

Ghyllside School



TRUSTEE BOARD STANDING ORDERS

**INCLUDING
FINANCIAL SCHEME OF
DELEGATION**

Autumn 2026

STANDING ORDERS - Autumn Term, 2026

GHYLLSIDE SCHOOL

This Trustee Board maintains a “STANDING ORDERS” file that contains:

- The Trustee Board’s Standing Orders
- A copy of the School Governance (Procedures) Regulations
- The current Articles of Association
- The current Academy Trust Handbook
- The Terms of Reference for Committees
- The Policy on Trustees’ Expenses

It is intended to be accessible to all Trustees via the School website. The Governance Professional (Clerk) to the Trustee Board also retains a master copy for his/her records.

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Meetings of the Trustee Board

The Trustee Board notes the requirement to meet in full committee at least three times in each school year and Members will also hold an Annual General Meeting (AGM) in December of each year, in accordance with the Articles of Association.

Membership - As per Articles of Association

Up to 10 Trustees appointed by Members; and

A minimum of 2 Parent Trustees (elected).

The Trustees have also Co-opted 3 Staff Trustees (2 teaching, 1 non-teaching staff)

Detailed Membership List - see Appendix 1

Term of Office - As per Articles of Association the term of office of each Trustee (aside from the Head Teacher) is 4 years. All Trustees will be subject to enhanced Disclosure & Barring Service (DBS) checks.

Disqualification - As per Articles 68 - 81.

Quorum - Decisions cannot be taken at a Trustee Board meeting unless a minimum number (quorum) of Trustees is present. The Articles require three or, where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting provided always that at least one Chair or Vice-Chair shall be in attendance.

The Trustees may act notwithstanding any vacancies in their number, but, if the numbers of Trustees is less than the number fixed as the quorum, the continuing Trustees may act only for the purpose of filling vacancies or of calling a general meeting.

The quorum for the purposes of appointing a Parent Trustee under Article 56A; removal of a Trustee in accordance with Article 66; or removal of the Chair of the Trustees in accordance with Article 90; shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Trustees entitled to vote on those respective matters.

Observers - The Trustee Board may from time to time appoint Observers to attend their meetings. Any agreement in relation to these matters will be clearly minuted at either a Trustee Board or Committee meeting. Observers have no voting rights within the Trustee Board or its Committees.

Term of Office of the Chair of Trustees; Vice Chair(s) of Trustees & Chairs of Committee - As per Article 82, the Trustees shall elect a Chair and one or more Vice-Chairs at their first meeting of each school year.

Election of Chairs and Vice Chairs

The following process will apply to the election of Chair and Vice-Chair:

Trustees will be requested to submit written or verbal nominations to the Governance Professional (Clerk) prior to the Trustee Board meeting. A Trustee can nominate him/herself for office and does not need to be present at the meeting to be considered.

The Governance Professional (Clerk) will chair the meeting for the election of the Chair and Vice-Chair.

Nominee(s) will be asked to leave the room whilst the election process takes place.

If there is more than one nominee, the remaining Trustees will take a vote by a secret ballot. Please note that if a secret ballot is agreed, the Governance Professional (Clerk) will tally the votes.

The nominee(s) will return to the meeting.

The Governance Professional (Clerk) will announce the result, with the nominee polling the majority of votes being duly elected.

If there is a tie, each candidate will be given the opportunity to speak to Trustees about their nomination, their vision for the Trustee Board and the School, and the way in which they will seek to support the School in its working. Then, a further vote would be taken.

If there is still a tie, Trustees should discuss the strengths of the nominees further, and another vote will be taken. This process will repeat until a nominee polls a majority of the votes.

Appointment of Trustees (See Articles 50 - 63)

Community: The Members may appoint up to 10 Trustees.

Parent : All parents will be contacted and asked for nominations and an election held, if necessary, in the form of a secret ballot in accordance with Articles 53 - 56. If the number of Parent Trustees standing for election is less than the number of vacancies, the Trustee Board shall appoint the number of Parent Trustees required in accordance with Articles 56A and 56B.

Co-opted: The Trustee Board may appoint up to 3 Co-opted Trustees in accordance with Article 58 and has agreed that 2 Teaching and 1 Non-Teaching members of staff be afforded this category. These Staff Trustees shall be elected by the teachers and such other staff as shall be employed by the Academy Trust at the time of the election, in accordance with Article 58.

The Trustee Board is required to appoint a **Governance Professional (Clerk)** to the Trustee Board in accord with Article 81.

Roles

Members

- may amend the articles of association subject to any restrictions created by the funding agreement or charity law
- appoint new members or remove existing members
- appoint trustees and to remove trustees
- appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- change the trust's name

Trustees

- must comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement
- must ensure regularity and propriety in use of the trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money.
- The trustees must also take ownership of the trust's financial sustainability and its ability to operate as a going concern.

Trustees should focus on three core functions:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing and ensuring effective financial performance.

Chair of the Trustee Board

- To ensure the business of the Trustee Board is conducted properly, in accordance with Companies House and ESFA requirements.
- To demonstrate clear and direction and ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all trustees have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Head Teacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Trustee Board acts as a sounding board to the Head Teacher and provides strategic direction

Disqualification - the Head Teacher, Members of Staff

Vice Chair of the Trustee Board

- To assist the Chair of the Trustee Board in fulfilling the duties set out above.
- To substitute for the Chair in all matters if they are not able to fulfil their responsibilities.

Disqualification - the Head Teacher, Members of Staff

Accounting Officer

The Headteacher is appointed as the Accounting Officer of the Trust.

The Accounting Officer must have oversight of financial transactions, by:

- ensuring the academy trust's property and assets are under the trustees' control, and measures exist to prevent losses or misuse
- ensuring bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support their annual accounts.

Chief Financial Officer

The School Business Manager is appointed as the Chief Financial Officer of the Trust.

The Chief Financial Officer is responsible for ensuring the trust's financial systems and financial records are robust and accurate.

The Chief Financial Officer:

- must be involved in, and able to bring influence to bear on, all material business decisions.
- must lead the promotion and delivery by the whole organisation of good financial management.
- must lead and direct the finance function and ensure that it is resourced to be fit for purpose.

Governance Professional (Clerk) to the Trustee Board

- To work effectively with the Chair of Trustees, the other Trustees and the Head Teacher to support the Trustee Board
- To advise the Trustee Board on constitutional and procedural matters, duties and powers
- To prepare the annual meeting schedule in liaison with the Chairs of the Trustee Board and its Committees and the HT
- To convene meetings of the Trustee Board
- To attend meetings of the Trustee Board and ensure minutes are taken
- To maintain a register of members of the Trustee Board and report vacancies to the Trustee Board
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Trustee Board from time to time

Disqualification - Trustees; and the Head Teacher if they are not a Trustee.

Chairs of Committees

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all trustees have an equal opportunity to participate in discussion and decision-making

Disqualification - the Head Teacher, Members of Staff, Pupils

Governance Professional (Clerk) to Committees

- To advise the Committee on procedural and legal matters
- To convene meetings of the Committee
- To attend meetings of the Committee and ensure minutes are taken
- To perform such other functions with respect to the Committee as may be determined by the Trustee Board from time to time

Disqualification - the Head Teacher, Staff Trustees.

