



# **Blackfen School for Girls**

Raising aspirations - releasing potential

# **BLACKFEN SCHOOL FOR GIRLS**

**SCHEME OF DELEGATION  
AND  
COMMITTEE TERMS OF REFERENCE  
AND  
POLICY SCHEDULE**

**2025 – 2026**

**AGREED BY THE GOVERNING BODY: September 2025**

**REVIEW DATE: September 2026**

## GOVERNING BODY OF BLACKFEN SCHOOL FOR GIRLS

### SCHEME OF DELEGATION HEAD TEACHER

The Governing Body will operate at all times in accordance with the requirements of the Academies Trust Handbook and all other relevant legislation, the DfE Funding Agreement and the Education Commission; and will review these Standing Orders at least annually.

The following procedures will apply to the operation of the Governing Body in addition to the requirements set out in legislation. Whilst as a whole the Governing Body remains responsible for the governance function overall, there are distinct areas of work delegated by them to a Curriculum Committee, Resources Committee and Pay & Performance Committee. A Headteacher's Performance Management Team will also be established and meet as required.

<b>Membership</b>	The membership of the Governing Body is in Appendix I.
<b>Procedures</b>	<a href="#">Academies Handbook 2025</a>
<b>Meetings</b>	To meet 4 times per year including 1 AGM.
<b>Quorum</b>	The quorum for a Full Governing Body meeting shall be 50%, provided that less than one-third of the attendees are not Staff Governors.
<b>Chair</b> (who shall be a governor)	<ul style="list-style-type: none"><li>• The Full Governing Body shall elect the Chair</li><li>• The Full Governing Body shall elect the Co-Vice Chairs</li><li>• If the Chair is absent from a meeting the VC will Chair. In both absences the members of the Governing Body shall elect one of their members for the duration of the meeting.</li></ul>
<b>Agreed by the Governing Body on</b>	September 2025
<b>Review Date</b>	September 2026

## GOVERNING BODY OF BLACKFEN SCHOOL FOR GIRLS

### SCHEME OF DELEGATION HEAD TEACHER

The delegation to the Head Teacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Head Teacher is expected to work within the following terms of reference, and to provide the Governing Body with such reports in connection with his or her functions as the Governing Body requires.

<b>Budget</b>	<ul style="list-style-type: none"><li>• To implement the actions and procedures as set out the <a href="#">Academy Trust Handbook 2025</a> to regularly audit and scrutinise the School's finances.</li><li>• To prepare for consideration and approval by the Governing Body a proposed balanced budget consistent with the School's budget share and drawing forward unspent funds from the previous years.</li><li>• Routine purchases that can be approved by the Head Teacher up to £10,000.</li><li>• Orders over £5,000 but less than £25,000 - at least three written quotations should be obtained to identify the best source of the goods/services.</li><li>• Orders over £25,000 must be subject to formal tendering procedures.</li><li>• To follow any directions as may have been given, including an expenditure plan, by an appropriate Committee of the Governing Body or by the Governing Body itself.</li><li>• To ensure compliance with the <a href="#">Academy Trust Handbook 2025</a> and to advise the Governing Body or relevant Committee on any matters where the duty of compliance has not been delegated to the Head Teacher.</li></ul>
<b>Staffing</b>	<ul style="list-style-type: none"><li>• To comply with Safeguarding Children - Safer Recruitment and Selection in Education Settings Guidance 2012.</li><li>• Additional</li><li>• To make regular checks on and monitor the central record of recruitment and vetting checks.</li><li>• To ensure that the School has effective disciplinary, capability and employee resolution procedures.</li><li>• To take responsibility for dismissals from any post (as appropriate) in making recommendations to and preparing the case for the Governing Body to determine. Dismissals on grounds of redundancy are a decision for the Governing Body.</li><li>• To propose and implement the staffing structures of teaching and non-teaching posts in the School.</li><li>• To participate in the selection and appointment to the School of all senior full time, part time and temporary staff.</li></ul>
<b>Curriculum</b>	<ul style="list-style-type: none"><li>• To ensure a broad and balanced curriculum is taught to all students and consider disapplication for students as appropriate.</li><li>• To approve and monitor the curriculum model in the School.</li><li>• To review which subject options should be taught.</li><li>• To be responsible for and monitor standards of teaching.</li><li>• To be responsible for each individual child's education.</li><li>• To agree the content of any Sex and Relationship Education policies and to review them regularly.</li><li>• To ensure the balanced treatment of political issues and to prohibit political indoctrination.</li><li>• To ensure that British Values are promoted in the School.</li></ul>

