Scheme of Delegation Part 2: Governance Structure and Procedures 2026-2027

This version 6.0:	Christine Jackson, Chair Jayne Jardine, CEO Deepti Bal, Governance Professional
For review:	Board of Trustees

Foreword

Our Trust mission: 'love, learn, laugh', underpins our key aim to improve our pupils' lives and outcomes through outstanding educational practice and provision, while also setting challenging and aspirational goals designed to empower our pupils and enhance their life choices. The Trust currently runs three schools. Manor, a SLD SEN specialist primary school (2 sites), The Avenue (2 sites), an Autism/complex needs specialist school for 5 (Reception) to 18 (Y13) year olds and Wembley Manor, a secondary Autism specialist school for 11 (Y7) to 18 (Y13) year olds.

This document is Part Two of a three part document. The Parts are divided as follows:

Part 1 - Governance Overview: Overview of Governance Structure, key articles, responsibilities and our approach to delegation.
Part 2 - Governance Structure and Procedure: Terms of Reference, communications between governance entities, meeting schedules and agendas, procedures and principles of governance.
Part 3 - Governance Decision Making Grids: Summary of decision making and responsibility matrix, financial delegation and policy overview.

These documents when taken together provide the basis for meeting our duties and responsibilities, as determined by:

- The Companies Act 2006
- Academy Trust Handbook 2026
- Governance Guide for Academies 2026
- Keeping Children Safe in Education 2026
- The Charities Governance Code

Additional support and guidance for the Trust is maintained through membership of Brent Chairs and Vice Chairs Programme, Brent School Partnership (BSP), The Key, the National Governance Association (NGA), the Confederation of Schools Trust (CST), and through the use of the Institute of Company Secretaries and Administrators (ICSA) twin publications Academy Governance Handbook (2019), and Academy Governance Checklists. In developing our governance structure and activities, the Trust also ensures compliance with the DfE audit and checklists such as The Academy Trust Checklist 2026 and Academy Trust Financial Calendars 2026.

Jayne Jardine CEO

Christine Jackson, Chair

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Appendix 1: RPT Board of Trust and Committee Terms of Reference

General notes

All Committees and sub-groups have 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 LAB or Board of Trustees 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 LAB or Board of Trustees as appropriate
- Consider the views of staff, parents and pupils when these have been sought
- 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 LAB.

The General Equality Duty

In accordance with the Equality Act, whereby the Academy Trust is a public body, all Sub Groups/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

1. RPT Board of Trustees Terms of Reference

Purpose

The Board of Trustees is accountable for the performance of the Trust. To discharge this accountability it will retain responsibility for:

- Setting the vision and strategy for the Trust
- 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 Chief Executive, Heads of School, and Chief Finance Officer
- Ensuring that the Trust complies with charity and company law
- Ensuring that the Trust and each school complies with the Funding Agreements and
- Exercising reasonable skill and care in carrying out its duties.

Membership, Meetings and Quorum

Membership: As set out in Articles 46 and 58 of the Articles of Association.

Length of appointment: Trustees are appointed for a four year period.

Quorum: As set out in Articles 117 and 119 of the Articles of Association.

Meetings: Article 109 of the Articles of Association requires at least three a year.

Reserved Decisions

The following Reserved Decisions will **not** be delegated to any Sub Groups/Committees or individuals:

- Approval of the vision and strategy for the Trust
- Approval of the annual budget for the Trust
- Approval of the accounts for the previous financial year and Annual Report
- Approval of acquisition or disposal of freehold or leasehold interests in land
- Approval of any proposals for other schools to join the Trust (whether these are existing schools or Free School applications), or for any school to leave the Trust
- Appointment of the Chief Executive Officer and Chief Finance and Operations Officer, and the appointment decision about Head teachers on the advice of the appropriate selection panel and
- Approval of the policies reserved to the Board, including this Scheme of Delegation, Financial Regulations / Policies, employment policies, and policies relating to child protection / safeguarding and health and safety.

Terms of Reference

- The Board will make strategic and key financial / operational decisions to enable the Trust to perform as effectively and efficiently as possible. The Board will make decisions and receive monitoring / evaluation reports (with actions / decisions as necessary) regarding:
- The leadership and management of the Trust, including the effective deployment of resources (including money, staff, and infrastructure such as site / buildings and IT)
- The performance of the Trust, including targets and measures of educational, financial, and operational performance and