The Trustee Board Terms of Reference

The Trustee Board needs to take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

The Trustees should focus on three core functions: Ensuring clarity of vision, ethos and strategic direction; holding executive leaders to account for the educational performance of the organization and its pupils, and the performance management of staff; and overseeing and ensuring effective financial performance.

The Trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. They should follow the Governance Handbook, which describes the following features of effective governance and will aid compliance with the Academy Trust Handbook:

- strategic leadership that sets and champions vision, ethos and strategy
- accountability that drives up educational standards and financial performance
- people with the right skills, experience, qualities and capacity
- structures that reinforce clearly defined roles and responsibilities
- compliance with statutory and contractual requirements
- evaluation of governance to monitor and improve its quality and impact.

Terms of Reference of Trustee Board:

These matters cannot be delegated to either a Committee or an individual

1. To agree constitutional matters, including procedures where the Trustee Board has discretion
2. To recommend new Members as vacancies arise and to appoint new Trustees where appropriate
3. To hold at least three Trustee Board meetings a year
4. To appoint or remove the Chair and Vice Chair
5. To appoint or remove a Governance Professional (Clerk) to the Trustee Board
6. To establish the Committees of the Trustee Board and their Terms of Reference
7. To appoint or remove a Governance Professional (Clerk) to each Committee
8. To suspend a Trustee, where appropriate
9. To decide which functions of the Trustee Board will be delegated to Committees, groups and individuals
10. To review the delegation arrangements annually or if there is a significant change
11. To receive reports from any individual or Committee to whom a decision has been delegated and to consider whether any further action by the Trustee Board is necessary
12. To set up a Register of Business Interests for all Trustees and those staff with financial responsibilities.
13. To regulate Trustee Board procedures
14. To determine all matters in respect of membership of a collaborative partnership
15. To decide on the provision and cessation of extended services
16. To agree, by early in the autumn term, the programme of work and calendar of meetings for the Trustee Board and its Committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
17. To monitor the progress of work being undertaken by Committees and individuals
18. To establish and keep under review Critical Incident Policy and Procedures
19. To consider recommendations made by Committees with regard to the working of the Trustee Board
20. To establish and keep under review a protocol for the Trustee Board
21. To establish and keep under review arrangements for Trustees' visits to school
22. To oversee arrangements for Trustee involvement in formulating and monitoring the School Development Plan
23. To establish exceptional working arrangements where particular circumstances arise e.g. a joint committee to oversee a building project or a special committee to oversee an Ofsted inspection
24. To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Head Teacher

25. To appoint the Head Teacher
26. To appoint the Chief Financial Officer
27. To make any decisions under the Trustee Board's personnel procedures e.g. disciplinary, grievance, capability where the Head Teacher is the subject of the action
28. To approve the first formal budget of the financial year
29. To approve and sign the Audited Annual Accounts and ensure these are received by Members
30. To ensure submission of all required ESFA, Companies House and other returns by the specified date
31. To recommend the appointment of the External Auditors to Members
32. To ensure all statutory and trust policies are in place and regularly reviewed as specified for each policy
33. To approve all policies, including the Whistleblowing Policy.

Terms of Reference Delegated to Committees:

To appoint the Chair and Vice-Chair of any Committee

To receive reports from any individual or Committee to whom a task has been delegated and to consider necessary action

To agree and recommend the first formal budget plan of the financial year

To ensure that ESFA and statutory returns are submitted on time

To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate

Delegation of Functions

A Trustee Board can delegate any of its statutory functions to a Committee, a Trustee or the Head Teacher, subject to the restrictions described below. The Trustee Board must review the delegation of functions annually. A Trustee Board will remain accountable for any decisions taken, including those relating to a function delegated to a committee or individual.

The following functions cannot be delegated:

- The constitution of the Trustee Board.
- The appointment or removal of the Chair or Vice-Chair(s).
- The appointment of the Governance Professional (Clerk).
- The suspension of Trustees.
- The establishment of Committees and delegation of functions.
- Approval of the 3-year Budget prior to the start of the new financial year.
- Approval of the Audited Annual Accounts (Financial Statements)
- The appointment of the Head Teacher and associated appointment as Accounting Officer
- The appointment of the Chief Financial Officer
- Approval of the Whistleblowing Policy.

The following functions can be delegated to a Committee but cannot be delegated to an individual, even in urgent cases:

- The alteration, discontinuance or change of category of maintained schools.
- School discipline policies.
- The exclusion of pupils.
- Admission matters.

The Trustee Board can still perform functions it has delegated. This enables the Trustee Board to take decisions on matters that are discussed at meetings on functions that have been delegated. Please note that any individual or Committee to whom a decision has been delegated must report to the Trustee Board in respect of any action or decision made.

The Trustee Board has agreed on the Scheme of Delegation set out within appendices 3 & 4 of these Standing Orders. In doing so it has set up a number of Committees. The work of these Committees may from time to time be supported by the use of working parties.

Committees

Committees and Working Parties - Definitions

A COMMITTEE of the Trustee Board is set up with delegated powers, with the Trustee Board deciding its membership, the procedures for appointing its Chair and Vice Chair and what powers it will have. This information must be minuted at a Trustee Board meeting. The Trustee Board remain responsible for any decisions taken by Committees and these decisions must be reported back to the Trustee Board at their next meeting. The establishment, Terms of Reference, constitution and membership of committees must be reviewed annually. The Chair and Vice Chair of each Committee must also be appointed annually.

A WORKING PARTY of the Trustee Board is set up with the Trustee Board deciding its membership and the topics it will discuss. A working party cannot make any decisions or have any delegated powers. A working party can only bring recommendations to the Trustee Board (or a relevant Committee if responsibility has been delegated to a Committee) for approval.

Membership of Committees

The membership of Committees is set out at Appendix 2. A Chair and Vice Chair must be appointed each year to each Committee, elected by the Committee members, as the Trustee Board has resolved to delegate this task. The Trustee Board is required to appoint a Governance Professional (Clerk) to each Committee.

Trustees with Special Responsibilities

Trustees with Special Responsibilities are required to liaise with their corresponding members of staff and provide a report to the Trustee Board or relevant Committee. Trustees with special responsibilities are listed in Appendix 3.

Any individual(s) to whom responsibility has been delegated by this Trustee Board is expected to work within the following Terms of Reference.

Terms of Reference of Trustees with Special Responsibilities:

- To liaise with and support the work of the appropriate member(s) of staff.
- To visit the School with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of School practice.
- To provide a verbal or written Report to the Monitoring Committee/Trustee Board, annually or as required, in order to keep the Trustee Board up to date with changes or new developments in their area of responsibility.
- To report developments and progress within their area of responsibility to the Trustee Board, the Monitoring Committee or the Working Group, whichever the Trustee Board deems most appropriate.
- To raise the profile of the area of responsibility when related matters are considered by the Trustee Board.
- To attend training as appropriate in support of their role.

