make recommendations to the LGB and / or Board for the long term development of the school site;
14. To oversee all capital projects, whether funded by the trust or using external funds secured by the school.

## **f) Local Governing Body (Middle and First Schools)**

### **Purpose**

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles, the Scheme of Delegation, and to any directions given by the Trustees, the business of the school shall be managed by the Local Governing Body who may exercise all the powers of the Company within their remit.

### **Membership, Meetings & Quorum**

Membership: As set by the LGB (up to a maximum of 13 individuals), but to include as a minimum the Headteacher (ex-officio), 1 staff governor, 3 parent governors and 3 community governors. The Board of Trustees reserves the right to appoint additional Governors if it has reasonable concerns about the performance of the school.

The term of office of a Governor (excluding Headteacher and any appointed by the Board of Trustees) shall be four years. Individuals will be eligible for re-election or re-appointment.

Parent and staff governors shall be appointed by the following process:

- Seeking nominations (including from teaching or support staff only as appropriate)
- If there are fewer nominations than vacancies, the nominees are appointed
- If there are more nominations than vacancies, an election is held amongst the appropriate group of people (parents, teaching staff, support staff)

All Governors must comply with the provisions within the Articles of Association for ineligibility as if they were Trustees of the Trust.

Governors of the school must declare conflicts of interest in accordance with the Articles of Association as if they were Trustees of the Trust.

Meetings: At least one meeting per term

Meetings of the LGB will be quorate if 3 or one-third of Governors are present (whichever is the greater); this provision applies to every part of the meeting.

Each Governor shall have one vote and shall not be able to vote by proxy. All decisions require a majority of the persons present and entitled to vote. The Chair will have a second and casting vote if necessary. Resolutions can be passed in writing, signed by all eligible Governors, and this will be as effective as if the resolution had been passed at a meeting.

Chair and Vice-Chair: Elected by the LGB at the first meeting each school year, at which meeting the LGB would also confirm which governor would be appointed to the Board. The Chair and Vice-Chair must not be employees of the Trust. The Chair and Vice-Chair would be appointed for two year terms.

### **Terms of Reference**

The Trustees delegate the running of the school to the Local Governing Body and delegate to the LGB to make all decisions necessary to provide high quality education within the school subject to the provisions of the Articles, this Scheme of Delegation and the Reserved Decisions.

Specifically, the LGB is to:

- develop the aims and objectives of the school;
- determine the educational vision of the school, including, but without limitation, determination of the school development plan;
- manage the resources of the school, including staff, finance, and premises in accordance with the school development plan, legislation and relevant guidance, and the Trust's overall objectives;
- monitor and report all aspects of the performance of the school and its students to ensure that:
  - Student performance, progress and outcomes are maximised
  - The academy complies with statutory regulations and the Funding Agreements
- implement actions required to improve any aspect of the school's performance; and
- determine and implement the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice.
- Human resources
  - Regarding staffing, the committee addresses all human resource and employment issues:
    - To receive regular reports from the Headteacher on the recruitment and employment of staff;
    - To have oversight of the recruitment process and ensure compliance with safeguarding requirements, including ensuring that all necessary checks are undertaken and maintained;
    - To ensure the staffing structure, both teaching and support staff is effective and appropriate;
    - To monitor professional development activities;
    - To review Performance Management policy and practice;
    - To review the Cover Policy;
    - To deal with any staffing matter raised by the Headteacher or designated representative.

The LGB shall operate without sub-committees. It must therefore ensure that each term it receives reports that enable it to fulfil the functions of the Standards and Resources sub-committees detailed in sections d) and e) above as applicable to the age-range of the school.