	<ul style="list-style-type: none"> <li>To provide clear guidance, informed by statutory requirements, on careers information, advice and guidance.</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>To ensure that an Appraisal Policy is approved and implemented.</li> <li>To make decisions in line with the Pay Policy and legal requirements.</li> <li>To ensure that staff appraisals are carried out and, where this task is delegated, to provide quality assurance for the process.</li> <li>To ensure that the Pay and Performance Committee is provided with anonymised samples of the annual cycle for approval.</li> </ul>
<b>Standards</b>	<ul style="list-style-type: none"> <li>To prepare, review and update the School Improvement Plan to identify and implement the School's core priorities.</li> <li>To set and monitor standards and predictions for student achievement and progress.</li> <li>To monitor student progress and achievement from their starting points and over time.</li> </ul>
<b>Religious Education</b>	<ul style="list-style-type: none"> <li>To ensure that Religious Education is provided in line with the School's curriculum.</li> </ul>
<b>Collective Worship</b>	<ul style="list-style-type: none"> <li>To ensure that, after consultation with the Governing Body all students take part in a daily act of collective worship.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>To ensure that Health &amp; Safety regulations are followed.</li> </ul>
<b>Discipline/ Exclusions</b>	<ul style="list-style-type: none"> <li>To review the content of the School Behaviour Policy and ensure it is publicised among staff, students, parents and governors.</li> <li>To ensure that a wide range of strategies to maintain good behaviour are employed and that the number of excluded students is limited.</li> </ul>
<b>Inclusion and Equality</b>	<ul style="list-style-type: none"> <li>To ensure that a qualified teacher is designated to be responsible for the coordination of Special Educational Needs and Disabilities provision.</li> <li>To ensure the appointment of a designated teacher for Children Looked After.</li> <li>To support and monitor the progress and achievement of disadvantaged groups in order to minimise gaps when compared to their non-disadvantaged peers.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>To approve the days and sessions that the School meets in a school year.</li> <li>Where determined by the Governing Body, to ensure that School lunch nutritional standards are met.</li> <li>To review and approve a data protection policy which complies with General Data Protection Regulations (GDPR) and review it at least every two years; to register with the Information Commissioner's Office.</li> <li>To ensure that a register of student attendance is maintained.</li> <li>To ensure that a School website is established and maintained in line with statutory requirements.</li> <li>To ensure that the structure and remit of the Governing Body, including governor appointment details, terms of office and attendance record are published on the website.</li> <li>To ensure that the School submits the relevant information on governors to the DfE database, Get Information about Schools (GIAS).</li> </ul>
<b>Reporting home to parents</b>	<ul style="list-style-type: none"> <li>To ensure the statutory requirements relating to reports and statutory assessments for students are met.</li> </ul>
<b>Agreed by the Governing Body on</b>	September 2025
<b>Review Date</b>	September 2026

## CURRICULUM COMMITTEE

### Terms of Reference

The Curriculum Committee is responsible to the Governing Body for the maintenance of academic standards; ensuring the School's policies on the curriculum and other issues listed below are established, maintained and updated and for the preparation of a curriculum strategic plan. It is also responsible to the Governing Body for all personnel policies concerning all staff. It will include establishing and reviewing and (following approval by the Governing Body) implementing policies concerning conditions of service, staffing levels, performance management, discretionary remuneration, and staff discipline.