Committees

	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal -Head Teacher	Hearings Committee	Appeals Committee
Membership - Minimum	4 Trustees including the Head Teacher	4 Trustees including the Head Teacher	6 Trustees including the Head Teacher; Chair of Governors; Chair of Premises and Health & Safety; Chair of Progress and Attainment	5 Trustees including the Head Teacher and Chair of Governors	3 Trustees including the Chair of Resources	3 Trustees	3 Trustees
Membership - Disqualification				Staff Trustees	Head Teacher & Staff Trustees	The Head Teacher & Chair of Trustees (due to probable prior knowledge)	The Head Teacher, Chair of Trustees & Chair of Resources (due to probable prior knowledge). Any members involved in the initial decision making process
Quorum	3 Trustees	3 Trustees	4 Trustees	3 Trustees excluding the Head Teacher	2 Trustees excluding the Head Teacher	3 Trustees	3 Trustees
Chair & Vice Chair	Elected at the first meeting of the year	Elected at the first meeting of the year	Elected at the first meeting of the year	Elected at the meeting	Elected at the meeting	Elected at the meeting	Elected at the meeting
Meeting Frequency	3 p/a; generally termly	3 p/a; generally termly	9 p/a (minimum of 6)	Annually	Annually	As required	As required
Notice of Meeting	7 days	7 days	7 days	7 days	7 days	7 days	7 days

Committees

Committee Protocols

Purpose

To ensure there is effective communication to and from the Trustee Board and its Committees.

Responsibilities of Chairs (Trustee Board and Committees)

1. To ensure an agenda is prepared and distributed to members. Whilst this must be done at least 7 days before the meeting, best practice is that we aim to distribute papers at least 10 working days before the meeting to which they relate.
2. To ensure draft minutes are prepared and distributed to all members of the Committee, the Head Teacher, the Chair of Trustees and the Governance Professional (Clerk) within 10 days of the meeting.
3. To ensure a copy of the agenda, supporting papers and approved minutes signed by the Committee Chair are supplied to the Governance Professional (Clerk) for the school's permanent records.

Agenda Drafting

In drafting the agenda, the following items should be considered

1. Matters referred to the Trustee Board by the Committees.
2. Matters referred to Committees by the Trustee Board.
3. Matters arising from within the annual timetable of Trustee responsibilities.
4. Matters required by the ESFA/ATH and for reporting and/or submission.
5. Any other matters raised directly, which the Chair believes is appropriate to include on the agenda.

Reporting Requirements

All Committee meetings will be minuted. Where work is delegated to a working party there is no requirement for this to be minuted other than as discussed within the Committee. Minutes will be approved by the next meeting of the Committee and signed on its behalf by the Chair.

Minutes of the meeting will be circulated to all Committee Trustees for ratification prior to the next Trustee Board meeting.

In the event the meeting of the Trustee Board takes place before the minutes have been approved by the Committee, the draft minutes will be reviewed and approved by the Chair of the Committee and subsequently approved by the Committee itself. If any amendments are made, the minutes will be referred back to the next meeting of the Full Trustee Board.

Confidentiality

How individual Trustees vote, decisions and opinions of individuals and other sensitive information should always be regarded as confidential.

Committees

Committee Protocols

Best practice for Committee Management

Agendas should be circulated to all Committee members at least seven days in advance of the meeting.

Committee papers should be available to all Trustees (not just those on the Committee).

Minutes should be circulated to all Trustees (not just those on the Committee) within two weeks after the date of the meeting.

Minutes should be signed by the Committee Chair at the next Committee meeting to verify that the minutes are a true record.

Any Trustee may attend a Committee meeting but only named Committee members may vote.

Committee members should feedback at the Trustee Board on the work of the Committee and any decisions taken.

Committees

Terms of Reference

Progress and Attainment

Purpose and Objectives

1. To consider and advise the Trustee Board on standards and other matters relating to the school's curriculum, including statutory requirements, the National Curriculum and the School's Curriculum Policy
2. To consider curricular issues which have implications for Resources decisions and to make recommendations to the relevant committees or the Trustee Board.
3. To oversee and approve admission of SEN pupils. To appeal against Local Authority directions when appropriate.
4. To oversee arrangements for individual Trustees to take a leading role in specific areas of provision, eg SEN, Literacy, Numeracy. To receive regular reports from them and advise the Trustee Board.
5. To oversee arrangements for educational visits, including the appointment of a named educational visits co-ordinator.
6. To approve policy documents on matters relating to the curriculum and SEN.
7. To establish and keep up to date a written policy on sex education.
8. To establish a Discipline Policy.
9. To oversee adoption and review of home school agreements.
10. To oversee the appointment of a responsible person to discharge duties in respect of pupils with special needs.
11. To monitor the use of exclusions and direct reinstatement of excluded pupils where appropriate.
12. To assist staff in monitoring and evaluating the curriculum and SEN provision delivered in school, reporting to the Trustee Board on;
 - Standards of achievement of the pupils in the National Curriculum,
 - The quality of learning of the pupils as specified in the Ofsted Framework of Inspection.
13. To advise the Trustees of the school on compliance or otherwise with all legal obligations in respect of the curriculum.

Committees

Terms of Reference

Premises and Health & Safety

Purpose and Objectives

1. To advise the Trustee Board on priorities, including Health and Safety, for the maintenance and development of the school's premises
2. To oversee arrangements for repairs and maintenance, including a properly funded Maintenance Plan
3. To make recommendations to the Resources Committee on premises-related expenditure
4. To approve policy documents on matters relating to the Premises including Health & Safety aspects
5. To develop and approve plans for the premises and grounds of the school, to question the underlying assumptions and ensure they fit with the achievement of the school's strategic objectives
6. In consultation with the Head Teacher and the Resources Committee, to oversee premises-related funding bids
7. To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to Trustee Board Policy
8. To assist staff in monitoring and evaluating the quality and provision of premises and grounds resource in school, reporting to the Trustee Board on;
 - Standards and quality of premises and grounds and their maintenance/development,
 - The Health & Safety issues linked to the above
9. To establish and keep under review a Site Development Plan
10. To establish and keep under review an Accessibility Plan
11. To advise the Trustees of the school compliance or otherwise with all legal obligations in respect of the premises and health & safety, including asbestos management
12. To ensure that school lunch nutritional standards are met.

Committees

Terms of Reference

Resources, incorporating Audit & Risk

Finance

1. In consultation with the Head Teacher, to agree the formal 3-year budget plan and recommend its approval to the Trustee Board
2. To establish and maintain an up to date 3 year Financial Plan
3. To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Trustee Board
4. To monitor expenditure of all voluntary funds kept on behalf of the Trustee Board
5. To annually review charges and remissions, staff expenses, gifts and hospitality, anti-fraud, bribery and whistleblowing policies and ensure compliance with relevant regulatory, legal and code of conduct requirements
6. To ensure that any fraud and other significant losses are investigated and reported to the DfE/ESFA where required as specified in the ATH.
7. To oversee investigations of fraud and to receive reports on the outcome of investigations of suspected or alleged fraud or impropriety.
8. To make decisions in respect of service agreements and other contracts in accordance with the requirements of the school's Financial Scheme of Delegation
9. To make decisions on expenditure following recommendations from other committees
10. To ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust and (for trusts with multiple academies) by constituent academies, is accurate and in compliance with funding criteria
11. To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - a. critical accounting policies and practices, and any changes in them
 - b. decisions requiring a major element of judgement
 - c. the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - d. the clarity and transparency of disclosures
 - e. significant adjustments resulting from the audit
 - f. the going concern assumption
 - g. compliance with accounting standards
 - h. compliance with DfE/ESFA and legal requirements
12. To ensure the financial statement is prepared in accordance with ESFA requirements, as detailed in the Academy Trust Handbook, to form part of the annual report of the Trustee Board and for filing in accordance with Companies Act and Charity Commission requirements
13. To determine whether sufficient funds are available for pay increments as recommended by the Head Teacher
14. In the light of the Head Teacher Pay & Appraisal Committee's recommendations, to determine whether sufficient funds are available for increments
15. To establish a charging and remissions policy for non National Curriculum based activities
16. To set up and approve a scheme for Trustees' expenses
17. To put in place extended schools services and to ensure they are being delivered.