- The compliance of the Trust with its legal and contractual obligations, including safeguarding (including prevent), health and safety, equalities, and the approach to risk identification and management.
- The Board will lead on audit and assurance work, including receiving reports from the external auditor and any other agencies reporting on educational, financial, or operational performance of the Trust. This will include meeting with the external auditor without management present at least annually.
- Investigate and respond appropriately to current policy, legislation and stakeholder needs to enable the Trust to develop appropriate responses for growth, financial stability. It will ensure that the MAT has a clearly defined strategy to ensure educational excellence and governance.
- Ensure that as a Trust, the public, parents and all stakeholders have confidence in our approach;
- To ensure that the RPT Board acts on behalf of and in the best interests of the Trust, governing lawfully in accordance with its Articles of Association and having governance arrangements that demonstrate legitimate and visionary leadership, clarity of governing and managerial relationships, effective oversight, adequate support structures for sustainability to achieve the greatest possible outcomes; including careful consideration to economies of scale
- To ensure that our schools provide the most effective, creative teaching in order to promote and provide high quality learning for our children and young people and that there is support in place for all staff to achieve this and make a difference for all of our pupils
- To support the implementation of a high quality CPD programme for our schools to ensure that our staff have the right skills to further raise standards deliver good teaching and learning and disseminate excellent practice to ensure the sustained improvement.
- To ensure that there is a rigorous and robust programme of Quality Assurance that helps to support all staff, build expertise and capacity and raise standards in our schools to deliver positive outcomes for all pupils.
- To ensure that the Trust has business arrangements, which are efficient and effective, and enables it to deliver on its commitments to grow and prosper and deliver value for money across all across the Trust.

2. RPT Local Academy Board (LAB) Terms of Reference

The purpose of each LAB is to:

- Understand and challenge the educational provision and performance of the school to ensure that pupil progress, attainment and achievement are maximised
- Ensure that each school delivers a curriculum in keeping with the Trust's aims, all pupil needs and any legal requirements
- Work closely with the BoT's to monitor Safeguarding and attendance

- Foster, develop and monitor parent and community partnerships and engagement of stakeholders to help continuously improve the school.

NB – The LAB does NOT have the ability for reserved matter. This includes: the Scheme of Delegation, Financial Regulations / Policies, employment policies, and policies relating to child protection / safeguarding and health and safety.

1. Membership, Meetings and Quorum

Membership:

Each RPT School has a Local Academy Board, the membership of which consists of:

- The Headteacher (ex officio)
- 2 members of staff
- 2 parents
- 1 member of the community
- Up to 3 co-opted members

RPT's Board of Trustees will appoint the Chair of each school's Local Academy Board with all remaining members (non-parent and staff) being appointed and at the discretion of the RPT Board of Trustees. The Chair of the Local Academy Board will not be a Trustee. Where there is no Chair in place for a particular period (for example, where the Trust is completing a recruitment process or sourcing a LAB Chair), the Trust permits the Local Academy Board to nominate a Chair to chair a particular LAB meeting. In cases where no Chair is appointed to a LAB, all Chairs Action and other matters are a reserved matter for the Chair of Trustees.

Prior to appointment, individuals may be asked to demonstrate that they possess the skills and/or knowledge required to effectively carry out their duties as a member of the Local Academy Board.

Length of appointment: LAB members are appointed for a 4-year period.

Quorum: Half of the appointed LAB members, which must include the Headteacher (or a nominated representative).

Meetings: The LAB will meet at least termly, with additional meetings as required.

2. Responsibilities

The RPT Board of Trustees has identified 12 key responsibilities for all of its' Local Academy Boards, through which they will ensure that the RPT vision and ethos is at the centre of everything the school does.

1. Act as a critical friend to the Head teacher, offering challenging but positive and proactive support
2. Monitor standards, focussing on assessment, pupil progress, quality of teaching and learning, and attendance
3. Monitor curriculum development, implementation, and impact
4. Monitor the impact of initiatives, such as pupil premium and sport premium
5. Support the BoT's in monitoring safeguarding and Looked After Children (LAC)
6. Support the Head teacher and Leadership Team in the development and implementation of the School Improvement Plan and other relevant plans
7. Monitor and review the implementation of RPT policies, including, but not limited to policies relating to employment, recruitment, safeguarding, data protection, and assessment
8. Discuss budget plans in relation to curriculum areas, including CPD
9. Monitor and review the implementation of the school staff appraisal and performance development, including the staffing structure
10. Oversee arrangements for the day-to-day implementation of operational Health and Safety
11. Regularly review the school's performance in relation to KPIs (Key Performance Indicators), as set by the RPT Board of Trustees
12. Support and monitor pupil, parent, staff and stakeholder engagement.

The actions of the Local Academy Board will be communicated to the Board of Trustees via meeting minutes, associated papers, and the Chairs' Forum (CEO, Chair of BoTs and Chairs of LABs). The CEO and Executive Director of Schools may attend any LAB meeting at any time.

3. Structure

The structure has been designed to facilitate the effective and efficient operation of Local Academy Boards.

4. Roles

The RPT Board requires all appointed LAB members to:

- At all times, maintain conversations driven by inquisitive, independent minds and through conversations focussed on the key strategic issues which are conducted with humility, good judgement, resilience and determination.

- Ensure an understanding and acceptance of the duties and responsibilities set out in the Scheme of Delegation.

- Demonstrate a willingness to devote the necessary time and effort to local school business including reading papers, attending meetings and attending training sessions, undertaking quality monitoring visits, and other school events.

- Demonstrate an inquisitiveness to analyse the documents and data presented at meetings to fully understand the views and needs of pupils/students, staff, parents, carers and local communities and support leaders in their efforts to provide the highest quality of education to all pupils.

