



Governance Fundamentals

PRIMARY
ADVANTAGE

SCHOOLS ACHIEVING
MORE TOGETHER

Primary Advantage



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Primary Advantage Federation: Scheme of Delegation

Background and Approach

Primary Advantage is a group of schools working together in a Federation because we believe we can gain many benefits from working collaboratively.

This Scheme of Delegation is underpinned by Primary Advantage's Vision and Approach. It outlines delegated responsibilities between our key governance tiers. It complements other documents such as the agenda planner and Terms of Reference. If there are any discrepancies between the delegation scheme and the terms of reference, the delegation scheme is will be treated as correct.

The document uses a framework consistent with Primary Advantage terminology:

- D: decision required
- C: for consultation (in some cases, this consultation may result in a recommendation for decision by others in the governance)
- R: responsible for: to be noted for information or for scrutiny
- A: for action.

The use of acronyms has been avoided as much as possible – a list of acronyms used is provided at the end of this document.

High-Level Summary

Primary Advantage has five key elements of governance. Three extend across the Federation and two are school-specific. The model is informed by one of Primary Advantage's underpinning principles which is to 'promote a collaborative approach whilst developing the capacity of each school to serve its own community and retain its distinct identity'. The overarching approach to delegations is as follows:

- **Central Governing Board (CGB):** the CGB is the accountable body for all Primary Advantage schools as well as the Federation's Teaching Schools and sets the strategic direction for the Federation. Its purpose is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational, organisational and financial performance.
- **Committees:** there are two standing Committees of the CGB, the Outcomes & Provisions Committee (O&PC) and the Business & Finance Committee (B&FC). The CGB delegates some responsibilities to these committees and further committees may be established as needed, for example, to oversee the Federation's approach to admissions.
- **Executive Team:** the Executive Team delivers the vision, values and oversees strategic operations.
- **Local Advisory Board (LAB):** there is a LAB for each school to support the Headteacher¹ and Executive Principal to make strategic decisions that improve outcomes for pupils. Where the school has a connected children's centre, this is also included. LABs reflect CGB core functions and hold Headteachers to account for performance and staff.
- **Headteachers:** responsible for the performance and management of their school or the Teaching Schools Alliance and in alignment with the Federation vision, ethos and strategic direction.

Approval and Renewal

The Scheme of Delegation is reviewed and approved annually by the CGB. This review will incorporate national or local legislative changes, Hackney Learning Trust or Primary Advantage expectations, and emerging sector good practice. There is also a Financial Scheme of Delegation, aligned with the Hackney Learning Trust Financial Manual, which requires review and approval and delegations must be noted in addition to this document.

¹ For the purpose of this document, Headteacher includes Heads of Schools and Executive Headteachers.

Audience

This Scheme of Delegation is a working document designed for Primary Advantage and approved by the CGB. The document will be available to Members and Headteachers on the GovernorHub site and will be put on the Primary Advantage website.

Primary Advantage Federation: Scheme of Delegation

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
Strategic Vision & Oversight						
Vision, values & ethos	Determine & champion vision, mission, values, ethos & educational character for the Federation to ensure spiritual, academic, physical & emotional wellbeing of pupils in line with requirements & good practice [D, C]			Recommend required school-specific changes to Federation vision, mission, values, ethos and educational character to ensure spiritual wellbeing of pupils [C, R] Determine own LAB vision in line with the Federation vision and reports to CGB [R]	Draft & present Federation vision [A]	Implement character, ethos & vision in line with Federation priorities at school level [A]
Strategic plans, development and improvement priorities and evaluations	Responsible for all activity, educational performance and inspections (incl. Ofsted, SIAMS) in line with requirements & good practice [D, R] Approve Federation & TSA objectives, KPIs, evaluation & development plans [D]	Review & recommend Federation objectives/ KPIs & review progress against previous year [D, R] Review & recommend TSA self-evaluation, KPIs & improvement priorities [R] Provide overview, scrutiny & challenge of educational performance [C]		Review and recommend school evaluation & development plans in line with Federation priorities for approval [R] Receive & consider school SIP reports & KPIs in line with Federation priorities [R] Contribute to planning prior to & action planning after inspections incl. Ofsted, SIAMS [A]	Draft and present Federation objectives, KPIs, evaluation & development plans with key priorities [A] Report to O&PC against Federation, TSA and schools' objectives/ KPIs [R] Provide leadership in strategic & financial planning, advise on most effective use of resources [R]	Present accurate data & priorities to inform SEF, objectives and KPIs [A] Prepare school priorities in line with Federation to inform SEF, objectives, KPIs [A]
Risks	Management of Federation-wide risk [D]	Oversee high-level risks in core business [R] Review risk reports prior to CGB [R]		Approve school's insurance arrangements [D, A] Review risk reports [A]	Ensure appropriate risk assessments [A] Ensure adequate insurance cover across Federation [A] Produce Federation risk report for O&PC [R]	Monitor accident book, risk assessment [A] Produce & ensure appropriate risk reports are available for LAB [R]