Audit

1. To recommend agreement of the Audited Annual Accounts (Financial Statements) to the Trustee Board
2. To review the effectiveness of both the External and Internal Auditors and to report on this to the Trustee Board
3. To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity

Committees

Terms of Reference

4. To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the Members of the Trust to consider at any general meeting where the accounts are laid before members
5. To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation
6. To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response
7. To recommend to the Members the appointment/re-appointment of the external auditor
8. To review and consider the circumstances surrounding any resignation or dismissal of the external auditor
9. To oversee the process for the appointment of the internal auditor and make appropriate recommendations through the board to the Trustee Board.
10. To set the scope of the annual internal audit programme, identifying on a risk-basis (with reference to its risk register) the areas it will review each year also including recommendations from the trust's external auditors as described in their management letter, and from relevant reviews undertaken by ESFA.
11. To ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
12. To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
13. To monitor the implementation of action agreed by management in response to reports from the external auditor and internal audits.

Risk

1. To ensure that the school operates within the Financial Regulations of the Charities Commission, Companies House, DfE and Trust' Financial Scheme of Delegation
2. To advise the Trustees of the school about compliance or otherwise with all legal obligations in respect of the finance of the school
3. To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
4. To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks
5. To review the adequacy and robustness of risk registers
6. To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (e.g. from the National Audit Office)
7. To review all risk and control related disclosure statements, together with any associated reports and opinions from management, the external auditor and the internal auditor, prior to endorsement by the Trust Board
8. To review any recommendations made by the Secretary of State for Education for improving the financial management of Academy Trusts
9. To review or investigate any other matters referred to the Audit & Risk Committee by the Board
10. To draw any significant recommendations and matters of concern to the attention of the Board

Staffing

1. To draft and keep under review the staffing structure in consultation with the Head Teacher
2. To establish a Pay Policy for all categories of staff and to be responsible for its administration and review
3. To oversee the appointment procedure for all staff
4. To formulate, establish and review annually an Appraisal Policy for all staff
5. To establish disciplinary and capability procedures
6. To deal with the suspension and ending of suspension of staff
7. To ensure there is an adequate staffing complement in the school
8. To oversee the process leading to staff reductions
9. To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence

Committees

Terms of Reference

10. To approve personnel related expenditure
11. To determine dismissal and early retirement payments
12. To make any determination to dismiss any member of staff, excepting the Head, Deputy and Assistant Head Teachers
13. To make any decisions relating to any member of staff other than the Head Teacher, under the Trustee Board's personnel procedures (unless delegated to the Head Teacher).

Pay and Appraisal - Staff

1. To review and approve a Pay Policy
2. To agree pay discretions
3. To monitor the implementation of the Appraisal Policy
4. To make recommendations to the Resources Committee in respect of awards for the successful meeting of objectives set.

Pay and Appraisal - Head Teacher

1. To arrange to meet with the External Adviser to discuss the Head Teacher's performance objectives
2. To decide, with the support of the External Adviser, whether the objectives have been met and to set new objectives annually
3. To monitor through the year the performance of the Head Teacher against the objectives
4. To make recommendations to the Resources Committee in respect of awards for the successful meeting of objectives set.

Ad Hoc Committees

Hearings Committee

1. To make any determination or decision under the Trustee Board's General Complaints Procedure for Parents and others
2. To make any determination or decision under the Trustee Board's Curriculum Complaints Procedure, in respect of National Curriculum dis-applications, and the operation of the Trustee Board's charging policy.

Appeals Committee

1. To consider any appeal against a decision to dismiss a member of staff made by the Resources Committee
2. To consider any appeal against a decision short of dismissal under the Trustee Board's personnel procedures e.g. disciplinary, grievance, capability
3. To consider any appeal against selection for redundancy.

Appendix 1 Trustee Board Membership

Trustee Board

Name of Trustee	End of term of Office	Type		Name of Trustee	End of term of Office	Type
				Ange Biden	27/03/26	Appointed by Members
				Jack Taylor	27/03/26	Parent
Diane Horner	24/04/29	Appointed by Members		Rebecca Sykes	15/12/28	Parent
Mark Jones	18/02/29	Appointed by Members		Tim Moss	15.12.25	Parent
				Jason Habbershon	15.12.25	Parent
Huw Davies (HT)	N/A	Appointed by Members				
Vacant		Appointed by Members		Emily Garbutt	17/09/26	Co-opted: Staff - Teaching
Vacant		Appointed by Members		Y'Anne Williamson	17/09/26	Co-opted: Staff - Teaching
Vacant		Appointed by Members		Paula Bainbridge	27/02/27	Co-opted: Staff - Non-Teaching
Vacant		Appointed by Members				

Chair of the Trustee Board	Diane Horner
Vice-Chair of the Trustee Board	Ange Biden
Governance Professional (Clerk) to the Trustee Board	Sarah Hansen
Observer	Deputy/Assistant Head Teacher may attend as observer

Appendix 2 Committee Membership

Progress and Attainment

Name of Trustee/Observer	Date appointed to Committee	T/PT/CT/O	Name of Trustee/Observer	Date appointed to Committee	T/O
Rebecca Sykes	29/09/25	T	Emily Garbutt (Staff)	29/09/25	CT
Jason Habbershon	15/12/25	T	Y'Anne Williamson (Staff)	29/09/25	CT
Ange Biden	29/09/25	T	Huw Davies (HT)	29/09/25	T
Jack Taylor	29/09/25	T			

Chair of the Committee		T = Trustee Appointed by Members
Vice-Chair of the Committee		PT = Parent Trustee
Governance Professional (Clerk) to the Committee	Sarah Hansen	CT = Co-opted Trustee
Observer	Deputy/Assistant Head Teacher may attend as observer	O = Observer

Appendix 2 Committee Membership

Premises and Health & Safety

Name of Trustee/Observer	Date appointed to Committee	T/O	Name of Trustee/Observer	Date appointed to Committee	T/O
Mark Jones	29/09/25	T	Y'Anne Williamson	29/09/25	CT
			Paula Bainbridge	29/09/25	CT
Diane Horner	29/09/25	T	Huw Davies (HT)	29/09/25	T
			Wayne Lees	29/09/25	O