- Recognise the balance between holding leaders to account as well as support staff in their professional practice.

- Choose an area to become a link governor for (these are linked to the SIP focus areas and/or the Education Inspection Handbook.

- Take part in at least one Learning Walk per year in their school (LAB governors are also welcome to join other LWs in RPT schools if they wish)

- Make themselves familiar with the Link Governor information

- Ensure they have undertaken safeguarding training annually

5. Expectations

Members of a LAB are encouraged to take a full and active role in fulfilling the roles assigned to them - participating in the termly LAB meetings and regularly visiting the school through Learning Walks or through their assigned Link roles.

To support strong governance, the RPT expects all LAB members to demonstrate the following during meetings and in their visits:

Curriculum and Standards

Through your questions at meeting and visits:

- Monitor progress against SIP areas and ensure you understand the school priorities for each term (and annually).
- Review the curriculum to ensure that each school delivers a curriculum in keeping with RPT's aims, pupil needs and statutory requirements (i.e. statutory careers).
- Review the curriculum intention, implementation and implement to ensure that the school delivers a broad, balanced and well planned curriculum.
- Review the termly standards data to ensure that all pupils are achieving their potential and making good progress.
- Review the Personal Development Provision to ensure that pupils are providing with opportunities for personal development (inc statutory requirements) and enrichment.
- Review the curriculum reporting to ensure that pupils are provided with opportunities to support them to develop cultural capital.
- Review/ask about CPD to ensure that staff are provided with training to support them in their professional development (each LAB governor should ask about and report on any training linked to their link area during their visit/s_.
- Review staff absence data to ensure staff are supported in relation to workload and wellbeing.
- Review the termly progress and attainment of all key groups to ensure that all pupils reach their potential.
- Review the termly attendance data to ensure that all pupils and families are supported and challenged to ensure the best possible attendance.
- Review the allocation and impact of key funding which maximises gaps in attainment (e.g. how is Pupil Premium (PP) funding being used and what is its impact?) or support pupils in making progress (e.g. use of Sports Premium and National Tutoring Programme (NTP) funding).

Safeguarding (including the Link Governor role)

Through your questions at meeting and visits:

- Ensure a whole school approach to safeguarding and that all staff/leaders are appropriately trained.
- Ensure safeguarding policies and procedures are understood and followed.
- Review safeguarding data to ensure timely identification, support and action.
- Ensure there are appropriate opportunities to teach safeguarding (pupils keeping safe)
- Ensure behaviour is monitored in relation to safeguarding
- Ensure compliant use of the premises
- Understand contextual safeguarding, safeguarding challenges and the steps the schools' take to ensure children are safe.
- Consider/ask about enrichment opportunities i.e. clubs etc. that the school offers to their pupils as part of personal development

Community and Parental Views

Through your questions at meeting and visits:

- Monitor parent and community partnerships and engagement of stakeholders to help continuously improve the school.
- Review staff, pupil and parent surveys on aspects of the schools' work.

3. RPT Finance and Resources Committee (FAR)

Purpose

The purpose of the RPT FAR Committee is to ensure that the staffing, financial, and infrastructure (buildings and IT) resources of the Trust are effective, efficient, and support the objective of maximising pupil outcomes at every school. The FAR Committee is responsible for monitoring the budget and ensuring that RPT has systems and structures in place to ensure value for money of each school and RPT.

Ensure the Trust adheres to the requirements of the Funding Agreement, Academies Financial Handbook, Academy Accounts Direction and other DfE / DFE requirements. The Finance and Resources Committee operational responsibilities/duties are set out in Scheme of Delegation.

Membership, Meetings & Quorum

The membership will consist of at least three Trustees. The majority of members of the committee will be Trustees; they will supported by input from the CEO, CFOO and other Directors as necessary. The Committee will be quorate if three members are present and a majority of the members present are Trustees. Meetings: The Committee will meet at least termly, with additional meetings as required.

The Clerk for the Board of Trustees will clerk this committee.

Terms of Reference

The Committee will make decisions and receive monitoring / evaluation reports (with actions / decisions as necessary):

Regarding finances, the Committee will:

- Develop and recommend the annual Trust budget to the Board of Trustees (including any Central Service Charge), within a framework of a medium term (3 year) financial forecast.
- Monitor income and expenditure at each school and for the Trust overall throughout the year and ensure that financial records are complete, timely and accurate.
- Make financial decisions in accordance with this Scheme of Delegation.
- Approve the framework for the development of the budget for the following financial year.
- Challenge the proposed Trust budget for the following financial year and then recommend the budget to the Board of Trustees for approval.
- Regularly receive, review, and challenge budget monitoring reports detailing the financial position of the Trust and the schools within it, including actual income and expenditure, commitments, virements, current budget, forecast outturns, and any decisions taken by LABs or staff with delegated authority.
- Approve the MAT's budget (and the budgets of individual schools).
- Make financial decisions regarding expenditure and virements.
- Maintain the stability of the Trust's financial position by monitoring cashflow.
- Monitor and approval central costs separately.
- Approve the banking arrangements for the Trust, including keeping the bank mandate and credit cards under regular review.
- Benchmarking RPT to ensure best value for money.
- Benchmarking the budget against EFSA best practice recommendations.
- Benchmark the efficiency of expenditure.

