



TOWNLEY
— EST 1937 —
GRAMMAR SCHOOL

SCHEME OF DELEGATION AND GOVERNANCE OVERVIEW

2023-24

1. General Information

1.1 TGS Vision and Values

Our vision is of leading a learning community fostering academic, emotional, and physical confidence. Creating inspirational learners who have the courage to take risks and the wisdom to learn from their mistakes.

Our values: Confidence, Courage, Compassion, and Consciousness

1.2 Principles underlying the operation of governance

Those in a position of authority within the governance structure set out in this document need to operate with an understanding that:

- Townley Grammar School Board of Trustees holds ultimate accountability for the performance of the school
- Townley Grammar School may delegate authority for some levels of decision making to other groups of people and individuals within the Trust according to the Scheme of Delegation
- Positions at Board, committee, panel and council level will be filled by those with the necessary knowledge, experience and skillset whose values are aligned to those of the Trust as a whole and who are committed to self-development
- All those elected or appointed to the Board, committees, panels or councils should fulfil their duties in accordance with the seven principles of public life (the Nolan principles); selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- All those elected or appointed to the Board, committees, panels or councils should be mindful of their responsibilities under equality legislation, recognising and encouraging diversity and inclusion
- There is a need for all those engaged in governance to strive for improvement and act with ambition and energy on behalf of the stakeholders of the Trust
- The role of governance requires challenge to the status quo and a willingness to work as a critical friend to support and challenge leaders within the academies and across the Trust.

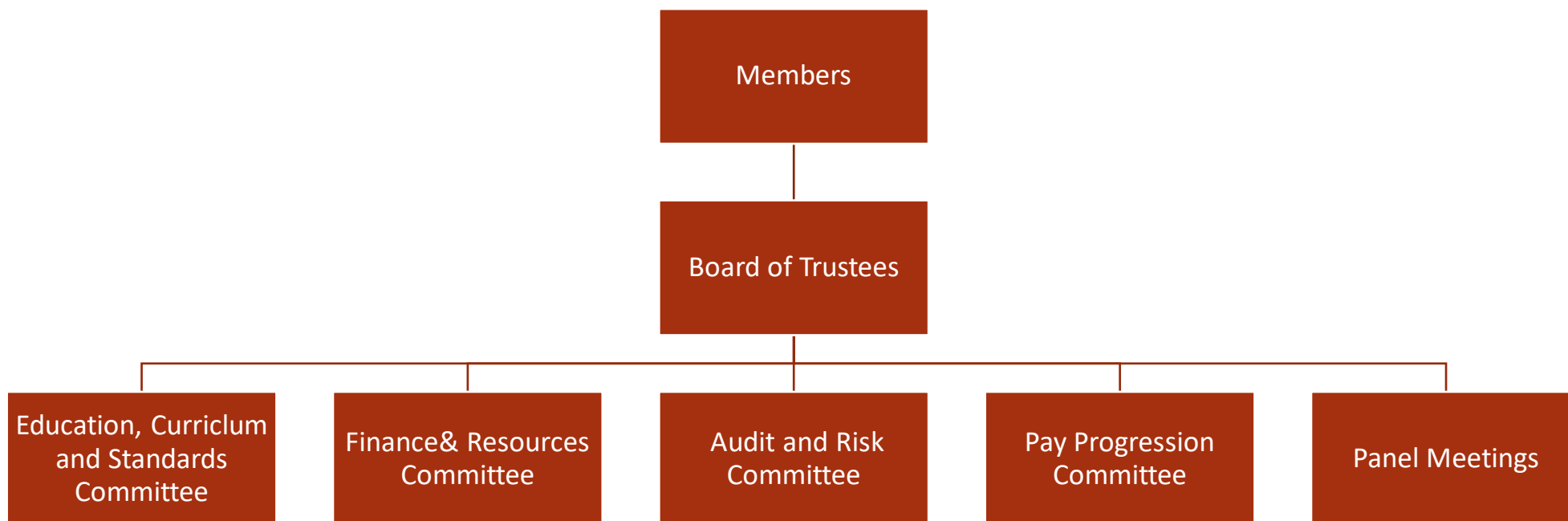
1.3 Townley Grammar School Members and Trustees

The Members and Trustees of Townley Grammar School are volunteers from various professional backgrounds, including Education, Finance and Legal. See

Appendix 1 for names, terms of office and appointment dates of Members and Trustees.