Chair of the Committee	Mark Jones
Vice-Chair of the Committee	
Governance Professional (Clerk) to the Committee	Sarah Hansen
Observer	Deputy/Assistant Head Teacher may attend as observer

Appendix 2 Committee Membership

Resources

Name of Trustee/ Co-opted Trustee/Observer	Date appointed to Committee	T/CT/O	Name of Trustee/ Co-opted Trustee/Observer	Date appointed to Committee	T/CT/O
Diane Horner	29/09/25	T	Paula Bainbridge	29/09/25	CT
Ange Biden	29/09/25	T	Y'Anne Williamson	29/09/25	CT
Mark Jones (PH&S Chair)	29/09/25	T	Emily Garbutt	29/09/25	CT
Tim Moss	15/12/25	T			
Huw Davies (HT)	29/09/25	T	Nicola Audin	29/09/25	O

Chair of the Committee	Diane Horner
Vice-Chair of the Committee	Ange Biden
Governance Professional (Clerk) to the Committee	Sarah Hansen
Observer	Deputy/Assistant Head Teacher may attend as observer

Appendix 2 Committee Membership

Pay and Appraisal - Staff

Name of Trustee	Date appointed to Committee	T	Name of Trustee	Date appointed to Committee	T
Diane Horner (Chair of Resources)	29/09/25	T			
Ange Biden	29/09/25	T			
Mark Jones	29/09/25	T			
Huw Davies (HT)	29/09/25	T			

Chair of the Committee	Chair of Trustees
Clerk to the Committee	Appointed committee member

Membership minimum: 5 including Head Teacher and Chair of Trustees

Quorum: 3 excluding Head Teacher

Appendix 2 Committee Membership

Pay and Appraisal - Head Teacher, Deputy Head Teacher and Assistant Head Teacher

Name of Trustee	Date appointed to Committee	T
Diane Horner (Chair of Resources)	29/09/25	T
Mark Jones	29/09/25	T
Ange Biden	29/09/25	PT

Chair of the Committee	Chair of Resources
Clerk to the Committee	Appointed committee member

Membership minimum: 3 including Chair of Resources Committee

Quorum: 2

Appendix 3 Trustee Monitoring and Evaluation

All Trustees are responsible for visiting the school for the purpose of monitoring all its various activities, including the School Development Plan, Teaching & Learning and Systems & Procedures, together with Educational Trips and Assemblies.

All such monitoring visits are to be recorded in writing, detailing the purpose; link to the School Development Plan; observations and comments; issues arising; and any future action needed.

Some Trustees have been assigned special responsibility for monitoring and evaluating the key priority areas of the School Development Plan, which exists to aid us in achieving our School Vision, as follows.

Ghyllside School Vision and Values

'For every child to fulfil their potential, leaving Ghyllside happy, confident and kind to all'

Our Mission: Ghyllside Primary School – Growing Hearts and Minds

Our Values: Inspiring Healthy Inclusive Nurturing Experiences

Trustees with Special Responsibility: School Development Plan 2025-26

Key priority	Element	Responsible person(s)	Timing
1. Attendance Action Plan	To ensure as many children as possible are in school as much as possible and therefore accessing education	JT & EG	Throughout the year.
2. Curriculum Development Action Plan	To ensure all subjects content is broken down into small knowledge steps to be taught to the children in a progressive manner.	EG & RS	Throughout the year.
3. Assessment Action Plan	A robust assessment procedure is in place which ensures that children build on their previous knowledge, and remember key knowledge.	HD & JH	Throughout the year.
SEND / Inclusion	To ensure the maximum possible attainment for all individuals and pupil groups in school	AB & EG	Throughout the year.
Leaders / Trustee Board development	Ensure our SLT, Subject Co-ordinators and the Trustee board have A precise understanding of the curriculum, its strengths and its areas for improvement	DH & AB	Throughout the year.

Appendix 3 Trustee Monitoring and Evaluation

Safeguarding	To ensure our safeguarding practices are based on the most up to date guidance	JT & EG	Throughout the year.
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Ghyllside School

Financial Scheme of Delegation

- 1 Powers and Duties Reserved for the Trustee Board
- 2 Powers and Duties Delegated to the Resources Committee
- 3 Financial Powers and Duties Delegated to the Head
- 4 Summary of Financial Authorization Levels

Appendix 4 Financial Scheme of Delegation

1 Powers and Duties Reserved for the Trustee Board

The Trustee Board shall be responsible for:

General

- 1.1** Approval of a written scheme of delegation of its financial powers and duties to its Resources Committee, the Head and other staff. The scheme must satisfy the Trustee Board's ultimate responsibility for ensuring that there are robust and effective operational controls in place for all the financial processes within the Academy. The Scheme of Delegation should be operated in conjunction with the Financial Regulations of the Academy.

Budgets/Budgetary Control

- 1.2** Formally approving the annual Academy 3-year budget to meet ESFA deadlines for submission each financial year.
- 1.3** Considering budgetary control reports from the Resources Committee at every meeting, with relevant explanations and documentation where required.
- 1.4** Authorisation of all virements in excess of £30,000 between budget headings. Details of all virements approved and authorised by the Resources Committee are to be formally notified to the Trustee Board.

Procurement

- 1.5** Maintenance of a Register of Business and Related Parties Interests for all Trustees and those Academy staff with financial responsibilities.
- 1.6** Authorisation of the advertising of tenders above £100,000, and authorising the award of such tenders.
- 1.7** Best Value, which may be a purchasing consortium, three quotes, etc. to be achieved and documented.
- 1.8** Tenders other than the most financially favourable, or late tenders, can only be accepted by the Trustee Board who shall minute the reasons for their decision.

Income

- 1.9** Authorisation of the write off of debts not collectable (the Secretary of State's prior approval is also required if debts to be written off are above the value set out in the Academy Trust Handbook).

Security of Assets

- 1.10** Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £5,000.

Accounts, Audit and Risk

- 1.11** Recommend the appointment of external auditors to Members.
- 1.12** Reviewing the draft financial statements prior to audit and recommendation of approval of the audited financial statements to the Members before submission to the Secretary of State by the date specified by the ESFA.
- 1.13** Receiving the reports of the external auditor.
- 1.14** Receiving the reports of the Internal Auditor on the use of resources, systems of internal financial control, and discharge of financial responsibilities.

Appendix 4 Financial Scheme of Delegation

- 1.15** Informing the ESFA if it suspects any fraudulent irregularity affecting resources, in accordance with the requirements of the Academy Trust Handbook.

2 Powers and Duties Delegated to the Resources Committee

The Resources Committee shall be responsible for:

General

- 2.1** Exercising the powers and duties of the Trustee Board in respect of the financial administration of the Academy, except for those items specifically reserved for the Trustee Board and those delegated to the Head and other staff.
- 2.2** Reporting on decisions taken under delegated powers to the next meeting of the Trustee Board.

Budgets/Budgetary Control

- 2.3** Reviewing the annual Academy budget prior to the start of each financial year and recommending its acceptance, or otherwise, to the Trustee Board.
- 2.4** Considering budgetary control reports on the Academy's financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Trustee Board.
- 2.5** Reviewing the virement of sums between budget heads, subject to a limit of £30,000, as approved and authorised by the Head, which are to be formally notified to the Resources Committee who shall minute the notification.
- 2.6** Reporting to the Trustee Board all significant financial matters and any actual or potential overspending.