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
Governance						
<p><i>Structure delegations & appointments</i></p> <p><i>*CGB Chair & Vice-Chair, Committee & LAB Chairs & members, Governance Manager (incl. Clerk role)</i></p>	<p>Approve governance Scheme of Delegation, & Terms of Reference [D]</p> <p>Appoint & remove key governance roles*, agree: link roles, working groups, LAB Sub-Committees [D]</p> <p>Oversee governor induction & training [D, A]</p> <p>Oversee annual governance self-evaluation including review LAB 360s, priorities, work plan, set meeting dates [D]</p> <p>Approve and ensure publication of annual governance statement [D]</p> <p>Approve Financial Scheme of Delegation [D]</p>	<p>Evaluate impact of governance and recommend annual statement [R]</p>	<p>Plan & review governor skills, training/ development needs informed by CGB direction and governance evaluation [C, A]</p> <p>Review Financial Scheme of Delegation and report amendments to CGB for approval [A]</p>	<p>Provide oversight and monitoring where required for children’s centres and pre-school registration [A]</p> <p>Receive regular updates on governance and ensure all LAB members attend appropriate training [R]</p> <p>Participate in 360 LAB evaluation [R]</p>	<p>Manage effective functioning of all governance tiers incl. Governance Manager [A]</p>	<p>Work with Governance Manager to facilitate effective running of LABs and contribute to Governance link roles, Committees and the CGB as required [R]</p>
<p><i>Policies</i></p>	<p>Ensure compliance with all statutory policy requirements [D]</p>	<p>Review & approve statutory policies in line with Committee Terms of Reference [R]</p>	<p>Review & amend policies in line with Committee Terms of Reference [R]</p>	<p>Monitor school specific policy requirements [A]</p> <p>Monitor the implementation of Federation policies at school level [A]</p>	<p>Support CGB & schools in relation to Federation-wide and school-specific policy requirements [A]</p> <p>Manage and oversee complaints at Stage 2 of process [R]</p> <p>Monitor implementation of policy framework to ensure compliance [A]</p>	<p>Tailor Federation policies to school and secure approvals in line with delegations[A]</p> <p>Ensure all policies are implemented [A]</p>

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
<i>Admissions & complaints</i>	<p>Approve schools' proposed amendments of Admissions criteria and consultation plan [D]</p> <p>Determine approach to complaints, including the Complaints Policy [D]</p> <p>Determine approach to complaints at Stage 3 [A]</p> <p>Annually approve process for Admissions including Committee for oversubscription and appeals [A]</p>			<p>For Voluntary Aided schools: Recommend any proposed changes to Admissions criteria [A]</p> <p>For Voluntary Aided schools: Hold Admissions Committees [R]</p>	Support process for changes to Admissions criteria [A]	Respond to complaints (unless is against Headteacher) [A]
<i>Statutory compliance (not included in separate sections below)</i>	<p>Ensure compliance with all requirements including contracts & procurement, Disability Discrimination Act (DDA) & FSM [A]</p> <p>Confirm term dates [D]</p>	Oversee TSA compliance with statutory requirements [C]		<p>Ensure school compliance with statutory requirements [R]</p> <p>Set school term dates (VA schools) [R]</p> <p>Receive report on school arrangements for INSET days [C]</p>	<p>Oversee & report to B&FC on Federation statutory compliance [A]</p> <p>Review key risks and highlight to CGB [R]</p> <p>Ensure adequate systems and policies to provide sustained service quality and development [R]</p>	<p>Ensure & report to LAB (or O&PC for TSA) on compliance with statutory requirements [A]</p> <p>Plan for the allocation of INSET days and report to LAB [R]</p>
<i>Equalities</i>	<p>Ensure all requirements with Public Sector Equality Duty [A]</p> <p>Approve Equality Policy and Objectives [A]</p>			<p>Set and monitor school Equality Objectives in line with Equality Act [R]</p> <p>Monitor Equality Policy at school level and school equality objectives [R]</p>		Set Equality Objectives at school level [R]
Finance, Administration & Contracts						