1.4 Townley Grammar School Governance Structure

The diagram below shows how the model of governance operates at Townley Grammar School. The Chair and Vice Chair of Trustees are ex-officio to all committees.



	Board of Trustees 3 meetings per year	Education, Curriculum and Standards Committee 3 meetings per year	Finance and Resources Committee 3 meetings per year	Audit and Risk Committee 3 meetings per year	Pay Progression Committee 2 meetings per year	Headteacher Performance Review Panel	Panel Meetings To meet as required
Constitution	12 Trustees Headteacher	Trustees Headteacher	Trustees Accounting Officer Director of Finance and Estates in attendance	Trustees Accounting Officer Director of Finance and Estates in attendance	Trustees Headteacher Director of Finance and Estates in attendance	2 Trustees (non-parent and non-staff)	Trustees, and External advisory members and/ or an external trustee in attendance if required.
Committee of Chair		To be appointed at Trust Board meetings or the committee meeting	To be appointed at Trust Board meetings or the committee meeting, cannot be the same Chair as Audit & Risk	To be appointed at Trust Board meetings or the committee meeting, cannot be the same Chair as Finance and Resources.	Chair to be appointed at the Panel Meeting	Chair to be appointed at the Panel Meeting	Panel members to elect a chair of their own number
Quorum	One-half (rounded up to the nearest whole number) of the membership of the trust board, excluding any vacancies.	3 voting members only one can be a staff member.	3 voting members only one can be a staff member	3 voting members only, no staff member.	3 voting members (no parents or staff members)	3 Members (2 Trustees and External consultant)	Minimum 3 voting members. Membership must be an odd number to achieve an outcome if the final decision

							must go to a vote.
Membership	As per the constitution.	As appointed by the Trust Board.				As appointed by the Trust Board.	As appointed.
Clerk		To be appointed by the EHT and Chair of Trustees. In the absence of the clerk, a trustee may take the minutes or in agreement with those present the meeting may be recorded for purposes of the development of the minutes only.				The external consultant minutes the meetings.	To be appointed by the school.
Meeting format		All meetings are to be conducted in person at the school. Only on prior agreement with members of the trust board or the committee, can any meeting be held remotely or as a hybrid.				To Follow the Trust's Pay Policy and appraisal procedure.	Meetings conducted in line with any guidance/ policies.
SLT Members/ External Consultants attendance		TGS SLT members will be invited by the Headteacher to attend Trust Board and Committee meetings to observe and/ or present in their subject area of expertise. Their attendance will form part of their continuing professional development. External consultants may include for example auditors.				Work with external appointed appraiser.	As required.

1.5 Townley Grammar School Meetings & Agenda Schedule

Meeting	Date	Headline agenda items
1	September	Declare and register any business interest. Elect Chair and Vice Chair. EHT report (verbal) Overview of external examination results and pupil destination. Finalise Trustee Visit schedule. Undertake any statutory training. Agree to the Trust Board Code of Conduct. Risk Register approval. Policy Review.

2	December	EHT report. Receipt of committee minutes. Policy Review. Risk Register review and approve. Host AGM.
3	April	EHT report (verbal) Receipt of committee minutes. Risk Register review and approve. Policy Review.
4	July	EHT report. Risk Register review and approve. Evaluate impact of school priorities and SIP. Establish strategic overview of school. Appointment to Committees. Schedule of Meetings for the following academic year. Appoint Link Governor Roles. Approve budget for the following academic year. Review Trust Board Training for the next academic year. Policy Review.

1.6 Townley Grammar School Trust Board Attendance

A person serving on the Trust Board shall cease to hold office if they are absent from 3 consecutive meetings of the Trust Board and Trustees resolve that their office be vacated. A Trustee may be suspended from office at the discretion of the Trust Board or by the Members.

2. Education, Curriculum and Standards Committee Terms of Reference:

- Review education standards, working with the Head teacher to support the Academy to achieve its optimum potential for its students, but also challenging where it perceives there is any room for improvement
- Review educational targets, subject to approval by the Board.