Procurement

- 2.7** Authorising the award of orders and contracts over £10,000 and up to £100,000.

Insurances

- 2.8** Ensuring that arrangements for insurance cover are in place and adequate.

Security of Assets

- 2.9** Ensuring that there are annual independent checks of assets and the asset register.
- 2.10** Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £5,000 and reporting such authorisations to the Trustee Board.

Personnel

- 2.11** Authorising changes to the Academy's staff establishment, including replacements within the previously agreed budget.

Accounts, Audit and Risk

- 2.12** Reviewing the draft financial statements and highlighting any significant issues to the Trustee Board, prior to its submission to the Secretary of State by the date specified by the ESFA.
- 2.13** Agreeing a program of internal audit work, receiving reports, preparing an annual summary for the ESFA, reporting to the Trustee Board and fraud investigation and reporting.

Appendix 4 Financial Scheme of Delegation

3 Financial Powers and Duties Delegated to the Head / Accounting Officer

The Head is appointed as Accounting Officer and has delegated powers and functions in respect of internal organisation, management and control of the Academy, the implementation of all policies approved by the Trustee Board, for the direction of teaching and the curriculum and, as Accounting Officer, responsibilities from the Academy Trust Handbook.

The Head shall be responsible for:

Budgetary control

- 3.1** Reviewing income and expenditure reports and highlighting actual or potential overspending to the Resources Committee.
- 3.2** Approving virements between budget headings up to £30,000 and reporting such approval to the Resources Committee.

Financial Management

- 3.3** Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.

Purchasing

- 3.4** Authorising orders and contracts up to £10,000.
- 3.5** Ensuring that all contracts and agreements conform to the Financial Regulations.

Security of Assets

- a. Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc under his/her control.
- b. Ensure a fixed assets register is established and kept up to date.

Accounts and Audit

- 3.8** The operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
- 3.9** Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.
- 3.10** Ensuring that all records and documents are available for audit by the appointed external auditors and by the Internal Auditor.

Budgets/Budgetary Control

- 3.11** Ensure an annual draft budget plan is prepared for consideration by the Resources Committee and Trustee Board and submitted to the ESFA to meet their requirements and deadline.
- 3.12** Ensuring monthly monitoring of expenditure and income against the approved budget takes place and that management reports are submitted on the Academy's financial position to every meeting of the Resources Committee. Any actual or potential overspending shall be reported to the Resources Committee.
- 3.13** Ensuring that monthly management reports are submitted to the Chair every month and to all Trustees 6 times per year.

Appendix 4 Financial Scheme of Delegation

- 3.14** Maintaining a register of formal contracts entered into, amounts paid, certificates of completion and expiry dates.
- 3.15** Retention of quotes obtained for goods, works and services.
- 3.16** Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
- 3.17** Ensuring the appropriate segregation of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Payroll and Personnel

- 3.18** Notifying the payroll provider of any matters affecting payments to employees.
- 3.19** Ensuring that the monthly payroll is checked, and certifying it for payment.

Income

- 3.20** Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

Banking Arrangements

- 3.21** Maintaining proper records of account and reviewing monthly bank reconciliations.

Insurances

- 3.22** Notifying the Resources Committee on any eventuality that could affect the Academy's insurance arrangements.

Security of Assets

- 3.23** Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant.

Information and Communication Systems

- 3.24** Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the General Data Protection Regulation.

4 Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority	Method
Minimum Ordering Goods and Services (raising requisitions)	Up to £3,000	Budget Holder	Best Value is always sought (e.g. purchase objectively; catalogue prices; previously used supplier)
	£3,001 to £10,000	As above, plus Head	Minimum of three quotes *
	£10,001 to £15,000	As above, plus Chair or Vice-Chair of Resources Committee, who are to report back to that Committee	Minimum of three quotes *
	£15,001 to £25,000	Budget Holder, Head, plus Resources Committee	Minimum of three quotes *
	£25,001 to £100,000	Resources Committee	Formal tendering process, including advertising in Find a Tender (if over the threshold)
	Over £100,000	Trustee Board	Subject to: Where Best Value will be achieved
	Authority to accept other than lowest quotation or tender	Trustee Board	
	CIF Projects	Once costings approved, invoices can be authorised by the Head to any level as long as within the overall approved costing	To adhere to the value and quotes/tender process as detailed above
	Contracts	To be approved by delegated authority to full contract value	Best Value, which may be a purchasing consortium, three quotes, etc. to be achieved and documented
	* Exceptions to Minimum of three quotes	Where there are no alternative suppliers	Reported to Resources Committee
	Expenditure relating to school trips	Trips Coordinator, Finance Department and payment authorisation signatories	Expenditure to be approved by the trips coordinator. The Finance Department verify that the trip balance is sufficient to support the transaction. The standard payment authorisation procedure applies.

Appendix 4 Financial Scheme of Delegation

Signatories for cheques	Any	2 signatories (A and B, B and C or A and C) from the following: ▪ 'A' Signatories – from a pool of 2 Trustees ▪ 'B' Signatories – Head and Deputy Head ▪ 'C' Signatories –Senior staff Furthermore, if the value is over £10,000, one of the signatories must be category A	
Procedure for Credit Card purchases/payments	Up to £1,000	Use of limited to: Head and Deputy Heads Senior Staff	
Procedure for BACS / Chaps payments or transfers		The following are authorised to post payments: ▪ Finance staff The following are authorised to authorise payments: ▪ Head ▪ Senior Leadership Team (not the same as those able to post)	
Signatories for ESFA grant claims and ESFA returns	Any	Two signatories (or as required by ESFA) from: - Senior Finance staff - Head - Chair of Trustees	
Virement of budget provision between budget heads	Up to £10,000	SBM/CFO, reporting to the Resources Committee	
	£10,001 to £30,000	As above plus Head, with reporting to the Resources Committee	
	Over £30,000	Trustee Board	
Disposal of assets	Up to £5,000	Resources Committee	
	£5,001 to £20,000	As above plus Trustee Board	
	Over £20,000	As above, plus ESFA approval required for disposal of assets funded with more than £20,000 of ESFA grant, or transferred from an LA at nominal consideration	
Write-off of bad debts	Up to 1% of total annual income, which equates to approx. £20,000, per single transaction	Trustee Board	

Appendix 4 Financial Scheme of Delegation

	Over 1% of total annual income, which equates to approx. £20,000 per single transaction	As above plus ESFA approval	
Purchase or sale of any freehold property	Any	ESFA approval required	
Granting or take up of any leasehold or tenancy agreement exceeding three years	Any	ESFA approval required	
Raising invoices to collect income	Up to £10,000	Head teacher	
	£10,001 to £100,000	As above plus Resources Committee	
	Over £100,000	Trustee Board	

Appendix 5 Organisational Scheme of Delegation

No. *	Tasks	Trustee Board	Committee	Head Teacher
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Staffing