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
<i>Budgeting and Grants</i>	<p>Oversee & approve finances in line with requirements and good practice [D]</p> <p>Approve first formal budget and year-end for each financial year for TSA, schools & Federation [D]</p> <p>Receive reports of B&FC to monitor budget and any variances regarding income, expenditure, cash flow [R]</p> <p>Approve Federation Recharge Policy [D]</p>	<p>Receive report on census data across Federation [R]</p>	<p>Recommend Federation, TSA and schools budgets & year-end to CGB [R]</p> <p>Monitor Federation, TSA & school budgets, income, expenditure, cash-flow variances, report to CGB and LABs [R]</p>	<p>Recommend school budget to B&FC [R]</p> <p>Monitor school income, expenditure, cash flow, balances, year-end & report to CGB and B&FC [C]</p> <p>Review use of, impact & value for money of grants incl. Pupil and Sports Premium, SEND funding [R]</p>	<p>Prepare budget for CGB & grant monitoring reports [A]</p>	<p>Ensure preparation of school's annual budget [A]</p> <p>Manage school income, expenditure, cash flow, balances, year-end & report to LAB [A]</p> <p>Prepare, implement & manage impact of grants e.g. Pupil and Sports Premium, SEND funding [A]</p>
<i>Financial Compliance & audit</i>	<p>Take decisions as required regarding reports on school voluntary funds, audit reports, information from B&FC & LABs [R]</p> <p>Ensure financial controls in place [D]</p> <p>Annual review of Federation ROBI [A]</p> <p>Approve CGB expenses in line with Expenses Policy [D]</p>		<p>Receive reports on school voluntary funds, audit reports & information from LABs [R]</p> <p>Monitor completion of Federation ROBI and identify any issues [R]</p> <p>Approve Conflicts of Interest and Expenses Policies [D]</p> <p>Review financial controls and systems (eg</p>	<p>Monitor school voluntary funds, audit reports and report to CGB and B&FC as part of financial controls [R]</p> <p>Receive assurance that all necessarily financial controls are in place [R]</p> <p>SFVS: confirm review; LAB member conduct review; consider progress against plans [R, A]</p> <p>Consider school census data [R]</p>	<p>Ensure compliance of school business management, delivery & contract management [A]</p> <p>Maintain Federation ROBI; raise any issues with Chair of B&FC [A]</p> <p>Monitor school and TSA audit reports [A]</p>	<p>Ensure financial controls are in place incl. staff expenses [A]</p> <p>Maintain school ROBI and raise any conflicts with Chair of B&FC [A]</p> <p>Implement financial controls and systems agreed by the CGB [R]</p>

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			financial procedures and Scheme of Delegation) to recommend to CGB [C] Oversee SFVS action plans to share learning across Federation [C] Committee member to conduct federation SFVS [R] Approve Federation policies in relation to financial procedures [D]			
<i>Contracts</i>			Approve contracts and payments within agreed limits and budget [D]	Authorise contracts and payments within agreed limits and budget [D]	Authorise contracts and payments within agreed limits and budget [D]	Authorise contracts and payments within agreed limits and budget [D]
<i>Curriculum & Standards, SEND & Pupil Wellbeing</i>						
<i>Curriculum policy</i>	Determine Federation-wide Curriculum Policy [D] Approve policies relating to relationships and sex education [D]	Receive report of TSA Head to provide challenge & support [A]		Oversee implementation of Federation-wide Curriculum Policy [A] Approve curriculum proposed by each HT (consistent with Federation policy) [D]		Ensure curriculum is delivered in line with statutory requirements and agreed policy including daily act of collective worship [A]

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Monitoring & reporting Progress vs targets	Review data & reports on progress and KPIs [R]	Review KPIs, highlight risks & report to CGB [R] Ensure effective processes in place for monitoring quality assurance of teaching & learning, curriculum, inclusion & sharing good practice [A] Approve Teaching, Learning & Assessment Policy [D]		Oversee target-setting process with HT & monitor progress [A]	Provide Federation data & reports on KPIs [A] Monitor progress & report across Federation [A]	Set & monitor progress against targets [A] Report KPIs to LAB [A] Prepare draft KPIs and report [A] TSA Head quality assure delivery of provision [A]
SEND	Determine SEND & DDA Policies [A]	Review and maintain SEND & DDA Policies [R]		Ensure implementation of SEND & DDA Policies [A] Review SEND data [C]		Manage SEND provision in line with Policy & requirements [A]
Behaviour and Exclusions	Receive reports on pupil exclusions [R] Approve the Behaviour Policy [D]	Review patterns of exclusion & attendance across Federation [R] Adopt & oversee policies relating to pupil behaviour, unless delegated to the CGB, including the Attendance & Punctuality Policy [D,A] Convene committee to review exclusion of any pupil (may draw on membership beyond P&OC) [A]		Review & suggest amendments for policies relating to pupil behaviour [R] Monitor exclusions and attendance [A]	Prepare policies & statements relating to pupil behaviour for P&O approval [A]	Prepare school policies (in line with Federation policies) [A] Manage decisions on pupil exclusions (fixed term or permanent) [A]
<i>Safeguarding (SG), Looked</i>	Determine Federation SG Policy [A]	Ensure adequate cross-Federation SG provisions		Ensure implementation of SG Policy [A]	Report to CGB on SG matters & procedures [A]	Implement SG, child protection & school trips policies, ensure