- Monitor progress towards achieving targets.
- Agree Strategic Plan for spending Pupil Premium grant to best effect and monitor its impact. Likewise, Catch-Up grants.
- Establish a working group where there are concerns about a specific area of performance or delivery. This could be a one-off meeting or a series of meetings to establish recommendations or outcomes.
- Communicate any significant concerns about the Academy’s performance or any matter relating to outcomes or the safety of pupils/students to the Board of Trustees at the first opportunity.
- Support the Headteacher and staff by knowing the Academy’s strengths and any areas for improvement and make frequent visits to the Academy.
- Be aware of statutory requirements in education as well as best practice and challenge Academy leaders to achieve both.
- Review and approve relevant policies on a regular basis

Meetings & Agenda Schedule

Meeting	Date	Headline agenda items
1	Autumn	Undertake Trustee Visit. Curriculum Update. Safeguarding and pupil wellbeing. Pupil attendance, punctuality, and behaviour. Staff (teaching and associate) wellbeing and CPD. SEND Review. Policy Review.
2	Spring	Undertake Trustee Visit. Intervention Strategies. Safeguarding and pupil wellbeing. Pupil attendance, punctuality, and behaviour. Staff (teaching and associate) wellbeing and CPD. Predicted external examination results. Pupil Premium Review. Policy Review.

3	Summer	Undertaken Trustee Visit. Safeguarding and pupil wellbeing. Pupil attendance, punctuality, and behaviour. Staff (teaching and associate) wellbeing and CPD. Policy Review.
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3.1 Finance and Resources Terms of Reference:

- Review the annual budget and recommend to the Board of Trustees for approval
- Review forecast against annual budget at 3 meetings of the Finance & Resources and to ensure that appropriate action is taken to contain expenditure within the budget
- Review and approve any budget virements over the limit recorded in the Scheme of Delegation
- Ensure that a three-year budget forecast is maintained and reviewed on a regular (at least annual) basis
- Authorisations for purchase, leasing, investments, write offs, disposals, staffing restructures in accordance with the Scheme of Delegation
- Review and approve relevant policies on a regular basis

3.2 Audit & Risk Committee Terms of Reference:

- Oversee and approve the trust's programme of internal scrutiny
- ensure that risks are being addressed
- appropriately report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks
- Make recommendation to members regarding the appointment of external auditors
- Review the findings of the external auditors and respond to any recommendations raised in the management letter
- Agree a programme of work with an appropriate external body to independently assess and report on the Trust's internal financial controls and compliance with the Accounting Officer's statement on governance, regularity, propriety and compliance as published in the Annual Report

- Review reports from internal auditors, and external reviews of Health and Safety
- Review and scrutinise the Risk Register and recommend for Trust Board approval.
Ensure the Trust has appropriate insurance cover in place.

Meetings and Agenda Schedule

Meeting	Date	Headline agenda items
1	November	Review Draft Outturn Review September Management Accounts Note and approve any expenditure in line with Scheme of Delegation Insurance review Academy Trust Handbook – review of ‘musts’ Internal Scrutiny – review of findings Policy Review Renew Business and Related Party Interest Declarations Staffing update Estates update Compliance check Review Risk Register
2	March	Review of February Management Accounts Note and approve any expenditure in line with Scheme of Delegation Draft new year budget and 3 Year Plan Internal Scrutiny – review of findings Policy Review Staffing update Estates update Compliance check Review Risk Register Recommend appointment of external auditors
3	June/July	Review of May Management Accounts Note and approve any expenditure in line with Scheme of Delegation

		Draft new year budget and 3 Year Plan Internal Scrutiny – review of findings Policy Review Staffing update Estates update Compliance check Review Risk Register
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3.3 Pay Committee Terms of Reference:

- Achieve the aims of the Trust Pay Policy in a fair and equitable manner
- To observe all statutory and contractual obligations of the Trust relating to pay
- To apply the criteria set by the Trust Pay Policy in making decisions concerning performance-based pay progression following the annual salary review cycle
- To ensure that Trust budgets take account of local and national remuneration criteria and expectations
- To clearly minute the reasons for all decisions and report these decisions to the next meeting of the Trust Board
- Decisions made by the Trust Pay Committee will be communicated to each member of staff in writing by the Headteacher in accordance with the Trust Pay Policy
- To act with integrity, objectivity and honesty in the best interests of the Trust
- To act in compliance with relevant statute

