



# Ringwood School

## Scheme of Delegation

### Introduction

The purpose of this scheme is 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 the Articles of Association. The delegations set out in this scheme are delegated to the specified committees of the Governing Body and post holders employed at the school.

Delegations cannot be exercised other than by the designated person or committee unless otherwise directed or agreed by the Governing Body. In the absence or incapacity of the Headteacher, the delegations stand delegated to the Deputy Headteacher unless otherwise directed or agreed by the Governing Body. In the absence or incapacity of a post holder other than the Headteacher, the delegations stand delegated to the Headteacher unless otherwise directed or agreed by the Governing Body.

Instead of exercising her/his delegated powers a post holder or committee may refer the matter to the appropriate committee or to the Governing Body. 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 committees.

All Governors and committees follow the principles of Best Value and are committed to equal opportunities for all.

### Quorum

The quorum for any governing body meeting is one third (rounded up to a whole number) of the governing body. Articles 114 to 116 list circumstances for which different quorums apply.

The quorum for any committee meeting is three governors or committee members or, if greater, one third of the committee. In the event of there being fewer than three serving members of a committee, the quorum shall be all the members of that committee.

Every question to be decided at a governing body and committee meeting will be determined by a majority of votes of those governors and committee members present and entitled to vote. If there is an equal number of votes, the Chair (or the person acting as Chair provided that they are a governor) has a second, or casting vote.

# The Governing Body of Ringwood School

**Chair:** Tim Williamson

**Vice Chair:** Vacant

**Clerk to the Governors:** Barbara Martin

**Director Governors:** Andy Baxendale, Louise Betteridge, Lisa Brinkman, Helen Frampton, Claire Gorzanski, Hayley Robinson, Tim Williamson

**Parent Governors:** Sasha Lewis, Michael Parry

**Co-opted Governors:** Alison Hawkes, Hugh Paton, Philip Rood

**Staff Governor:** Stuart Fielder

**Headteacher:** Leanne Symonds

Governors serve a term of office of 4 years. The Headteacher is employed by the school.

## Link Governor roles:

Designated Lead Governor for Teacher Early Careers Framework: Hugh Paton

Designated Lead Governor for Looked After Children, Special Educational Needs  
and Pupil Premium: Sasha Lewis

Designated Lead Governors for Safeguarding: Hugh Paton

Designated Lead Governor for Training, Health & Safety and Whole School Careers: not allocated

**Total number of Governors:** 13

**Associate Governors:** Huw Chapman, Richard Lovett, David Shering, Meredith Tunnicliff

Associate Governors are not full members of the governing body and have no voting rights, however they bring specific skills and expertise to the governing body, for example through membership of committees. Associate Governors typically serve a term of office of 1 year.

**Total number of Associate Governors:** 4

## List of Governors' Committees

### Regular

- Audit, Risk & Finance Committee
- Pay & Staff Welfare Committee
- Student Welfare Committee

- Teaching & Learning Committee
- Development/Governance Committee
- Property Committee

#### **As Required**

- Student Admissions Panel
- Governor Disciplinary Committee
- Staff Grievance and Staff Dismissal Appeal Panel
- Staff Redundancy / Restructure Panel and Appeals Panel
- Complaints Panel

## **Membership of Governors' Committees**

### **Audit, Risk & Finance Committee**

Michael Parry (Parent Governor) (Chair)  
 Lisa Brinkman (Director Governor)  
 Claire Gorzanski (Director Governor)  
 Sasha Lewis (Parent Governor)  
 Richard Lovett (Associate Governor)  
 Meredith Tunnicliff (Associate Governor)

### **Pay & Staff Welfare Committee**

Philip Rood (Co-opted Governor) (Chair)  
 Louise Betteridge (Director Governor)  
 Stuart Fielder (Staff Governor)  
 Michael Parry (Parent Governor)  
 Hayley Robinson (Director Governor)  
 Leanne Symonds (Headteacher)  
 Tim Williamson (Director Governor)