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<i>After Children, School Trips</i>	Responsible for safeguarding in Federation, TSA and schools [R]	in place to protect all students and staff [R] Approve policies relating to looked-after children [D] Approve Medicines and Pupils with Medical Needs Policy [D] Approve Positive Handling Policy [D]		Ensure adequate SG provisions in line with requirements [R] Report SG matters & procedures as required [A] Nominate a designated Member who act as link person between the Federated Governing Body, Local Advisory Boards and the nominated Designated Safeguarding Lead [A]	Undertake SCR audits & review processes and procedures [A]	procedures in place & adhered to [A] Maintain SCR & ensure compliant [A] Approve school visits of 24 hours+ [A]
Premises						
<i>Health & Safety (H&S)</i>				Agree school health & safety policies [D]; monitor implementation incl. for premises work, site inspections & implementation of H&S Policy, receive reports e.g. on fire risk assessments [A]	Monitor implementation of H&S Policy [A]	Prepare school-specific H&S Policy (in line with Federation expectations) [A]
<i>Estates</i>			Approve Federation Lettings Policy and Federation Asset Disposal Policy [D]	Agree and monitor school accessibility plan [A] Review and maintain buildings strategy and asset management plan [R]		Prepare school Accessibility Plan [A] Implement Lettings Policy & approve school lettings according to Policy [A] Monitor & ensure premises & eqp't security [A, S]

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
Staffing						
<i>Staff structure, Recruitment, and Appointments and Progress</i>	Appoint, suspend, dismiss Executive Principal, HTs and DHTs [D]		Approve policies relating to recruitment [D]	Provide input into HT & DHT recruitment [C] Approve leadership & management structure or restructure [C]; determine school staffing structures [R] Receive reports from HT on appointments of teaching & non-teaching staff [R] Monitor & review staffing changes in school including after resignation deadline [R]	Participate in TSA Head, HT & DHT appointment (Note: for VA schools, panel will include clergy if possible) [A] Support TSA Head in staff structure & appointments [A] Liaise with HR services to provide support [S] Manage recruitment across Federation, ensure compliance incl. safer recruitment [A]	Propose school staffing requirements in line with financial envelope [R] Appoint teaching & non-teaching staff to agreed seniority [A] Approve early retirement/ secondment/ leave of absence requests to agreed seniority [A]
<i>Performance management, Pay, Training, Wellbeing, Disciplinary & Grievance</i>	Approve Federation staffing policies unless delegated to a committee [D] Receive reports on perf. management of Executive Principal & make decisions/ receive reports on other staffing issues in line with policies & delegations [D]		Approve Discipline, Capability, Conduct, Grievance, Bullying & Harassment, DBS, Ill Health Retirement, Maternity, Paternity & Adoption, Organisational Change, Retirement, Sickness Absence, Stress Management,	Advise CGB on Federation policies & procedures to ensure effective implementation [R] Ensure robust CPD & perf. management [D] Receive reports on perf. management of school staff by HT to agreed seniority and make pay recommendations as appropriate [C] Ensure well-being of HT and senior leadership [R]	Advise on and monitor HR policies and processes, personnel issues, CPD [A] Executive Principal conduct perf. appraisals for HTs & Federation leadership team [A] Support TSA Head in development and review of staff structure & appointment [A]	Ensure staff wellbeing [A] Perf. manage staff to agreed seniority; school HTs report to LAB & TSA Head reports to B&FC [A] Suspend or dismiss staff to agreed seniority in line with relevant policies [A] Implement Federation policies & procedures [A] Map & deliver school CPD opportunities [A]