Meetings and Agenda Schedule

Meeting	Date	Time	Headline agenda items
1	Autumn 2		
2			

3.4 Headteacher Performance Review Panel:

- To apply the criteria set by the Trust Pay Policy in making decisions concerning the Headteacher’s performance-based pay progression following the annual salary review cycle
- Make pay award recommendations with the External Consultant.
- To act with integrity, objectivity and honesty in the best interests of the Trust
- To act in compliance with relevant statute

Meetings and Agenda Schedule

Meeting	Date	Time	Headline agenda items
1	Autumn 2		
2			

4. Scheme of Delegation

This Scheme of Delegation sets down the authority delegated by the Board of Trustees to the various levels within the organisation in relation to its finance and operations

	Staff	Finance and Operations	Headteacher	Finance, Audit and Risk Committee Pay Committee	Board of Trustees	Members	ESFA
Budgets							

Approval of annual academy budget		DF&E Prepare	Review	Scrutinise	Approve		
Budget virements – to reflect new funding streams or correction of cash neutral budget error							
Budget virements – change in spending priority		DF&E Up to £10,000		Over £10,000			
Purchasing and Sales							
Placing orders for goods and services and authorising invoices	Budget managers authorise up to £5000 from their budget	DF&E authorise up to £25,000	Up to £100,000 following 3 written quotes	Over £100,000			
Authorising payments by BACS, cheque or bank line		FO Authoriser 1 FM Authoriser 1 or 2 DF&E Authoriser 2		Chair of Trust authorise as one of two signatories required			
Charge card		Finance Team members, on receipt of fully authorised orders					
Raising invoices to collect income		Finance Team members authorise					
Investments and Banking							
Investments		DF&E to propose		Approve			
Authorised to collect income from students / parents, issue SumUp machine to staff		FO, FM and DF&E authorise					
Authorised to bank income		FO, FM DF&E authorised					
Annual report and accounts		DF&E Review with external auditors			Approve		
Staffing							

Recruitment		HR to action following approval from HT DFE to review prior to approval	Approve		Approve for Headteacher post		
Contractual variation (change to hours or pay)		HR to propose DF&E to review	Approve				
Approve Pay Ranges for new roles		DF&E propose	Approve		Approve for Headteacher post		
Staff reorganisation/restructure		DF&E propose/review HR advise	Recommend	Approve			
Staff severance or compensation payments		DF&E propose	Approve up to £15,000		Approve £15,001 to £49,999		Approve at £50,000 or more
Performance related staff payments		DF&E advise	Propose	Approve	Approve for Headteacher		
Payroll							
Monthly payroll		Finance Team administer DF&E authorise					
Expenses claims		Finance Team administer	Approve				
Fixed Assets and Leases							
Purchase of fixed assets (capitalisation limit £5,000)			Approve up to £100,000	Approve over £100,000			Authorise purchase of freehold land / buildings
Disposal of assets			Approve up to £25,000	Approve over £25,000			Authorise sale of freehold land / buildings
Leasing assets (operating leases only)		DF&E to propose/review and advise	Approve up to £100,000	Approve over £100,000			

Taking up of leasehold interest on land or buildings for a period of >7yrs							Approve
Granting leasehold or tenancy agreements					Agree prior to ESFA approval		Approve
Estates and Health and Safety							
Use of site outside of term time (except for all year-round staff)			Approve				
Modifications to rooms, buildings, site, or access and egress		DF&E review and advise	Approve				
Undertaking potentially hazardous activities			Approve				
Educational Visits							
UK day trips	EVC recommends		Approve				
Residential or overseas trips	EVC recommends				Approve		
Accounts and Governance							
Sign-off annual accounts			Sign off, with Chair of Trust		Approve, Chair to sign off with Accounting Officer		
Appoint External Auditors						Approve	
Appoint Internal Auditors				Approve			
Appoint/Dismiss Trustees						Approve	
Appoint/Dismiss Members						Approve	
Related party transactions		Report all to ESFA using online portal			Approves up to £20,000		
Management Accounts		DF&E prepares			Review monthly		