- Ensure insurance arrangements are in place for the Trust.
- Approve policies as required by the Scheme of Delegation.
- Update Finance Policy in line with DFE requirements.
- Approve Investment Policy.
- Approve Charging and Remissions Policy.
- 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.
- Approve or recommend policies in accordance with this Scheme of Delegation, and ensure that these policies are implemented.

NB – The Chair of Trust and/or the Chair of finance and resources committee will receive monthly budget monitoring reports to scrutinise/review to ensure the financial effectiveness of the Trust.

Regarding staffing resources, the Committee will:

- Approve or recommend policies in accordance with this Scheme of Delegation, and ensure that these policies are implemented;
- Ensure that the staffing structure and establishment of the Trust, both teaching and support staff, is effective and appropriate for the vision of the Trust;
- Provide support, guidance and accountability for the CEO on all personnel matters, and receive regular reports from the CEO on the recruitment, employment, and retention / turnover of staff.
- Determine teachers' and support staff salaries following recommendations from the CEO
- Ensure proper arrangements are in place for an appeal against a decision on pay issues;
- Review the School Pay Policy and its implementation in line with DfE regulations and guidelines and report back to Trustees;
- Consider the expertise, resilience and development of the staffing establishment, including succession planning;
- Monitor staffing decisions made by the CEO under delegated authority, including involvement in appointment processes as appropriate;
- Ensure that the Single Central Record is complete and accurate and that HR policies and best practice relating to safer recruiting and safeguarding / child protection are adhered to;
- Monitor staff work/life balance, working conditions and well-being, including the monitoring of absence and take appropriate actions in accordance with the Scheme of Delegation or make recommendations to the Board of Trustees;
- Monitor the quality and impact of CPD.

Regarding premises resources, the Committee will:

- Provide advice or make recommendations to the Board of Trustees about premises issues.
- Ensure that all Trustees, staff, and pupils are aware of and comply with the Health and Safety policy.
- Monitor and review the policy and make recommendations to the Board of Trustees; ensure that the 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.
- Monitor and review processes for building and site maintenance, including a programme of inspections, to ensure ongoing legal compliance.
- Ensure the Trust seeks funding maintain and improve sites, including accessibility, security and condition of plant, buildings, and sites.
- Ensure that the Trust understands and, where possible, improves energy efficiency.
- Oversee capital expenditure plans/projects and the Trust's strategy for the management of assets.
- Ensure IT meets needs, is well maintained, refreshed/improved as necessary and meets the requirements of all stakeholders.

4. RPT Audit, Risk and Compliance Committee

Purpose

The role of the Audit, Risk and Compliance Committee is to maintain an oversight of the RPT's governance, compliance and risk management, internal control and value for money framework. It will report its findings to the Board of Trustees and the Accounting Officer as part of the RPT's annual reporting requirements. The ARC Committee will lead on ensuring robust auditing and ensuring that the recommendations in the audit reports are actioned promptly. It will strategically consider the risks, including scrutiny of the risk register to ensure that risks are minimised. ARC Committee will ensure compliance with the requirements of AFH, DFE, Ofsted and other regulations.

The Audit, Risk and Compliance Committee operational responsibilities/duties are set out in the Scheme of Delegation.

Membership, Meetings & Quorum

The membership will consist of at least three Trustees. The majority of members of the committee will be Trustees. The Committee will be quorate if three members are present and a majority of the members present are Trustees. The Chair of the Board of Trustees can be a member but cannot Chair the Committee. No employee can be a member.

The Clerk for the Board of Trustees will clerk this committee.

Terms of Reference

The duties of the Audit, Risk and Compliance Committee are to:

- Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the RPT's governance, risk management, internal controls, value for money systems and frameworks.
- Scrutinise the risk register ensuring that it is up-to-date, accurate and reflects current practice.
- Ensure there is a Risk Plan for a major incident.
- Advise the Board of Trustees on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- Determine an appropriate programme of work to be undertaken through the audit and assurance processes. This programme of work will be derived from the Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board of Trustees.
- Advise the Board of Trustees on the need for, and then, where appropriate, the appointment, re- appointment, dismissal and remuneration of, an internal auditor or other assurance provider to ensure that the RPT meets its legal and contractual requirements.
- Review the external auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc.) from the external auditor and other bodies, for example the DFE and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board for information and action.
- Receive and, where appropriate, respond to periodic audit reports of public funds.
- Ensure the audit of non-public funds for presentation to the Board of Trustees.
- Monitor outstanding audit, risk or compliance recommendations from whatever source and ensure implementation dates are reasonable.
- Review the RPT's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Consider any additional services delivered by the external auditor or other assurance or compliance provider and ensure appropriate independence is maintained.
- Meet with the external auditor, without management present, at least annually.
- Ensure compliance with tendering regulations.
- Ensure compliance with STPCD / RPT have its own pay policy.