Delivery Area	Central Governing Board (CGB)	Outcomes & Provisions Committee (O&PC)	Business & Finance Committee (B&FC)	Local Advisory Board (LAB)	Executive Team	Headteachers, Heads of School and Head of TSA
			Whistleblowing Policies [D] Undertake Exec. Principal perf. management [R, A] Receive reports on HTs and Federation staffing and agree pay determinations Receive reports on staffing & perf. management issues as per policies & delegations [D, R, A] Approve policies relating to pay [D]			
Information management & communication						
<i>Systems and Data Protection</i>	Ensure compliance for all records management inc. GDPR, DPA 2018, HR, pupil & safeguarding records [R] Approve relevant policies incl. Data Protection Policy and online safety policy [D]		Monitor effective implementation of GDPR, DPA 2018 & Data Protection policies & procedures across Federation [A]	Ensure effective implementation of GDPR, DPA 2018 & Data Protection Policies & procedures at school level [R]	Write, review & monitor records management incl. GDPR, pupil, safeguarding & HR records [A] Ensure compliance with legislation & good practice across Federation [A] Breach management, CCTV Policy [D]	Maintain accurate & secure pupil and staff records [A] Ensure compliance with legislation & good practice in school [A]
<i>Communication</i>		Ensure systems in place for effective stakeholder communications [A]	Policies relating to email, websites and social media [D]	Ensure school websites compliant with statutory requirements [A]	Draft and initiate website audit to ensure compliance with statutory requirements e.g. Public Sector Equality Duty, publication of Pupil and	Complete website audit [A] Publish school information to

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				Establish & maintain community relationships & ensure channels to respond to feedback [A]	create report of findings for LAB Premium Grant information [A]	ensure all communication is current and compliant [A] Ensure school websites compliant with statutory requirements e.g. Public Sector Equality Duty, publication of Pupil Premium Grant information [A]

Abbreviations & acronyms:

B&FC – Business & Finance Committee
 FSM – Free School Meals
 KPIs – Key Performance Indicators
 O&PC – Outcomes & Provisions Committee
 SIP – School Improvement Plan
 TSA – Teaching Schools Alliance

CGB – Central Governing Board
 FSOD – Financial Scheme of Delegation
 LAB – Local Advisory Board
 SCR – Single Central Record/ Register
 SFVS – Schools Financial Values Standards

DHTs – Deputy Head teachers
 HTs – Head teachers
 ROBI – Register of Business Interests
 SEND – Special Educational Needs & Disabilities
 SIAMS - Statutory Inspection of Anglican and Methodist Schools

Key:

A: for action
 C: for consultation (in some cases this results in a decision ‘for recommendation’)
 D: decision required
 R: responsible for: to be noted for information or for scrutiny

Primary Advantage Federation: Terms of Reference

Background and Approach

This set of Terms of Reference outline the responsibilities of the Primary Advantage Federation Central Governing Board (CGB), Board Committees and Local Advisory Boards (LABs). They align with the overall governance structure of Primary Advantage Federation, in particular key governing documents, the Scheme of Delegation, and financial delegated authorities that are accord with expectations set out by Hackney Learning Trust. All those with governance and management responsibilities must be familiar with the document so the information can inform approaches to ensure sufficient and proper challenge of those with leadership responsibilities with regard to strategic direction, educational outcomes and financial management.

Structure

The Terms of Reference have been structured to reflect the Primary Advantage Federation Scheme of Delegation, which outlines the following levels of delegated power:

- D: decision required
- C: for consultation (in some cases, this consultation may result in a recommendation for decision by others in the governance)
- R: responsible for (to be noted for information or for scrutiny)
- A: for action

In the event of any discrepancies between this document and the full Scheme of Delegation, the Scheme of Delegation will take precedence.

Audience

The Terms of Reference are designed for use by core governance stakeholders within the Federation.

Approval and Renewal

The Terms of Reference will be renewed annually and approved by the Central Governing Board so that they can continue to reflect organisational realities and updates to legislation.

Terms of Reference: Central Governing Board

Role of the Central Governing Board

The Central Governing Board (CGB) is the proprietary body for Primary Advantage Federation, and is the legally liable body accountable for delivery across all schools within the Federation. The CGB plays a vital role in setting the strategic direction of the Federation, overseeing educational outcomes and holding senior leaders accountable for financial probity and effective use of funds.

Those serving on the Central Governing Board must ensure that at all times they act in good faith and in the best interests of the Federation and schools, exercising reasonable care and skill having particular regard to personal knowledge and experience.

Membership and Terms of Office

The CGB will consist of 16 members. Its membership is outlined in the Instrument of Government.

The Central Governing Board will appoint a Chair and Vice-Chair on a two-year cycle. Governors will usually serve a four-year term to ensure a full understanding and continuity in challenge and support. The Central Governing Board will undertake a self-evaluation on an annual basis, including a review of membership and skills, to confirm any changes or additions required. Recommendations for all appointments to the CGB will be based on this skills analyses. Governors will only be granted sabbaticals in highly exceptional circumstances and for no longer than six months. Instead, if they are finding the time commitment too great, governors are encouraged to discuss this with the Chair of the Central Governing Board.