<b>Membership</b>	The membership of the Committee is at Appendix 1.
<b>Meetings</b>	To meet once each term and report to the Governing Body.
<b>Quorum</b>	The quorum for a meeting of the Committee shall be <b>three voting members</b> .
<b>Chair</b> (who shall be a governor)	<ul style="list-style-type: none"> <li>The Curriculum Committee shall appoint the Chair. If the Chair is absent from a meeting the members of the Committee shall elect one of their members for the duration of the meeting.</li> </ul>
<b>Disqualification</b>	<ul style="list-style-type: none"> <li>Any relevant person employed to work at the School, other than the Head Teacher, when the subject for consideration is the pay or performance review of any person employed to work at the School, is required to withdraw from the meeting while the item concerned is discussed.</li> </ul>
<b>Functions</b>	<ul style="list-style-type: none"> <li>In consultation with the Head Teacher, to provide guidance to the Governing Body on all matters relating to the curriculum, including Growth Mindset, special educational needs and disabilities, and the pastoral curriculum provision for students.</li> <li>To consider the curriculum implications of the School Improvement Plan and any other associated management plans, including Ofsted action plans.</li> <li>To monitor the implementation of curriculum policies including the National Curriculum and public examinations.</li> <li>To review and approve relevant policies, such as Sex and Relationships, Drugs and Alcohol, Careers Education, Information, Advice and Guidance (CEAIG), Attendance, Trips. See Appendix 2 1.</li> <li>To monitor the effectiveness of policies on behaviour and discipline.</li> <li>To monitor assessment and testing arrangements including arrangements for reporting the progress of students to their parents.</li> <li>To receive reports on literacy, numeracy, transition between Key Stages.</li> <li>To receive reports on the School Council including briefings from Student Leaders.</li> <li>To receive reports on Pupil Premium strategy.</li> <li>To receive reports from the SENCO and Deputy Headteacher on the provision made for students with special educational needs and disabilities, Safeguarding, and Children Looked After (CLA).</li> <li>To monitor suspensions and permanent exclusions for Children Looked After, students with Special Educational Needs &amp; Disabilities, Travellers, EAL (English as an Additional Language), etc.</li> <li>To monitor student attendance statistics and patterns of attendance.</li> <li>To receive reports on Partnerships &amp; Partnership working and Promoting British Values.</li> <li>To determine any other matters referred to the Committee by the Governing Body or other Committee, as appropriate.</li> <li>To share the minutes of Curriculum Committee meetings with the full Governing Body at their meetings once a term so that they are kept informed of the Committee's actions.</li> </ul>

- To identify risks for the Resources Committee for review.
- To provide guidance to the Governing Body on matters relating to personnel issues, including GDPR (General Data Protection Regulation), Safeguarding and Safer Recruitment.
- To consider the personnel implications of the School Improvement Plan and any other associated management plans.
- To review staff recruitment and retention policies and plans.
- To apply the provisions of, and keep under review, the whole School pay policy and performance management provisions, observing all statutory and contractual obligations, relating to the annual review of teaching staff salaries and the budget cost reduction plan.
- To agree and implement policies and procedures for the regulation of conduct and discipline of the staff of the School, including procedures for disciplinary action and grievance.
- To determine issues referred to the Committee regarding staff grievance or discipline issues, other than those covered by specifically established Committees or sub-Committees.
- To ensure the School has effective disciplinary, capability and grievance procedures.
- To assist in the recruitment and appointment to senior staff vacancies when applicable, in accordance with safer recruitment practices.
- To make regular checks on the central record of recruitment and vetting checks.
- To monitor all matters relating to sickness absence, staff welfare, and staff health and safety.
- To determine any other matters referred to the Committee by the Governing Body or other Committees, as appropriate.
- To monitor the Continuing Professional Development programme.
- To receive feedback and reports on the support programs for Early Career Teachers (ECTs) and School Direct trainees.
- To receive feedback on lesson observations on ECTs and other new staff.
- To receive reports from the Head Teacher regarding any applications for early retirement, flexible working and financial requests including redundancy.