- Review the RPT's compliance with its legislative and contractual obligations, including premises and H&S inspections, and make recommendations as required.

5. RPT Pay Committee

Purpose

The Committee is responsible for determining the pay and undertaking the pay review for all RPT staff in accordance with the Trust's Pay Policy.

Membership, Meetings and Quorum

Membership: Minimum of 2 Trustees, with no Trustees who have conflicts of interest.

Quorum: 2 Trustees who are entitled to vote.

Meetings: Twice a year following completion of Teaching Staff appraisals (by 31 October)/Headteacher appraisal (by 31 December) and non-teaching/support staff (by 31 April).

Terms of Reference

The committee's key duty is to determine the pay and undertake the pay review for staff (including the CEO) in accordance with the Trust's Pay Policy. In order to carry out this duty, the committee will:

- Ensure that Pay Policy is applied in a fair and equal manner
- Ensure that the Trust complies with all statutory and contractual obligations
- Recommend revisions to the Pay Policy to the Board of Trustees
- Determine pay:
    - Taking account of the recommendation of the Headteacher, the pay progression of each eligible teacher/member of staff at the annual review carried out by the Pay committee in accordance with the Pay Policy
    - The award of points on the Leadership Pay Spine for the Head teachers/Heads of School and leadership team
    - Progression on to and on the Upper Pay Range
    - All other discretionary payments as set out in the Pay Policy.

- Minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of Board of Trustees
- Recommend to the Board of Trustees the annual budget needed for pay, ensuring that appropriate funding is allocated for pay progression at all levels and
- Provide anonymised information to the appropriate Committee from the last three years, which show the patterns of progression of teachers.

CEO Performance Review

Two or three Trustees meet annually with an external reviewer to set and review objectives for the CEO and review the Chief Executive's salary. Trustees will appoint an independent advisor to provide an updated framework for CEO appraisal ensuring consistency with the latest DfE directives.

7. RPT Chairs' Forum

Purpose:

- Authority to investigate any area of Trust operations and ensure compliance
- Understand the specific school context/issues
- Build relationships and trust
- Act as a Trust on issues raised by schools – demonstrating value for money
- Link up schools so that they can learn from each other in areas of identified strengths
- Share ideas and forward plan

Membership and Meetings:

- Chair of LAB
- Chair of Trustees
- CEO
- 3 (termly) meetings a year

Typical Agenda items:

RPT Chair to update on:

- RPT plans/developments
- Key priority areas of RPT
- Consistency/comparison of information from schools
- Trends emerging in the schools
- Emerging key points of and strengths across RPT schools
- Emerging key points of concerns across RPT schools

Chairs of the LABs to update RPT Chair on:

- School specific key successes
- School specific key concerns
- Common areas that need a RPT approach
- Training needs of LAB /members
- Governance areas of development for each LAB

8. RPT Panels

The following Panels may be convened for each RPT School as required. Trustees reserve the right to delegate some or all the panel roles to professionally qualified independent assessors.

1. **Complaints Panel** – convened as required and subsequent report to the next relevant meeting, including any lessons learned for the school and / or recommendations for policies or procedures. The panel can be drawn from both LAB members and Trustees. Where necessary, the Trust may appoint via the Governance Professional independent panel members.

2. **Employment Appeals Panels** – convened as required for grievance, dismissal, or dismissal appeal hearings and report and report to the next relevant meeting as appropriate, including any lessons learned for the school and / or recommendations for policies or procedures. The panel shall consist or three people. The panel can be drawn from both LAB members and Trustees. Where necessary, the Trust may appoint via the Governance Professional independent panel members.

3. **CEO/Head teacher Appointment Panel** – convened as required and report to the next relevant meeting as appropriate, including any lessons learned for the school and / or recommendations for policies or procedures. The panel can be drawn from both LAB members and Trustees.

4. **Pupil Exclusions Panel** – convened as required and report to the next relevant meeting, including any lessons learned for the school and / or recommendations for policies or procedures. The panel can be drawn from both LAB members and Trustees. Where necessary, the Trust may appoint via the Governance Professional independent panel members.

5. **Pay Appeal Panel** – convened as required if a member of staff wishes to appeal against their pay award decision made by the Pay Committee. The panel will consist of at least two Trustees.

In each situation, the Panel will include the appropriate number of Trustees/LAB members (as specified in the relevant policy or, if not specified, three Trustees) who have not previously been involved with the incident and have no prior knowledge of the incident concerned. For complaint hearings, the panel shall include an individual who is independent from the management and running of any school within the Trust.

Each committee will have an appropriately experienced Governance Professional.

The committee will follow procedures as set down in the relevant policy or as set out in law as appropriate. If a second or appeal panel is permitted for that particular purpose, this shall include three different Trustees.