### **Student Welfare Committee**

Louise Betteridge (Director Governor) (Chair)  
 Andy Baxendale (Director Governor)  
 Lisa Brinkman (Director Governor)  
 Helen Frampton (Director Governor)  
 Claire Gorzanski (Director Governor)  
 Alison Hawkes (Co-opted Governor)  
 Sasha Lewis (Parent Governor)  
 Richard Lovett (Associate Governor)  
 Hugh Paton (Co-opted Governor)  
 Hayley Robinson (Director Governor)  
 Tim Williamson (Director Governor)

## **Teaching & Learning Committee**

Alison Hawkes (Co-opted Governor) (Chair)

Stuart Fielder (Staff Governor)

Helen Frampton (Director Governor)

Hugh Paton (Co-opted Governor)

Philip Rood (Co-opted Governor)

## **Governance Committee**

Chairs of all sub-committees

Chair of Governors

Headteacher

## **Terms of Reference**

The terms of reference for each of the above committees are attached as appendices to this document.

**Appendix A:** Terms of Reference for the Audit, Risk & Finance Committee

**Appendix B:** Terms of Reference for the Pay & Staff Welfare Committee

**Appendix C:** Terms of Reference for the Student Welfare Committee

**Appendix D:** Terms of Reference for the Teaching & Learning Committee

**Appendix E:** Terms of Reference for the Governance Committee

# Responsibilities and Powers of the Governing Body

Key:

✓	Action can be taken at this level
	Action cannot be carried out at this level
FGB	Full Governing Body
Cttee	Committee
Gov	Individual Governor
Head	Headteacher

Function	Task	FGB	Cttee	Gov	Head	We have delegated this to
Admissions	Determine the school's admissions arrangements annually, including the published admissions number (PAN) and the oversubscription criteria	✓	✓			
	Make sure the school's admissions arrangements comply with the School Admissions Code and are fair, clear and objective	✓	✓			
	Establish and independent appeals panel when there are admissions appeals	✓				Currently fulfilled by Hampshire County Council as a paid service.
Behaviour and exclusions	Arrange for suitable full-time education for any pupil of compulsory school age who has a fixed-term exclusion of more than five school days				✓	
	Convene a <b>meeting to consider reinstating an excluded pupil</b> and consider parents' representations about an exclusion in some circumstances	✓	✓	✓		Chair/Vice-Chair in cases of urgency
	Arrange an <b>independent review panel</b> to consider permanent exclusions when requested by parents	✓				
Curriculum	Make sure the school teaches a broad and balanced curriculum to the age of 16				✓	
	Make sure all pupils at the school are provided with independent <b>careers guidance</b> from Year 8 to Year 13	✓	✓		✓	
Finance and Budgets	Make day-to-day spending decisions: <ul style="list-style-type: none"> <li>Up to £50,000 if it is an item that is budgeted</li> <li>Up to £10,000 if not specifically budgeted– in which case if &gt; £10,000 and not specifically budgeted then: <ul style="list-style-type: none"> <li>If &gt; £25,000 – FGB approval needed</li> <li>If &lt; £25,000 - 2 additional Chair approvals needed</li> </ul> </li> </ul>				✓	

Function	Task	FGB	Cttee	Gov	Head	We have delegated this to
	Appoint a senior executive leader as the accounting officer and a chief financial officer of the Trust	✓				
	Maintain adequate accounting records and prepare an annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and Education and Skills Funding Agency's (ESFA) Accounts Direction	✓	✓			
	Appoint an Auditor	✓	✓			
	Participate in annual accounts consolidation exercise as communicated by the Department for Education	✓	✓			
	Refer potentially novel and contentious transactions to the ESFA for explicit prior authorisation	✓				
	Make sure that the Trust has adequate insurance cover or has opted into the academies risk protection arrangement (RPA)	✓	✓			
	Establish an <b>audit and risk committee</b>	✓				
	Approve a balanced budget each financial year and submit to the ESFA	✓				
	Maintain a published <b>Register of Interests</b> including the business and pecuniary interests of members, trustees and local governors	✓				
	Monitor the impact of pupil premium funding	✓	✓		✓	
<b>Governing body procedures</b>	Hold Full Governing Body meetings at least 3 times a year	✓				
	Elect a Chair and Vice-Chair of trustees	✓				
	Appoint a Clerk	✓				
	Determine the constitution, membership and terms of reference of any committee it decides to establish and review this annually. Appoint or elect a Chair for each committee	✓				
	Check that all statutory policies and documents are in place	✓				
	Delegate functions to committees and individuals	✓				
<b>Health &amp; Safety</b>	Monitor the implementation of the Health and Safety Policy	✓	✓			
	Make sure there is an appointed person in charge of First Aid	✓	✓		✓	
<b>Parents and the community</b>	Make sure the required information is published on the school website	✓	✓		✓	
	Approve a Complaints Procedure	✓	✓	✓	✓	
	Establish a complaints panel to consider formal complaints about the school and any community facilities or services it provides	✓				
	Make sure the school complies with the Freedom of Information Act 2000	✓	✓			
	Make sure the school complies with the General Data Protection Regulations <b>GDPR</b>	✓	✓			