The Committee will nominate 3 governors (from the Governing Body, but not staff governors) to form the **Pay and Performance Committee** which will:

- ensure a review of the whole School pay policy is made to take account of local and national developments and make appropriate recommendations to the Governing Body.
- ensure an annual review of teachers' salaries which is made in line with current arrangements in the School Teachers' Pay and Conditions Document. \*\*
- ensure an annual review of associate staff salaries in line with current arrangements in the National Joint Council (NJC) for local government or other appropriate bodies.
- scrutinise a sample of performance management review statements for staff to ensure a link between quality of teaching and pay progression.
- consider the recommendations of the Head Teacher's Performance Management group in relation to whether to award the Head an annual increment. and report back to the Curriculum Committee.\*\*\*

\*\*Anyone employed to work at the School other than the Head Teacher must withdraw from this item.

\*\*\*Anyone employed to work at the School including the Head Teacher must withdraw from this item.

	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Head Teacher Performance Management Team</b>	<ul style="list-style-type: none"> <li>• The Committee will nominate 3 governors to work with an external professional adviser to set targets for the Head Teacher’s performance management.</li> <li>• The governors and external adviser will review progress against targets mid-way through the year.</li> <li>• The cycle will normally be completed and targets set for the new year during the Autumn or Spring term. The adviser will inform the performance management review team of achievement against the targets set.</li> <li>• The Performance Management team will report back, with their recommendations on the Head Teacher’s performance and pay, to the Committee</li> </ul>
<b>Agreed by the Governing Body on</b>	September 2025
<b>Review Date</b>	September 2026

## RESOURCES COMMITTEE

### Terms of Reference

To be responsible to the Governing Body for overseeing the management of the School's budgets, accounting records and systems of control. To monitor the school's overall performance against the objectives of the School Improvement Plan and ensure the Governing Body is kept apprised of national and local developments relating to Finance, Audit and Resources. To oversee the management of all matters relating to sites and buildings ensuring compliance with the Health and Safety policy for the School and overseeing its implementation.

#### Membership

The membership of the Committee is at Appendix I.

#### Procedures

[Academies Handbook 2025](#)

#### Meetings

To meet 6 times per annum and report to the Governing Body for Finance, Audit and Resources. To consider and discuss Premises items once per term.

#### Quorum

The quorum for a meeting of the Committee shall be **three voting members**

#### Chair (who shall be a governor)

- The Chair shall be appointed by the
- Resources Committee and VC nominated by the Chair, second by FAR Committee.
- If the Chair is absent from a meeting the VC will Chair. In both absences the members of the Committee shall elect one of their members for the duration of the meeting.

#### Functions

- To propose, with advice from the Head Teacher, the Annual School Budget and balanced three-year budget plan.
- To regularly monitor the expenditure of the budget share and report on reserves and balances. Governors should identify how they propose to meet the ESFA (Education and Skills Funding Agency) requirements of monthly monitoring.
- To authorise virement between budget accounts, provided that the Committee refer to the Governing Body, without taking any other action, any question relating to:
  - virement from earmarked funding, or funding provided to the School in addition to the budget share.
- To authorise the purchase of any item costing more than £10,000.
- To receive an annual inventory report for resources on behalf of the Governing Body and to authorise the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete (ICT equipment over 5 years old is not subject to this requirement) and reporting such authorisations to the Governing Body.
- To implement and apply a competitive tendering policy for all contracts and SLAs (Service Level Agreements).
- To write off goods to the value of £100 or more where:
  - the item has become obsolete and is no longer adequate for the purpose intended; or
  - the item is broken or worn and serves no further useful purpose.
- To enter into agreement with the Local Authority (LA) or other organisation as appropriate for the provision of the following:
  - (i) grounds maintenance
  - (ii) School catering
  - (iii) cleaning of buildings
  - (iv) construction and maintenance of buildings
  - (v) repair and maintenance of vehicles