Other						
Write-off bad debts		DF&E approve up to £1,000	Approve up to £5,000	Approve over £5,000		Approve over £250,000
Ex-gratia payments						Authorise
Novel and contentious transactions						Authorise
Bidding for funds		DF&E to review	Approve			

5. Panel Meetings :

The Terms of Reference for Panel Meetings (to consider specific areas such as but not limited to complaints, exclusions, staff disciplinary, grievance or appeals, admission appeals and pay appeals

- Ensure that the panel membership is impartial and there are no conflicts of interest.
- To investigate at the request of the Trust Board, any matter referred to the Trust Board and to make such recommendations as may be appropriate.
- To apply the relevant policies, processes, and procedures for consideration, underpinned by the relevant law, regulations, and external policy.
- To ensure where possible that external consultation and advice is sourced to give fair and honest representations.

Appendix A

Name, terms of office and appointment dates of Members and Trustees

Name	Role	Further Roles	Committee membership	Appointed by	Appointment Date	Term of Office	Profession
John Paterson	Member	n/a	n/a	Original signatory to memorandum	03/09/2018	n/a	n/a
Carol Strevens	Member	n/a	n/a	Original signatory to memorandum	03/09/2018	n/a	n/a
Pradeep Thatai	Member	Chair of Trust Chair of Finance, Audit and Risk Committee	Finance, Audit and Risk (Chair)	Members	28/09/2023	n/a	n/a
Andrew Threadgould	Member	n/a	n/a	Members	17/07/2023	n/a	Assistant Headteacher
Nina Harrison Bell	Member	n/a	n/a	Members	16/09/24	n/a	
Pradeep Thatai	Trustee	Chair of Trust Chair of Finance, and Resources Committee	Finance & Resources (Chair) and Audit & Risk	Board	23/03/2023	22/03/2027	Retired Accountant
Daniel Rouse	Co-Opted Trustee (staff)		Finance and Resources	Board	01/10/2022	30/09/2026	Assistant Headteacher
Obiamakanna Felicia Squire	Trustee		Finance & Resources and Audit & Risk	Members	15/02/2021	14/02/2025	HR Professional

			Pay				
Tharushi Wijesena	Trustee		Education, Curriculum and Standards	Members	11/11/2022	10/11/2026	Medical Student
Jacqueline Takpimivbiomo	Trustee (parent)	Chair of Pay Committee	Finance, Audit and Risk Pay (chair)	Parent appointed by Board	24/11/2022	23/11/2026	Assistant Headteacher
Sarah Alexander Hunter-Wright	Trustee		Education, Curriculum and Standards Pay	Members	24/11/2022	23/11/2026	Civil Servant
Chetan Halai	Trustee		Finance, Audit and Risk Pay	Members	19/12/2022	18/12/2026	Company Director
Jane Kandasamy	Trustee		Education, Curriculum and Standards and Pay	Members	17/07/2023	16/07/2024	Marketing
Professor Steven Cummings	Trustee (parent)		Education, Curriculum and Standards	Parents	01/07/2024	30/06/2028	Public Health
Helen Curtis	Trustee		Education, Curriculum and Standards	Members	11/9/2024	10/09/2028	Social Work/ LADO
David Evennett	Trustee		Education, Curriculum and Standards	Members	08/07/2024	07/07/2028	Politician

Term of office ended or resigned during academic year

Akousa Addo	Trustee		Education, Curriculum and Standards	Parent appointed by Board	19/12/2022	03/06/24	English Teacher and Diversity Leader
Matthew Hancock-Jones	Trustee		Finance, Audit and Risk	Members	11/11/2022	22/02/24	Legal Professional
Akua Brako-Raja	Trustee (parent)		Finance, Audit and Risk Education, Curriculum and Standards	Parent appointed by Board	19/12/2022	22/02/24	Financial Services (Asset Management)
Kelly Maxwell	Trustee	Chair of Education, Curriculum and Standards Committee	Education, Curriculum and Standards (chair) Pay	Members	24/11/2022	20/02/24	Assistant Headteacher