For the Pay Appeal the Terms of Reference are:

- To consider appeals from staff members in relation to pay award decisions made by the Pay Committee.
- To ensure that the pay appeals process is applied as detailed in the Trust's pay policy.
- To observe all statutory and contractual obligations.
- To minute clearly the reasons for all decisions, and report the fact of these decisions to the next meeting of the Board of Trustees.

Appendix 2: Communication, Monitoring and Evaluation within/across RPT Governance

Trust

- Meets four times a year as a full Board to discuss and consider minutes from sub groups and committees and to consider strategic direction
- CEO, CFOO and EDoS report on KPIs including: standards, attendance (pupils/staff), safeguarding, progress towards RPT strategic plan
- Receive budget monitoring report at each Board meeting, Chair and Chair of FAR monitors this monthly
- Trustees attend termly learning walks with LAB governors and senior leaders

Chair and LABs

- Chair of RPT attends LAB meetings on an ad hoc basis to ensure that there is communication between the Trust and LABs.
- Ensures that the Trust is responding to issues of important to the LABs
- Ensures LABs are aligned to the priorities of the Trust.

Trust Sub Groups and Committees

- Meets at least three time a year to discuss and monitor focus areas

Trust Safeguarding and H&S Trustees

- Meet termly with CEO/Heads, Site Management staff and DSLs (as appropriate) to monitor and discuss H&S and safeguarding across the schools.

CEO and Chair of Trustees

- Meet, at least, monthly to discuss progress towards strategic plans, standards and CEO targets
- CEO attends all LAB meetings

CEO and Headteachers

- Meet, at least, fortnightly to discuss safeguarding, standards, progress towards SIP and any issues arising

CEO and Exec Team

- Meet, at least every month, to discuss standards, safeguarding, data, communications and KPIs
- CEO meets with CFOO each week to discuss budget monitoring

Chair of Trustees, CEO and LAB Chairs

- Meet termly at Chairs' Forum

LABs

- Meet termly to discuss and monitor standards, safeguarding, H&S and parent/community engagement and liaison
- Complete termly Learning Walks to gain insight and overview of KPIs, school focus areas etc.
- LAB safeguarding leads meet with DSLs termly to audit, monitor and discuss safeguarding across the schools
- LAB Chair meet with Head Teacher on a half termly basis (or more regularly as appropriate)

All minutes are shared with Members, Trustees, LAB governors, Head teachers and executive Team via the RPT GovernorHub.

Appendix 3: Procedures when there are changes in governance personnel

Members

If a member resigns

- The Governance Professional to the Board of Trustees asks the individual to confirm in writing (which can be an email) to the Governance Professional their resignation and the date that it will be effective from; and the next Board meeting formally minutes that the Member has left / is leaving and records the date that their position as Member ends/ended as follows: "It was noted that [Name of individual] will cease to be a Member on [insert date]."
- The Governance Professional updates the Register of Members and updates the DfE Get Information About Schools (GIAS) website.

When a new Member is appointed

- Members in accordance with the Articles of Association must make the appointment.
- The new Member must consent in writing to being a Member of the Trust, which will be retained by the Governance Professional.
- The new Member must complete the Register of Interests declaration.
- The Governance Professional will update the register of Members, which the new Member should sign.
- The minute at the Board meeting following their appointment, as a Member should read as follows: "[Name of individual] was appointed as a Member with effect from [insert date]."
- The Governance Professional notifies the DfE of the appointment of the new Member via GIAS and provides the new Member with the Articles of Association, DfE governance handbook, RPT Scheme of Delegation, RPT Conflicts of Interest policy.

Trustees

If a Trustee resigns or their term of office ends and they don't seek re-appointment

- If the person is resigning as a Trustee: The Governance Professional to the Board of Trustees asks the individual to confirm in writing (which can be an email) to the Governance Professional their resignation and the date that it will be effective from; and the next Board

meeting formally minutes that the Trustee has left / is leaving the Board of Trustees and records the date that their position as Trustee ends/ended as follows: "It was noted that [Name of individual] will cease to be a Trustee on [insert date]."

- If the person has reached the end of their term, or their employment at the academy Trust ends (Chief Executive): No 'email of resignation' is required, but the Board of Trustees still needs to formally minute that the Trustee has left due to their term or employment ending.
- In either of the above two scenarios the following happens:
    a. The Chief Executive completes the Companies House 'TM01' form and submits it to Companies House (keeping a copy at the Trust) – this must be within 14 days of the resignation (if the Trust registers for online filing this can be completed online)
    b. The Governance Professional updates the register of Trustees
    c. The Governance Professional notifies the DfE via GIAS.

Filling vacancies within the Board of Trustees

- It is recommended that the Members of the Academy Trust (as set out in Article 12 of the Articles of Association) should use the following principles when filling any of their vacancies on the Board of Trustees, and the same principles should be used by the Board of Trustees itself in considering any potential co-opted Trustees:
    a. To understand the skills and experience already on the Board of Trustees;
    b. To consider what skills or experience would add most value to the Board of Trustees given its current context / performance and its strategic priorities; and
    c. Seek to appoint an individual with the appropriate skills or experience to fill any identified skills or experience gap within the Board of Trustees.
- Where there is a vacancy for a Member appointed Trustee, the Board of Trustees will lead the recruitment process and recommend a shortlist of suitable candidate(s) to the Members who will then appoint the individual that they consider most suitable.
- The proposed Trustee will confirm that they are eligible for appointment in accordance with the Articles of Association and that they will sign a Deed of Adherence to the Trustees' Agreement.