- To consider and, in consultation with the Head Teacher, advise the Governing Body on their response to any report from internal or external auditors.
- To examine the School fund accounts annually and submit to the Governing Body.
- To receive details of and monitor the receipt of all gifts / donations (costing over £50) to the School, staff and governors. See the Gifts and Hospitality policy.
- To ensure adequate insurance cover is arranged for the School and Governing Body's liabilities.
- To ensure that best value principles of comparison, challenge, consultation and competition are applied to the purchase of goods and services.
- To receive a report annually on how to ensure that the School receives its full entitlement to funding and that no sources of income are overlooked.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To monitor the expenditure of funding for Pupil Premium.
- To consider the financial implications of the School Improvement Plan in consultation with the Head Teacher, before it is submitted to the Governing Body.
- To consider the financial implications from other Committees.
- To ensure that the governors' fund or other such fund is audited and appropriate records are kept.
- To agree the policy on reserves and balances and monitor the expenditure of the budget share and report on reserves and balances.
- To report to the Governing Body on the adequacy of resources including number of computers per student.
- To monitor numbers of students on roll, age range and to prepare strategically for increase / decrease in School roll.
- To determine the limit for petty cash transactions (currently £25).
- To approve signatories for cheques.
- To monitor recruitment and employment procedures to ensure compliance with good practice to financial management competencies.
- To monitor the continuing professional development programme for staff with management responsibilities.
- To compare the School's financial performance using benchmarking data and take action where necessary.
- To prepare a financial statement for the annual report.
- To share the minutes of Resources Committee meetings with the full Governing Body at their meetings once a term so that they are kept informed of the Committee's actions.
- regularly review the risk register for the Trust;
- to undertake detailed reviews of the annual budget, annual report and accounts, post-audit report, internal scrutiny report, risk register and policies on behalf of the Governing Body;
- To monitor the state of internal and external maintenance and repair of buildings.
- To monitor such remedial work as may be necessary and ensure approval for works has been obtained.
- To monitor arrangements for the use of the School premises, other than by the School, subject to:
  - any direction within the funding Agreement in relation to its policy regarding community use;
  - the policy on the use of the School premises as approved by the Governing Body;
  - the scale of charges for lettings as approved by the Governing Body.

- To monitor the arrangements for the security and caretaking of the School premises.
- To prioritise work identified on the Asset Management Plan.
- To review and monitor an Accessibility Plan.
- To receive proposals on how the School could achieve maximum energy conservation.
- To monitor the adequacy of accommodation.
- Ensure

**Health and Safety**

- To ensure compliance, as far as is within the Committee's power to do so, with the Governing Body's statement of health and safety policy and with any direction concerning health and safety at the School issued by the LA and by required legislation.
- To draw the attention of the Governing Body to any equipment, repair or cleaning which needs to be provided from the School's budget in order to secure compliance with the School's statement of health and safety policy or with any direction concerning health and safety issued by the LA.
- To ensure that a Business Continuity Plan is prepared and monitored.
- To ensure a risk assessment is carried out at regular intervals and presented by VC.
- To receive a report on the termly fire drill.
- To share the minutes of Premises Committee meetings with the full Governing Body at their meetings once a term.

**Agreed by the Governing Body on**

September 2025

**Review Date**

September 2026

## STAFFING 'FIRST' / STAFF DISMISSAL / PAY APPEAL COMMITTEE

### Terms of Reference

To consider any appeal in respect of a decision that has been delegated to the Staffing First, Staff Dismissal or Pay Appeal Committee

<b>Membership</b>	Two members of the Governing Body, not including staff governors, and one independent governor will be convened as needed.
<b>Procedures</b>	Any School policy relating to the Committee's remit eg Pay Policy, Staff Code of Conduct, and Teacher Appraisal and Capability.
<b>Meetings</b>	Governors to meet as required.
<b>Quorum</b>	The quorum for a panel shall be <b>three voting members, one of whom is not a governor at the School</b> . The panel will elect one of their number to chair the meeting.
<b>Functions</b>	<ul style="list-style-type: none"><li>• To investigate at the request of the Governing Body, any matter relating to the competence or conduct of the Head Teacher and to make such recommendations to the Governing Body as may be appropriate.</li><li>• To apply the relevant policies and procedures for considering and determining whether an employee at the School should cease to work there.</li><li>• To consider appeals made by any member of staff against whom an initial dismissal decision has been made, in accordance with the delegations below.</li><li>• To ensure that all issues relating to appeal and notification to the Local Authority are handled correctly.</li><li>• To receive, consider and decide as soon as may be upon any pay appeals made in writing by staff employed at the School about their own award or non-award of pay and allowances.</li><li>• To allow, solely for the purpose of representations, the attendance of the staff member concerned (accompanied by a work colleague or trades union official if so desired).</li><li>• To communicate its decision to the staff member concerned by letter copied to the Head Teacher and to the Local Authority.</li><li>• To be advised by Bexley Schools' HR in all matters pertaining to staff discipline, grievance and pay appeals.</li></ul>