Function	Task	FGB	Cttee	Gov	Head	We have delegated this to
Pupil wellbeing	Make sure eligible pupils receive free school meals (this includes all pupils in reception, Year 1 and Year 2)	✓	✓		✓	
	Appoint a designated teacher to promote the educational achievement of looked after children (LAC) and post-LAC and that they undertake the appropriate training	✓	✓		✓	
	Make sure the school complies with the Equality Act 2010 and the Public Sector Equality Duty and publishes equality objectives and information about how it is doing this	✓				
	Make arrangements for supporting pupils with medical conditions	✓	✓		✓	
Safeguarding	Check that the school complies with statutory guidance on safeguarding	✓	✓			
	Make sure there's a child protection policy in place	✓				
	Make sure a senior board level Governor takes leadership responsibility for safeguarding and that they receive training	✓	✓			
	Make sure Governors receive safeguarding training	✓	✓	✓	✓	
	Appoint a member of staff to be the designated safeguarding lead				✓	
	Make sure that effective support is provided for any employee facing an allegation	✓	✓		✓	
Special Educational Needs and Disabilities (SEND)	Designate a member of the governing body or a committee to have oversight of the school's arrangements for SEND	✓				
	Make sure that the necessary special education provision is made for any pupil who has SEN and monitor its effectiveness		✓	✓	✓	
	Make sure that parents are notified by the school when special educational provision is being made for their child				✓	
	Make sure the school produces and publishes online its school SEN information report	✓	✓		✓	
	Co-operate with the local authority in developing the local offer		✓		✓	
	Make sure the school follows the statutory SEND Code of Practice	✓			✓	
	Make sure that there is a qualified teacher as the special educational needs co-ordinator (SENCO) for the school	✓	✓		✓	
	Make sure that the teachers in the school are aware of the importance of identifying pupils who have SEN and providing appropriate teaching				✓	
Staffing matters	Appoint a senior executive leader (who should be the academy's principal)	✓				

Function	Task	FGB	Cttee	Gov	Head	We have delegated this to
	Make sure safer recruitment procedures are applied (for example, disclosure and barring checks)	✓				
	Make sure employment law and guidance is being followed	✓	✓			
	Approve staffing structure changes	✓	✓			
	Dismiss the Headteacher	✓				

September 2022



## RINGWOOD SCHOOL GOVERNING BODY

### TERMS OF REFERENCE

#### **Audit, Risk and Finance Committee**

The Governing Body of Ringwood School has established an Audit, Risk and Finance Committee and in accordance with the Accounts Direction Handbook 2016, this Committee shall be responsible for:

#### **Internal control**

***The academy trust must have in place sound internal control, risk management and assurance processes.***

The Academy trust must establish a control framework that recognises public expectations about governance, standards and openness.

#### **Internal scrutiny**

***The trust must have in place a process for checking its financial systems, controls, transactions and risks.***

Academy trusts must establish a committee, appointed by the board of trustees, to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. Taking into account the differing risks and complexity of their operations all trusts with an annual income over £50 million must have a dedicated audit Committee and all other trusts have flexibility to establish either a dedicated audit committee, or to include the functions of an audit committee within another committee.