The Central Governing Board can invite advisers (including members of staff in the schools) to attend meetings provided they do not take part in decision-making.

Chair of the Central Governing Board

The Chair will:

- Provide a clear lead and direction for the Board, understanding the aims and vision of the Federation and the roles played by all those involved
- Build an effective team, helping ensure the Board has the necessary skills and experience, that it promotes equality and diversity and that members can make a positive contribution to driving schools' improvement with support and development provided to do this
- Work closely with the Executive Principal, Headteachers² and the Teaching Schools Manager to ensure there is proper challenge and support
- Hold the Board to account, ensuring all business is conducted efficiently and effectively, ensuring members attend regularly, have the opportunity to contribute and are listened to, with clear decisions being made when necessary
- With one other governor, approve governors', associate members' and LAB members' expenses in line with the Governor Expenses Policy.

Meetings

The Central Governing Board usually meets three times each year. The annual schedule of meetings will be confirmed as part of its date-setting for each school year and communicated by the Governance Manager.

The quorum for meetings shall be 50% of the Board's membership (excluding any vacancies among governors). Board members can participate by phone or video conference. Absences, including lateness,

² For the purpose of this document, Headteacher includes Heads of Schools and Executive Headteachers.

should be notified to the Chair of Governors or Governance Manager in advance. Attendance is expected at all meetings and is monitored. Attendance is reported to the Governors on an annual basis and published on the Federation's website. If Governors have low attendance, they will be asked to assess their commitment to the position and consider standing down.

Where a decision is required, governors will be asked to indicate their approval. Should any vote be tied, the governor chairing the meeting will have a second or casting vote.

Responsibilities

Strategic vision and oversight

- To determine and champion the vision, mission, values, ethos and educational character for the Federation to ensure spiritual, academic, physical and emotional wellbeing of pupils in line with requirements and good practice
- To be responsible for all activity, educational performance and inspections (including Ofsted and SIAMS) in line with requirements and good practice
- To approve Federation and Teaching Schools objectives, KPIs, evaluation and development plans
- Management of federation-wide risks

Governance

- To approve the governance Scheme of Delegation and Terms of Reference
- To appoint and remove key governance roles (Central Governing Board Chair and Vice-Chair, Committee and Local Advisory Board Chairs and members, Governance Manager including Clerk role)
- To agree link roles and working groups
- To oversee governor induction and training
- To oversee annual governance self-evaluation including review LAB 360s, priorities, work plan and setting meeting dates
- To approve and ensure publication of annual governance statement
- To ensure compliance with all statutory policy requirements
- To approve schools' proposed amendments of admissions criteria and consultation plan
- To determine the approach to complaints including the Complaints Policy and complaints at Stage 3
- To ensure compliance with all requirements including contracts and procurement, Disability Discrimination Act and Free School Meals
- To confirm term dates
- To ensure all requirements with Public Sector Equality Duty and approve the Equality Policy and Objectives
- To form Governor panels as requested, for example, relating to grievance and disciplinary matters as well as pupil exclusions.

Finance, administration and contracts

- To oversee and approve finances in line with requirements and good practice
- To approve the first formal budget and year-end for each financial year for Teaching Schools, schools and Federation
- To receive reports from the Business & Finance Committee to monitor budget and any variances regarding income, expenditure, cash flow
- To take decisions as required regarding reports on school voluntary funds, audit reports and information from Local Advisory Boards and the Business & Finance Committee

- To ensure financial controls are in place
- To undertake an annual review of the Federation Register of Business Interests
- Approve Federation Recharge Policy

Curriculum and Standards, SEND and Pupil Wellbeing

- To determine the Federation-wide Curriculum Policy
- To review data and reports on progress and KPIs
- Approve Special Educational Needs and Disabilities (SEND) and Disability Discrimination Act (DDA) Policies
- Approve policies relating to relationships and sex education
- To receive reports on pupil exclusions
- To determine the Federation Safeguarding Policy
- To be responsible for Safeguarding in the Federation, Teaching Schools and schools
- Approve the Behaviour Policy

Staffing

- To appoint, suspend and dismiss the Executive Principal, Headteachers and Deputy Headteachers
- To approve Federation staffing policies, unless delegated to a committee under the scheme of delegation
- To receive reports on performance management of the Executive Principal and make decisions/ receive reports on other staffing issues in line with policies and delegations.

The appointment of the Executive Principal, Headteachers and Deputy Headteachers by the Central Governing Board will be on the recommendation of the Appointments Panel, which will consider applications and conduct interviews.