**Agreed by the Governing Body on** September 2025

**Review Date** September 2026

## STUDENT DISCIPLINE COMMITTEE

### Terms of Reference

The Governing Body has established a Student Discipline Committee, to which designated functions have been delegated, as set out below.

<b>Membership</b>	Two members of the Governing Body and one independent governor, not including staff governors, will be convened as needed.
<b>Procedures</b>	Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement August 2025. The School's Behaviour Policy.
<b>Meetings</b>	To meet as required.
<b>Quorum</b>	The quorum for a meeting of the Committee to consider permanent exclusion or suspension shall be <b>three voting members of which one should be an independent governor</b> , unless otherwise determined in the Articles of Association.
<b>Chair</b> (who shall be a governor)	<ul style="list-style-type: none"> <li>• The Chair shall be appointed by the panel</li> </ul>
<b>Exclusion of Pupils</b>	<ul style="list-style-type: none"> <li>• To consider any representations by the student (in the case of the exclusion of a student over 18) or by a parent of the student (in the case of a student under 18).</li> <li>• To act on behalf of the Governing Body in relation to any consultations initiated by the Local Authority.</li> <li>• Where the Head Teacher has excluded a student either permanently or for a fixed term exclusion of more than 15 days, to consider whether:               <ul style="list-style-type: none"> <li>○ directions should be given to the Head Teacher for the student's reinstatement which should take effect immediately or on a specific date or</li> <li>○ directions should be given to the Head Teacher that the decision to permanently or otherwise exclude the student is supported by the Committee and</li> <li>○ to give directions accordingly.</li> </ul> </li> <li>• To communicate its decision to the student or parent concerned by letter copied to the Head Teacher and to the Local Authority.</li> <li>• To act on behalf of the Governing Body in relation to any appeal against the decision of the Committee not to reinstate a student at the School who has been permanently excluded.</li> </ul>

<b>Agreed by the Governing Body on</b>	September 2025
<b>Review Date</b>	September 2026

## PAY AND PERFORMANCE COMMITTEE

### Terms of Reference

The Pay and Performance Committee is responsible to the Governing Body. The Committee will consider pay recommendations from the Head Teacher based on previous year's Performance Management.

<b>Membership</b>	The membership of the committee is formed of three governors with the Head Teacher present to report to the committee.
<b>Meetings</b>	To meet in the Autumn each year.
<b>Quorum</b>	The quorum for a meeting of the committee shall be <b>three voting members.</b>
<b>Chair</b> (who shall be a governor)	<ul style="list-style-type: none"> <li>• The Chair shall be appointed by the Governing Body.</li> </ul>
<b>Disqualification</b>	<ul style="list-style-type: none"> <li>• Any relevant person employed to work at the school other than as the Head Teacher/Executive Leader, when the subject for consideration is the pay or performance review of any person employed to work at the school.</li> </ul>
<b>Functions</b>	<p>The Committee will:</p> <ul style="list-style-type: none"> <li>• ensure an annual review of teachers' salaries in line with current arrangements in the School Teachers' Pay and Conditions Document**;</li> <li>• ensure an annual review of support staff salaries in line with current arrangements in the NJC for local government or other appropriate bodies;</li> </ul> <p>**Anyone employed to work at the school other than the Head Teacher must withdraw from this item</p>

<b>Agreed by the Governing Body on</b>	September 2025
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## GUIDANCE NOTES

### GOVERNING BODIES OF ACADEMIES SCHEME OF GOVERNING BODY AND COMMITTEE MANAGEMENT

The considerable extension of duties of governing bodies under the provisions of the Education Acts strengthens the need for them to have power to delegate some decisions to Committees and to the Head Teacher and requires them to establish statutory Committees for staff dismissal, staff dismissal appeals and student discipline.