When a new Trustee is appointed

- The minute at the Board meeting confirming their appointment as a Trustee should read as follows: "[Name of individual] was confirmed / appointed [depending on the category of Trustee and therefore how they were appointed] as a Trustee with effect from [insert date].

Their term of office will end on [insert date OR when their employment ends]. [Name of individual] will be appointed as a Director of the Academy Trust and registered accordingly with Companies House."

- The Trustee completes and signs the Companies House 'AP01' form (using the Manor School address as the service address) which is also signed by another Director (such as Chief Executive or Chair of Trustees) and this is submitted to Companies House (keeping a copy at the Trust). This must be submitted within 14 days of the appointment. If the Trust registers for online filing this can be completed online.
- The Trustee and Chair / Chief Executive sign a Deed of Adherence for the Trustees' Agreement.
- The new Trustee must complete the Register of Interests declaration.
- The Governance Professional notifies the DfE of the appointment via GIAS.
- The Governance Professional applies for an enhanced DBS for the new Trustee.
- Provide the new Trustee with the Articles of Association, Funding Agreements, Charity Commission essential guidance for Trustees, DfE governance handbook, current Academies Financial Handbook, RPT Scheme of Delegation, RPT Conflicts of Interest policy.

LAB Governors

If a Governor resigns or their term of office ends and they don't seek re-appointment

- If the person is resigning as a Governor: The Governance Professional to the LAB asks the individual to confirm in writing (which can be an email) to the Governance Professional their resignation and the date that it will be effective from; and the next full LAB meeting formally minutes that the Governor has left / is leaving the LAB and records the date that their position as Governor ends/ended as follows: "It was noted that [Name of individual] will cease to be a Governor on [insert date]."
- If the person has reached the end of their term, or their employment at the academy Trust ends: No 'email of resignation' is required, but the full LAB still needs to formally minute that the Governor has left due to their term or employment ending.
- In either of the above two scenarios the Governance Professional notifies the DfE via GIAS.

Filling vacancies within the LAB

- It is recommended that the Board of Trustees (for Board appointments) or LAB Governors (for co-opted Governor appointments) should use the following principles when filling any of their vacancies on the LAB:
    a. To understand the skills and experience already on the LAB;

b. To consider what skills or experience would add most value to the LAB given its current context / performance and its priorities; and
c. Seek to appoint an individual with the appropriate skills or experience to fill any identified skills or experience gap.

- The proposed Governor will confirm that they are eligible for appointment in accordance with the Articles of Association (as if those relevant Articles apply directly to LAB Governors).

When a new LAB Governor is appointed

- The minute at the LAB meeting confirming their appointment as a Governor should read as follows: "[Name of individual] was confirmed / appointed [depending on the category of Governor and therefore how they were appointed] as a Governor with effect from [insert date]. Their term of office will end on [insert date OR when their employment ends]. "
- The new Governor must complete the Register of Interests declaration.
- The Governance Professional notifies the DfE of the appointment via GIAS.
- The HR Team applies for an enhanced DBS for the new Trustee or Governor.
- The Governance Professional supplies new Trustee with the Funding Agreement for the school, RPT Scheme of Delegation, RPT Conflicts of Interest policy.
- The Governance Professional ensures that a new Trustee has verified their ID on Companies House.

Appendix 4: Appointment processes for parent and staff LAB Governors

Parents

The following process shall appoint parent LAB Governors:

- Seeking nominations from all parents of registered pupils at the school; (Note: vacancies can be held vacant until the following term where the LAB considers this appropriate, such as to enable parents of an incoming year group to be eligible)
- If there are fewer nominations than vacancies or the same number of nominations as vacancies, then the nominees are appointed by the LAB.
- If there remain vacancies then the previous two bullet points are repeated (vacancies can be held until the following term where the LAB considers this appropriate, such as to enable parents of an incoming year group to be eligible);

- If there are more nominations than vacancies an election will be held where the parents / carers of each child attending the school on the date that the election starts are entitled to vote (one vote per parent) for the nominees. The LAB will appoint the nominee with the largest number of votes; if there was more than one vacancy this process shall be repeated until all vacancies are filled (i.e. if two vacancies, the two nominees with the most votes shall be appointed).
- If there remain vacancies after two rounds of seeking nominations, the LAB may approach suitable individuals and recommend their appointment to the Board in accordance with Articles 54A and 56.