### **1. Membership**

1.1 Membership of the Committee shall comprise a minimum of five members.

1.2 The Committee may include persons who are not members of the Governing Body.

*If an external member is to be appointed to the Audit Committee, it should be noted that it would be inappropriate to consider an employee of the School's auditors, bankers, insurance brokers, solicitors or HR Advisors.*

1.3 The Committee will have at least one member with appropriate audit/finance/risk management experience.

1.4 As the trust operates a combined finance and audit committee, staff may be members but should not participate as members when audit matters are discussed; they may remain in attendance to provide information and participate in discussions. The Head Teacher as accounting officer, The Finance Manager and other relevant senior staff, should routinely attend the committee.

1.5 Each Committee will elect a chair from within its members, who will hold office for two years.

1.6 The Quorum for meetings will be three.

1.7 The Clerk to the Governing Body will be Clerk to the Committee

### **2. Frequency of Meetings**

2.1 The Committee will meet six times a year in accordance with the meeting schedule approved by the Governing Body, but may schedule additional meetings as the Governing Body or Committee consider necessary.

### 3 Reporting Procedures

3.1 The minutes of all meetings of Governing Body Committees will be included in the papers for the next appropriate meeting of the Governing Body and will be reported upon at that meeting. The minutes of meetings will be published on the School website when they have been approved and signed by the Chair.

### 4 Conduct at Meetings

4.1 Members will act in accordance with their Code of Conduct and meetings will be administered in accordance with these terms of reference.

4.2 Members will be asked to declare any conflict of interest at the start of each meeting and this will be recorded in the minutes.

### 5. Terms of Reference

5.1 The Committee's terms of reference shall be reviewed annually.

### 6. Audit Matters

6.1 The Committee shall consider and advise the Governing Body on the adequacy and effectiveness of the School's systems of internal control and its arrangements for risk management, control and governance processes. The Committee will produce an annual report to this effect.

6.2 The Committee shall **advise** the Governing Body on:

- The appointment, reappointment, dismissal and remuneration of the financial statements auditor and internal audit service (if provided).
- The External and Regularity Audit Plan.
- An appropriate programme of work to be delivered by independent assurance providers. This programme of work should be derived from the Committee's regard of the key risks faced by the School, the assurance framework in place and its duty to report to the Governing Body.
- Changes to relevant policy and procedure.
- Governance risks and their inclusion on the Risk Register.

6.3 The Committee shall **be responsible** to the Governing Body for:

- Ensuring that where a full internal audit service is commissioned the service provider complies with the standards set by the Chartered Institute of Internal Auditors and the Public Sector Internal Audit Standards.
- Regularly monitoring of audit recommendations from whatever source.
- Establishing and monitoring KPIs with regard to the performance of the external auditor, internal auditor or other assurance provider(s).

6.4 The Committee shall:

- Consider any additional services delivered by the external auditor, internal auditor or other assurance provider and ensure appropriate independence is maintained.
- Ensure appropriate cooperation and coordination of the work of the external auditor and internal auditor.
- Meet with the external auditor and internal auditor or other assurance provider, at least annually.
- Consider and advise on such other matters which from time to time the Governing Body may deem appropriate.

## 7. Fraud and Risk Management

7.1 The Committee shall be **responsible to** the Governing Body for:

- Reviewing the Risk Register.
- Reviewing, on an annual basis the Fraud, Bribery and Risk Management policies and procedures and recommending amendments as necessary.
- Ensuring that all allegations of fraud and irregularity are followed up.

## 8. Finance and Budgeting

8.1 The Committee shall be **responsible to** the Governing Body for finance and budgeting, review of income and expenditure, securing economy, financial efficiency and effectiveness (value for money) including:

- Oversight of the day-to-day operation of the Academy Finances, with due regard for the requirements of the Academies Financial Handbook and the Academy Funding agreement.
- In consultation with the Head-teacher and Finance Manager, recommending to the Board for approval the first formal budget plan of the financial year.
- Establishing and maintaining a 3-year rolling, indicative oversight of the Academy budget.
- Preparation and review of detailed financial policy statements, including consideration of long-term planning and resourcing.
- Monitoring the implementation and operation of the Academy's Financial Policy and Procedures
- Maintaining a Charging Policy for the school.
- Monitoring income and expenditure of all funds and reporting the financial situation to the Board.
- Recommending for approval by the Board the level of delegation to the Head teacher for the day-to-day financial management of the school.
- Recommending the amount which can be vired between budget headings by the Head teacher without prior agreement of the Board / committee.
- Oversight of the preparation of the year-end accounts and liaising with the Head-teacher, Finance Manager and external auditors.
- Monitoring the School's appointment of appointed contractors, preparation and implementation of contracts and to monitor and review arrangements for cleaning, grounds maintenance and school meals in line with procedures agreed by the governing body.
- The regular review of the Financial Policy and Procedures.

## 9. Health and Safety / Premises and Assets

9.1 The Committee shall **be responsible to** the Governing Body for:

- Review of the Asset Management Plan.
- Oversight of capital expenditure on fixed assets.
- Overview of lettings
- Monitoring and review of the Health and Safety Policy, risk assessments and oversight of the School's implementation of related legislative requirements.
- Agreeing procedures to be followed for carrying out emergency work and to make recommendations about delegation to the Head teacher for taking appropriate action on behalf of the Governing Body in the event of an emergency.
- Monitoring and review of capital expenditure on CIF projects as required through the Buildings Committee.

## 10. Compliance

10.1 The Committee shall be **responsible to** the Governing Body for monitoring and review

compliance with Health and Safety, data protection and other relevant legislation.

## **11. Other Matters**

11.1 The Audit, Risk and Finance Committee may have direct access to Academy advisors and may commission additional audit reports as they deem appropriate, without reference to the Governing Body. The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Governing Body and to request any information it requires from any employee, external audit, internal audit or other assurance provider. The Committee is authorised to obtain any outside legal or independent professional advice as it deems necessary.

The Committee may delegate its responsibilities to any number of sub-committees comprising at least three of its members.

**Updated December 2021**

## RINGWOOD SCHOOL GOVERNING BODY

### TERMS OF REFERENCE

#### Pay and Staff Welfare Committee

##### **Purpose of Committee:**

- To establish a whole Academy Pay Policy for adoption by the Governing Body and to monitor and review the Pay and Performance Management Policies on an annual basis;
- To consider, on behalf of the Governing Body, matters relating to staffing and HR, including establishment, welfare and conditions of service, serious incidents and complaints relating to staff.

#### **1.0 Membership**

- 1.1 Membership of the Committee shall comprise a minimum of five members. One of whom will be a representative on the Headteacher Performance Management Committee.
- 1.2 The Chair of Governors may be a member of either the Pay Committee or the Headteacher Performance Management Committee but cannot sit on both.
- 1.3 The Headteacher may not be a member of the Committee but may attend in an advisory capacity but must withdraw when their own salary and terms of employment are being discussed.
- 1.4 Members of the Senior Leadership Team may attend by invitation or in an advisory capacity.
- 1.5 The Committee may co-opt members who are not members of the governing body to assist the Committee to conduct its business and may invite other Governors to attend particular meetings as required e.g. to ensure meeting is quorate.
- 1.6 Employees of the Academy who are also staff governors may not be members of this Committee.
- 1.7 Members of the Committee cannot be involved in any Pay Appeal Committee which arises as a result of their determinations.
- 1.8 The Committee will, where possible have, at least one member with appropriate HR experience.
- 1.9 The Committee will elect a chair from within its members, who will hold office for two years.
- 1.10 The Quorum for meetings will be three.
- 1.11 The Clerk to the Governing Body will be Clerk to the Committee.

#### **2.0 Attendance at Meetings**

- 2.1 Members of Staff may attend and speak at meetings of the Committee by invitation, but they will not be able to vote.
- 2.2 The Committee may invite the school's external advisers or other third parties to attend and speak at meetings of the Committee as appropriate, but they will not be able to vote.

#### **3.0 Frequency of Meetings**

The Committee will meet at least once a term and in accordance with the meeting schedule approved by the Governing Body, but may schedule additional meetings as the Governing Body or Committee consider necessary.