The key reference documents are the Academy Trust Handbook, the Articles of Association and the Funding Agreement for the School.

Some key decisions must be taken by the Governing Body. Where this is the case, a working party or an individual may be asked to consider the issue and make recommendations, provided that the Governing Body takes the final decision.

#### Principles of Delegation

The essential principle is that, while a Governing Body may delegate authority in respect of certain functions, the decisions made remain the responsibility of the Governing Body. Regulations relating to delegation are reflected in the model Scheme of Delegation. The main provisions of this scheme are as follows:-

- (a) Of those decisions which may be delegated, matters relating to the dismissal of staff through redundancy, and the reinstatement of any excluded student may be delegated to a Committee but not to an individual governor or the Head Teacher.
- (b) Subject to certain requirements, the membership, terms of reference and all other matters relating to the proceedings of Committees shall be determined by the Governing Body.
- (c) At least 50% of the Governing Body must be present when Committees are being established or new members appointed.
- (d) A Committee must contain no fewer than three members of the Governing Body. The Head Teacher may not be a member of the student discipline, staff dismissal or staff dismissal appeal Committee.
- (e) To share the minutes of Committee meetings with the full Governing Body at their meetings once a term so that they are kept informed of each Committee's actions.
- (f) Although governing bodies are under no obligation to establish Committees or panels and delegate functions to them (other than statutory Committees), it is recommended that they do so where taking an initial decision and hearing a subsequent appeal are both necessary; this requirement also relates to dismissal cases where no one who takes part in the initial decision may also hear the appeal.
- (g) Decisions on parental appeals about temporary exceptions from the National Curriculum should not be delegated to the Head Teacher, who will have taken the initial decision about the exception.
- (h) A Governing Body may establish a Committee, or withdraw delegated powers from a Committee or individual, if at any time it sees fit.

## **Terms of Reference**

In order to establish clearly the authority of different Committees and individuals, and to avoid confusion between it and the authority retained by the Governing Body, the functions delegated should be precisely defined in terms of duties and powers. The Academy Trust Handbook, the School's Articles of Association and Funding Agreement set out the principles of governance. The Governance Handbook and Competency Frameworks for both Governors and Clerks provide further guidance.

## **The Chair and Vice-Chair**

The Governing Body needs to determine precise arrangements not only for the Chair of the Governing Body but also for Committees, since there is no provision for Committees to delegate further the functions given to them by the Governing Body.

## **The Head Teacher**

Considerable responsibility is placed directly upon Head Teachers by the law quite independently of any decisions of governing bodies. Hence, any arrangements for the delegation of functions to them by governing bodies are additional to the responsibilities they exercise in their capacity as Head Teachers.

The Head Teacher shall exercise the responsibilities for the internal organisation and management of the School, and for any matter delegated to him or her under this scheme, having regard to the authority of Committees over those functions delegated to them.

Subject to its giving reasonable notice, a Committee may request the Head Teacher to provide a report on any matter relating to the Committee's functions, and the Head Teacher shall comply with the request in the same way as if it came from the Governing Body.

## **Public Accountability**

The responsibilities of governing bodies are exercised against a background of public accountability, and any interested person can complain to the Education and Skills Funding Agency (ESFA) if he or she believes that a Governing Body is acting unreasonably in the use of its powers or is failing to carry out its duties properly.

The law affords protection to governing bodies acting in good faith. It is important, however, for governors to take care in exercising their powers, and to avoid rash or careless actions or decisions.

## **Model Scheme of Delegation and Standing Orders**

Provided that governing bodies comply with the statutory requirements, the transaction of business and the delegation of functions are within their discretion and may be determined by them as they see fit.

The Model Scheme of Delegation and Standing Orders attached are, therefore, in no way prescriptive. The models have been prepared in that light and governing bodies are urged to consider seriously their adoption.

## **Appendix**

Having the delegation to Committees at the end of the document, rather than attached to each Committee ToRs provides for easier updating.

As recommended by Bexley Clerkship, an appendix (Appendix 2 I) has been included in this Scheme of Delegation to show the allocation of policies to Committees.