The Appointments Panel must have at least three members. For Deputy Headteacher appointments, the Panel will consist of the Executive Principal, the Headteacher and a governor member of the school's LAB. For Headteacher appointments, the panel will consist of the Executive Principal, a governor member of the school's LAB and one other governor. Other governors or LAB members may be invited to join the Panel for the appointment of headteachers or deputy headteachers at the discretion of the Executive Principal. For the appointment of the Executive Principal, the Panel will consist of at least three governors, including the chair or acting chair of the Central Governing Board.

The suspension and dismissal of Deputy Headteachers, Headteachers and the Executive Principal will be as set out in the Federation's Disciplinary Policy.

Information management and communication

- To ensure compliance for all records management including the General Data Protection Regulation (GDPR), Data Protection Act 2018, HR, pupil and Safeguarding records
- To approve relevant policies including the Data Protection Policy and online safety policy.

Terms of Reference: Outcomes & Provisions Committee

Role of the Outcomes & Provisions Committee

The Outcomes & Provisions Committee (O&PC) is a Committee of the Primary Advantage Federation Central Governing Board. The role of those serving on the Committee is an important one, ensuring there is detailed challenge and support around the Federation's approach to educational provision and outcomes, with the ultimate aim of driving up standards across the Federation.

Those serving on the Committee must ensure that at all times they act in good faith and in the best interests of the Federation and schools, exercising reasonable care and skill having particular regard to personal knowledge and experience.

Membership and Terms of Office

The Committee shall be made up of no more than six members, one of whom will be the Chair of the Central Governing Board, who will be a member on an ex-officio basis. New members will be proposed by the PAF Executive Team or Central Governing Board and appointments will be approved at Central Governing Board meetings. The Executive Principal of the Federation will be a member of the Committee.

Governors sitting on the Committee will serve terms of four years, subject to their annual reappointment by the Central Governing Board. Associate members of the Committee will serve terms of four years. The maximum number of terms that a Committee member can serve shall be two, unless approval from the CGB is obtained. Associate members may vote on items before the Committee.

The Committee Chair will be appointed by the Central Governing Board on an annual basis. The Chair can be a member of the Central Governing Board or an Associate Member of the Committee.

The Committee can invite advisers (including members of staff in the schools) to attend meetings provided they do not take part in decision-making.

Chair of the Committee

The Chair will:

- Provide a clear lead and direction for the Committee, understanding the aims and vision of the Federation and the roles played by all those involved
- Build an effective team, helping ensure the Committee has the necessary skills and experience, that it promotes equality and diversity and that members can make a positive contribution to driving schools' improvement with support and development provided to do this
- Work closely the Executive Principal, Headteachers and Head of Teaching Schools to ensure there is proper challenge and support
- Hold the Committee to account, ensuring all business is conducted efficiently and effectively, ensuring members attend regularly, have the opportunity to contribute and are listened to with clear decisions being made when necessary.

Meetings

The Outcomes & Provisions Committee usually meets three times a year. The annual schedule of meetings will be confirmed as part of its date-setting for each school year and communicated by the Governance Manager. A written report will be sent from the Committee to all governors and local advisory board members (LABs) within a week following the Chair of Committee's approval of the minutes. The Committee

Chair will give a verbal report at the Central Governing Board meeting to summarise the main points and actions discussed, and meeting minutes will also be accessible by the Central Governing Board.

The quorum for meetings shall be three governors. Committee members can participate by phone or video conference. Governor members of the committee may arrange for a substitute from amongst the Central Governing Board to attend on their behalf. Substitutes will count towards the quorum and will have the same voting rights as other governor members.

Where a decision is required, committee members will be asked to indicate their approval. Should any vote be tied and the meeting is chaired by a governor, they will have a second or casting vote. Associate members who are chairing a meeting do not have a casting vote.³ Therefore, should any vote be tied and the meeting is being chaired by an associate member, the matter will be referred to the Central Governing Board for consideration.

Responsibilities

The key responsibilities of the Committee are as follows, and these responsibilities align with the Scheme of Delegation:

Strategic vision and oversight

- To review and recommend Federation objectives/KPIs and review progress against the previous year
- To review and recommend Teaching Schools self-evaluations, KPIs and improvement priorities
- To oversee educational performance and provide scrutiny and challenge
- To review risk reports prior to the Central Governing Body
- Oversee high-level risks in core business

Governance

- To consider impact of governance and approve the Federation's annual statement of governance
- To review and approve statutory policies in line with Committee terms of reference
- To oversee Teaching Schools' compliance with statutory requirements