1	Head Teacher appointments (selection panel)			
2	Deputy & Assistant Head appointments (selection panel)			
3	Senior Business Manager/Chief Financial Officer appointments (selection panel)			
4	Appoint other teachers			
5	Appoint non-teaching staff			
6	Agree a pay policy			
7	Pay discretions			
8	Establishing disciplinary/capability procedures			
9	Dismissal of Head Teacher			
10	Dismissal of other staff			
11	Suspending Head Teacher			
12	Suspending staff (except Head Teacher)			
13	Ending suspension (Head Teacher)			
14	Ending suspension (except Head Teacher)			
15	Determining staff complement			
16	Determining dismissal payments/ early retirement			

Appendix 5 Organisational Scheme of Delegation

No. *	Tasks	Trustee Board	Committee	Head Teacher
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Curriculum

17	Ensure National Curriculum (NC) taught to all pupils and to consider any disapplication for pupils			
18	To establish a Curriculum Policy			
19	To implement Curriculum Policy			
20	To agree or reject and monitor Curriculum Policy			
21	Responsible for standards of teaching			
22	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)			
23	Responsibility for individual child's education			
24	Provision of sex education – to establish and keep up to date a written policy			
25	To prohibit political indoctrination and ensuring the balanced treatment of political issues			
26	To establish a charging and remissions policy for activities (non NC based)			

Appraisal

27	To formulate an Appraisal Policy			
28	To establish an Appraisal Policy			
29	To implement the Appraisal Policy			
30	To review annually the Appraisal Policy			

Target Setting

31	To set and publish targets for pupil achievement			
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Appendix 5 Organisational Scheme of Delegation

No. *	Tasks	Trustee Board	Committee	Head Teacher
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Discipline /Exclusions

32	To establish a Discipline Policy			
33	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to Chair/Vice-Chair in cases of urgency)			
34	To direct reinstatement of excluded pupils (Can be delegated to Chair/Vice-Chair in cases of urgency)			

Religious Education

35	Responsibility for ensuring provision of RE in line with school's basic curriculum (all schools) NB. this must fall into line with locally agreed syllabus			
36	Decision to provide RE in line with locally agreed syllabus (VA schools - only if parents request it. All other schools not covered in 35 above)			

Collective Worship

37	In all maintained schools to ensure that all pupils take part in a daily act of collective worship (after consulting Trustee Board)			
38	To make application to the advisory councils, SACRE, concerning the requirements for collective worship (schools without a religious character) to dis-apply (after consulting Trustee Board)			
39	Arrangements for collective worship (schools without religious character (after consulting Trustee Board))			

Premises & Insurance

40	Premises, Engineering, Cyber and personal liability insurances			
41	Developing school site strategy or master plan			
42	Procuring and maintaining Premises, including developing properly funded maintenance plan			

Health & Safety

43	To ensure that health and safety regulations are followed			
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Appendix 5 Organisational Scheme of Delegation

No. *	Tasks	Trustee Board	Committee	Head Teacher
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School Organisation

44	To publish proposals to change category of school			
45	To ensure that the school meets for 380 sessions in a school year			
46	To ensure that school lunch nutritional standards are met where provided by the Trustee Board			

Information For Parents

47	To prepare and publish the school prospectus			
48	To prepare and publish the school profile			
49	To ensure provision of free school meals to those pupils meeting the criteria			
50	Adoption and review of home-school agreements			

Trustee Board Procedures

51	To draw up Standing Orders and any amendments thereafter			
52	To appoint (and remove) the chair and vice-chair of a permanent or a temporary Trustee Board			
53	To appoint and dismiss the governance professional (clerk) to the trustees			
54	To hold a trustee board meeting at least three times in a school year or a meeting of the temporary trustee board as often as may be required			
55	To appoint and remove co-opted Trustees			
56	To set up a Register of Trustees' Business and Related Parties' Interests			
57	To approve and set up a Trustees' Expenses Scheme			
58	To discharge duties in respect of pupils with special needs by appointing a "responsible person"			
59	To consider whether or not to exercise delegation of functions to individuals or committees			
60	To regulate the trustee board procedures			

Appendix 5 Organisational Scheme of Delegation

No. *	Tasks	Trustee Board	Committee	Head Teacher
61	To ensure all statutory and trust policies are in place and regularly reviewed			

Federations

61	To consider forming a federation or joining an existing federation			
62	To consider requests from other schools to join the federation			
63	To leave a federation			

Extended Schools

64	To decide to offer additional activities and to what form these should take			
65	To put into place the additional services provided			
66	To ensure delivery of services provided			
67	To cease providing extended school provision.			

Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
6				Agree a pay policy	
7				Pay discretions	Pay discretions HT
8			Establishing disciplinary/capability procedures		
10			Dismissal of other staff		
12			Suspending staff (except head)		
14			Ending suspension (except head)		
15			Determining staff complement		
16			Determining dismissal payments/ early retirement		

Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
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Curriculum

17	Ensure National Curriculum (NC) taught to all pupils and to consider any disapplication for pupil(s)				
20	To agree or reject and monitor Curriculum Policy				
24	Provision of sex education – to establish and keep up to date a written policy				
26			To establish a Charging and Remissions Policy for activities (non NC based)		

Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
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Appraisal

27			To formulate an Appraisal Policy		
28			To establish an Appraisal Policy		
29				To implement the Appraisal Policy	
30			To review annually the Appraisal Policy		

Target Setting

31	To set and publish targets for pupil achievement				
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Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
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Discipline /Exclusions

32	To establish a Discipline Policy				
33	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)				
34	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)				

Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
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Premises & Insurance

42		Procuring and maintaining Premises, including developing properly funded maintenance plan			
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Health & Safety

43		To ensure that health and safety regulations are followed			
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School Organisation

46		To ensure that school lunch nutritional standards are met.			
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Information For Parents

50	Adoption and review of home-school agreements				
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Appendix 6 Committee Responsibilities

No.	Progress and Attainment	Premises and Health & Safety	Resources	Pay and Appraisal - Staff	Pay and Appraisal - Head Teacher
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Trustee Board Procedures

57			To approve and set up a Trustees' Expenses Scheme		
58	To discharge duties in respect of pupils with special needs by appointing a "responsible person"				

Extended Schools

66			To put into place the additional services provided		
67			To ensure delivery of services provided		

Additionally there are 2 further committees that meet on an ad hoc basis and are not included above. They are Hearings and Appeals, further details are within the section for Terms of Reference.

Appendix 7 Policies and Procedures

The following existing policies and procedures are reviewed annually during the Autumn Term and adopted by the Trustee Board at its November meeting.

Health & Safety Policy	Gifts and Hospitality Policy
Access Plan 2019-22 onwards	Trustees' Allowances Policy
Accounting Policy	Home Learning Policy
Admissions Policy	Intimate Care Policy
Anti Bullying Policy	Lettings Policy
Anti Fraud Policy	Lone Working
Appraisal Policy	Lunchtime Supervisor Handbook
Assessment & Tracking Policy	Marking and Feedback Policy
Asthma Policy	Maths Policy
Behaviour (including Exclusions) Policy	Medical Conditions Policy
British Values Policy	Online Safety Policy
CCTV Policy	Pay Policy
Charging and Remissions Policy	Phonics Policy
Child Protection (formerly Safeguarding) Policy	Reserves Policy
Collective Worship	RSHE Policy
Communications Policy	School Meals & Nutrition Policy
Complaints Procedure	SEN Policy
Crisis Management Plan	Single Equality Scheme
Curriculum Policy	Site Security Protocol
Cyber Security Policy	Staff Handbook
Educational Visits Policy	Strategic & Financial Risks Policy
English Policy	Teaching & Learning Policy
Fixed Assets Policy	Whistleblowing Policy
Freedom of Information Policy	

Any new policies and/or procedures, or those needing more urgent review, would be adopted at either the next meeting of the Trustee Board, or its delegated Committee.