#### **4.0 Reporting Procedures**

- 4.1 All meetings of the Committee must be clerked. As the nature of the discussion concerns staff salary progression, relevant parts of the minutes must be clearly marked as confidential and should be made available in the event of any pay or HR process appeal.

- 4.2 The minutes of all meetings of Governing Body Committees will be included in the papers for the next appropriate meeting of the Governing Body and will be reported upon at that meeting.

## **5.0 Conduct at Meetings**

- 5.1 Members will act in accordance with their Code of Conduct and meetings will be administered in accordance with these terms of reference.
- 5.2 Members will be asked to declare any conflict of interest at the start of each meeting and this will be recorded in the minutes.

## **6.0 Delegated powers and purpose of the Committee**

The Committee will have the following full delegated powers from the Governing Body to:

### **6.1 Pay**

- (a) Review the Academy Pay Policy, including pay structures and Performance Management Policy on an annual basis for approval by the Board, to ensure they are statutorily compliant, considering the impact of changes to national pay rates, the School Teachers pay and Conditions document and any local and national agreements, reporting to the governing body as appropriate.
- (b) Determine salary progression for eligible teaching staff, following recommendation by the Headteacher and/or other performance management reviewers, as appropriate.
- (c) Determine salary progression for the Headteacher, where eligible, following recommendation by the **Headteacher Performance Management Committee (HPMC)**. The Committee member who is a member of the HPMC shall present the recommendations of the Committee for consideration.
- (d) Ensure the policy is applied equitably and consistently for all staff. Including undertaking an audit of performance management, through the Annual Report of the Headteacher.
- (e) Determine the salary progression for eligible support staff, following recommendation by the Headteacher and/or other performance management reviewers as appropriate.
- (f) Consider other staffing and HR matters specifically related to structure and pay relative to posts, maintaining an up to date staffing structure as an appendix to the pay policy.
- (g) Require the Headteacher to ensure that up to date person specifications and job descriptions are maintained in the Academy and annual pay statements are issued to all staff.
- (h) Provide an annual report to the full governing body summarising pay decisions and issues arising.

### **Staffing and Human Resources**

- (a) If redundancies take place in the school, governors will check that the process is legally compliant with the law and the process is in line with the school redundancy policy. Approval will be sought and obtained by this committee prior to the school undertaking any action. This has been delegated from the FGB.
- (b) Consider, on behalf of the Governing Body matters relating to staffing, including establishment, welfare and conditions of service, serious incidents and complaints relating to staff.
- (c) Ensure that all legal requirements for appointment and employment of staff are in place;
- (d) Contribute in accordance with the Academy's Disciplinary Policy to the staff disciplinary process and the appointment process of members of staff.
- (e) Monitor the effectiveness of the Academy's employment policies and procedures as required, and approving them with such amendments as it considers appropriate.
- (f) Review annually those aspects of the School Development Plan which relate to or which may have an impact upon the staffing of the Academy and make recommendations to the Governing Body about the staffing implications of those aspects of the Plan for which they are responsible.

- (g) Receive reports on proposed changes to finance, pastoral, curriculum, facilities, and administrative arrangements and advise the Board on implications in relation to staffing of the school.

## **7.0 Headteachers Performance Management Committee (HPMC)**

- 7.1 The Headteachers Performance Management Committee shall comprise three members of the governing body, at least one of whom will serve as a member of the Pay and HR Committee but shall withdraw when the pay committee determines the Headteacher's pay.
- 7.2 The HPMC shall meet three times a year and undertake regular performance management reviews against targets agreed by the Committee. Meetings will be scheduled as part of the annual calendar of meetings and approved by the governing body.
- 7.3 The Governing Body will appoint an external advisor to offer advice and support in relation to the performance management of the Headteacher or, if thought necessary, its delegated responsibilities. There is no requirement to buy in such advice from the local authority. It is for the governing body to determine who they wish to use as an external adviser, ideally with the agreement of the Headteacher. It is particularly important when securing the services of an external adviser that the governing body finds a person with the relevant skill set, including sound judgment, good analytical skills, knowledge and understanding, as well as relevant personal qualities.

**Reviewed December 2021**