Staff

The following process shall appoint staff LAB Governors:

- Seeking nominations from staff based at the school;
- If there are fewer nominations than vacancies or the same number of nominations as vacancies, the nominees are appointed by the LAB.
- If there remain vacancies then the previous two bullet points are repeated;
- If there are more nominations than vacancies, an election will be held whereby every member of staff based at the school on the date that the election starts are entitled to vote (one vote per member of staff) for the nominees. The LAB will appoint the nominee with the largest number of votes; if there was more than one vacancy this process shall be repeated until all vacancies are filled (i.e. if two vacancies, the two nominees with the most votes shall be appointed).
- If there remains a vacancy after two rounds of seeking nominations, the LAB may approach and, with their consent, appoint eligible individuals.
- LAB Staff Governor roles are open to all (support and teaching staff).
- In seeking LAB Parent Governors, where desirable, RPT will provide a desired skill set so that parents are aware of the particular skills that the LAB is seeking.

Appendix 5: Terms of reference for a LAB in the case of pre-opening phase

Based upon: RPT Articles of Association, Governance Handbook.

Purpose

- The purpose of the Committee is to prepare a school for a successful launch within RPT.
- 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 LAB may exercise all the powers of the Company within their remit.

Membership, Meetings & Quorum

- Membership: Structure to be set by the Board. It should comprise of a minimum of five individuals.
    - The Headteacher Designate will join the LAB from the date of their appointment.
    - An appropriate process that seeks individuals with the necessary skills shall seek community Governors.
- The term of office of a Governor appointed prior to the school opening (excluding the Headteacher Designate once appointed) shall be until the end of the second term of the school being open. This is to provide for a phased transition. Individuals will be eligible for re-election or re-appointment to the LAB of the open school.
- 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 and comply with any relevant Trust policies and procedures.
- Meetings:
    - The LAB shall meet as required; it is anticipated that the LAB will meet approximately monthly for the 18 months prior to opening.
    - 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.
- Committees: It is not expected that the LAB would have any standing committees, but it may establish time limited ‘working groups’ or ‘lead governors’ for specific areas of work.

- Chair: Elected by the LAB at the first meeting each school year. The Chair must not be employees of the Trust.

Terms of Reference

- The LAB is empowered to develop the detailed proposals for the new school, and to implement these proposals.
- The LAB will lead the interface with the DfE, EFA, and Ofsted for pre-opening assessments.
- The following table outlines the decision-making powers of the Trustees and LAB of a school in the pre-opening phase.

Decision	**Taken by**
Governance	
Determination of LAB structure for a school that is not yet open	Board of Trustees (LABs to recommend to BoT)
Appointment of Trust-appointed governors	Board of Trustees (LGBs to recommend individuals or the skill sets desired)
Appointment of co-opted governors	LAB
Appointment of Chair and Vice-Chair of LGB	LGB to elect Chair and Vice-Chair at first meeting of the school year
Approval of policies for the new school	As set out in the Scheme of Delegation
Staffing	
Appointment of Headteacher	CEO to lead process with Trustee and LAB Governor involvement on the Selection Panel

Approval of staffing structure for first year of opening	Board to set overall budget framework (such as % of budget to be spent on staffing, operating surplus requirements), and LAB to then set staffing structure within that.
Appointment to approved posts	Headteacher to lead (CEO and LAB Governors involved in posts that directly report to Headteacher)
Financial	
Approval of budget for PDG usage	Board of Trustees
Authorisation of spend from PDG budget	As set out in the PDG budget approval
Authorisation to submit PDG usage returns to DfE	Chief Financial Officer (reporting to Board / LAB before or after submission as required by DfE timeframe)
Determination of Trust top-slice for first year of opening	Board of Trustees
Approval of budget for first year of opening	Headteacher / Chief Financial Officer to recommend budget to LAB and then to Board for final decision
Student experience	
Approval of pupil admissions and transition policy for first year of opening	LAB
Approval of pupil applications for first year of opening (i.e. whether school should be named)	Headteacher

Approval of school day	LAB
Approval of school year (including INSETs)	CEO (to ensure Trust fit)
Approval of school uniform	LAB
Approval of curriculum for first year of opening	LAB
Approval of school policies (i.e. curriculum, SEN, behaviour, home-school agreement etc)	As set out in Scheme of Delegation
Site and Capital project	
Approval of the permanent site for the school	LAB to recommend to Board for decision
Approval of any temporary site / accommodation arrangements for the school	LAB to recommend to Board for decision
Approval and management of any interim usage of the school site and entering into associated agreements	LAB
Approval of any land transfer documentation (freehold or leasehold)	LAB following advice from DFE
Appointment of design team for capital works (if required)	LAB following advice from DFE
Approval of accommodation schedule / scope of capital project	LAB

Approval of feasibility study	LAB
Appointment of contractor (if required)	LAB following advice from DFE regarding procurement process and tender evaluation
Approval of planning application submission	LAB
Approval of final capital project	LAB
Approval of any variations to the agreed scheme	LAB

Other	
Approval of whether the new school has a nursery	LAB

LABs and staff are able to further delegate, but responsibility remains with the LAB or person to whom the above table delegates responsibility.

Appendix 6: The Nolan Principles of Public Life

Selflessness - Holders of public office should act solely in terms of the public interest.

Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty - Holders of public office should be truthful.

Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.