All HR Policies and Procedures are based on model policies issued by the local authority following consultation with trade unions and adapted for use by the School.

Ghyllside School

Committee

Terms of Reference		
Quorum	Chair	Clerk

Date of Meeting

Attendance

Name	Trustee*	Associate Member*	Present/Apologies/Absent

Issue discussed

❖

Decisions and recommendations made

❖

Issue discussed

❖

Decisions and recommendations made

❖

Issue discussed

❖

Decisions and recommendations made

❖

Appendix 8 Pro forma Minutes

Date and Time of Next Meeting	
Duration of Meeting	

Trustees' Meeting Schedule 2026/2027

Trustee Meeting Schedule Academic Year 2026/27

Date	Time	Event
Autumn Term		
28 th September 2026	6.30pm	Trustee Board Meeting – Procedural
		<i>incl School Development Plan (Training & Development)</i>
5 th October 2026	4.30pm	Resources committee
		Head Teacher's Appraisal (date TBC)
16 th November 2026	4.30pm	Resources committee
	6.30pm	Premises, Health & Safety committee
7 th December 2026	6.30pm	<i>Trustee Board Training & Development</i>
		Staff Pay and Appraisal (date TBC)
14 th December 2026	4.30pm	Resources committee
	6.30pm	AGM & Trustee Board Meeting
Spring Term		
18 th January 2027	4.30pm	Resources committee
	6.30pm	Progress & Attainment committee
22 nd February 2027	4.30pm	Resources committee
	6.30pm	Premises, Health & Safety committee
8 th March 2027	6.30pm	<i>Trustee Board Training & Development</i>
15 th March 2027	4.30pm	Resources committee
22 nd March 2027	6.30pm	Trustee Board meeting
Summer Term		
26 th April 2027	4.30pm	Resources committee
	6.30pm	Progress & Attainment committee

Appendix 9 Meeting Schedule for 2025/26

10 th May 2027	6.30pm	<i>Trustee Board Training & Development</i>
17 th May 2027	4.30pm	Resources committee
14 th June 2027	4.30pm	Resources committee
	6.30pm	Premises, Health & Safety committee
5 th July 2027	4.30pm	Resources Committee
12 th July 2027	6.30pm	Trustee Board meeting (incl Feedback on P&A)

Term Dates:

Autumn: 02 Sept. - 18 Dec. 2026. **Half-Term:** 26 - 30 Oct. 2026.

Spring: 05 Jan. - 25 March 2027. **Half-Term:** 15 - 19 Feb. 2027.

Summer: 12 April - 16 July 2027. **Bank Holiday:** 03 May 2027.

Half-Term: 31 May - 04 June 2027.

Appendix 10 Governance Professional (Clerk)'s Job Description

Meetings

- Prepare an agenda, with the Chair of the relevant committee and Head Teacher, which takes account of national and local government issues and is focused on school improvement.
- Encourage the Chair and others to produce agenda papers that are submitted on time for circulation.
- Produce, collate and distribute the agenda and papers so that recipients receive them at least seven clear days, and preferably ten days, before the meeting.
- Record the attendance of Trustees at meetings and take appropriate action re absences.
- Take notes of the Trustee Board and Committee meetings to prepare minutes, including indicating who is responsible for any agreed action.
- Record all decisions accurately and objectively with timescales for actions.
- Send drafts of minutes to the relevant Chair and Head Teacher, for amendment/approval.
- Copy and circulate the approved draft minutes to all Trustees within the timescale agreed with the Trustee Board.
- Advise absent Trustees of the date of the next meeting.
- Keep a minute book, or file of signed minutes, as an archive record.
- Following the approval of the minutes at the next meeting, forward a copy to the ESFA, if so requested.
- Chair the Trustee Board and Committee meetings during the election of the Chair, if requested.
- Liaise with the Chair, prior to the next meeting to receive an update on progress of actions agreed previously by the Trustee Board.
- Advise the Trustee Board on governance legislation and procedural matters where necessary before, during and after the meeting.

Membership

- Maintain a database of names, addresses and category of Trustee Board members and their term of office.
- Initiate a welcome letter and induction pack (this pack shall be maintained and regularly updated) being sent to newly appointed Trustees including details of terms of office.
- Advise Trustees and appointing bodies of expiry of the term of office before the term expires, so elections or appointments can be organised in a timely manner.
- Inform the Trustee Board of any changes to its membership.
- Maintain Trustees' meeting attendance records and advise the Trustee Board of non-attendance of Trustees.
- Advise and maintain a 'Register of Trustees' Pecuniary Interests', which is reviewed annually and lodged within the school.
- Ensure that all Trustees, including new Trustees and re-appointees undertake an enhanced DBS check.
- Assist with the elections of parent and staff Trustees.
- Maintain copies of the Standing Orders File including the current terms of reference and membership of committee and working parties and nominated Trustees etc.
- Maintain a file of relevant ESFA documentation
- Assist with the copying and distribution of the School Profile if requested

Advice and Information

- Ensure that new Trustees have a copy of the DfE's Governance Handbook, Academy Trust Handbook and other relevant information.
- Make arrangements for outgoing Trustees to return copies of a 'Guide to the Law' and any other relevant documentation
- Keep up to date with current educational developments and legislation affecting school governance
- Ensure that statutory policies are in place, and that a file is kept in the school, of policies and other documents approved by the Trustee Board
- Access appropriate legal advice, support and guidance when necessary
- Follow the Trustee Board's agreed policy
- Provide/arrange support for new Trustees
- Advise on the requisite contents of the Prospectus and School Profile
- Attend briefings and participate in professional development opportunities
- Help to produce a Trustee Board Year Planner, which includes an annual calendar of meetings and the cycle of agenda items for meetings of the Trustee Board and its Committees

The Governance Professional (Clerk) to the Trustee Board shall ensure that the work of the Trustee Board complies with all applicable Regulations.

Specific Additional Tasks:

- Update the Policy Review Dates and circulate as required.
- Work with the Link Trustee to ensure that Trustees are made aware of all training opportunities available from Governor Services and online via the modernGovernor.com website.
- Send letters to individuals on behalf of the Chair of Trustees and Trustee Board (e.g. invitations and welcome letters to prospective and new Trustees).
- Circulate Trustees with the School Calendar & Newsletter on a regular basis.
- Update the Standing Orders file, as required.
- Liaise with Governor Services over protocol, procedures, and regulations for the Trustee Board.
- Inform all Trustees by email of any matters which need their attention or authorisation or, that may be of interest in fulfilling their wider role.