Finance, administration and contracts

- To receive reports on census data across the Federation

Curriculum and Standards, SEND and Pupil Wellbeing

- To receive reports from the Teaching Schools Manager to provide challenge and support
- To review KPIs, highlight risks and report to Central Governing Board
- To ensure effective processes in place for monitoring quality assurance of teaching and learning, curriculum, inclusion and sharing good practice
- To review and maintain the Special Educational Needs and Disabilities (SEND) and Disability Discrimination Act (DDA) Policies
- To review patterns of exclusion and attendance across the Federation
- To adopt and oversee policies relating to pupil behaviour
- To convene a committee to review exclusion of any pupil (the membership of such a committee may include any governor)
- To ensure that adequate cross-Federation Safeguarding provisions are in place to protect all students and staff

³ The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 regulation 26(6)

- Approve Teaching, Learning & Assessment Policy
- Approve policies relating to looked-after children
- Approve Medicines and Pupils with Medical Needs Policy
- Approve Positive Handling Policy

Teaching Schools (TS)

- Receive and consider the TS self-evaluation and agree school improvement priorities
- Provide federation overview, scrutiny and challenge of the teaching schools education and performance
- Review KPIs within the TS for identification of any areas of potential risk for referral to the CGB
- Approve the CPD curriculum proposed by the Teaching Schools Manager
- Ensure effective processes are in place for monitoring the quality assurance of TS CPD
- Receive and review the Teaching Schools Manager's report
- Approve the TS improvement plan

Information management and communication

- To ensure systems in place for effective stakeholder communications

Terms of Reference: Business & Finance Committee

Role of the Business & Finance Committee

The Business & Finance Committee (B&FC) is a Committee of the Primary Advantage Federation Central Governing Board. The role of those serving on the Committee is an important one, ensuring there is detailed challenge and support around the Federation's use of public funds, ensuring strong internal controls and budgeting to maximise effective spending across the organisation.

Those serving on the Committee must ensure that at all times they act in good faith and in the best interests of the Federation and schools, exercising reasonable care and skill having particular regard to personal knowledge and experience.

Membership and Terms of Office

The Committee shall be made up of no more than six members, one of whom will be the Chair of the Central Governing Board, who will be a member on an ex-officio basis. New members will be proposed by the PAF Executive Team or Central Governing Board and appointments will be approved at Central Governing Board meetings. The Executive Principal of the Federation will be a member of the Committee.

Governors sitting on the Committee will serve terms of four years, subject to their annual reappointment by the Central Governing Board. Associate members of the Committee will serve terms of four years. The maximum number of terms that a Committee member can serve shall be two, unless approval from the CGB is obtained. Associate members may vote on items before the Committee.

The Committee Chair will be appointed by the Central Governing Board on an annual basis. The Chair can be a member of the Central Governing Board or an Associate Member of the Committee.

The Committee can invite advisers (including members of staff in the schools) to attend meetings provided they do not take part in decision-making.

Chair of the Committee

The Chair will:

- Provide a clear lead and direction for the Committee, understanding the aims and vision of the Federation and the roles played by all those involved
- Build an effective team, helping ensure the Committee has the necessary skills and experience, that it promotes equality and diversity and that members can make a positive contribution to driving schools' improvement with support and development provided to do this
- Work closely the Executive Principal, Headteachers and the Teaching Schools Manager to ensure there is proper challenge and support
- Hold the Committee to account, ensuring all business is conducted efficiently and effectively, ensuring members attend regularly, have the opportunity to contribute and are listened to with clear decisions being made when necessary.

Meetings

The Business & Finance Committee usually meets three times a year. The annual schedule of meetings will be confirmed as part of its date-setting for each school year and communicated by the Governance Manager. A written report will be sent from the Committee to all governors and local advisory board members (LABs) the Chair of Committee's approval of the minutes. The Committee Chair will give a verbal report at the Central Governing Board meeting to summarise the main points and actions discussed, and meeting minutes will also be accessible by the Governing Board.

The quorum for meetings shall be three governors. Committee members can participate by phone or video conference. Governor members of the committee may arrange for a substitute from amongst the Central Governing Board to attend on their behalf. Substitutes will count towards the quorum and will have the same voting rights as other governor members.

Where a decision is required, committee members will be asked to indicate their approval. Should any vote be tied and the meeting is chaired by a governor, they will have a second or casting vote. Associate members who are chairing a meeting do not have a casting vote.⁴ Therefore, should any vote be tied and the meeting is being chaired by an associate member, the matter will be referred to the Central Governing Board for consideration.

Responsibilities

The key responsibilities of the Committee are as follows, and these responsibilities align with the Scheme of Delegation:

Governance

- To approve the Financial Scheme of Delegation and report any amendments to the Central Governing Board
- To plan and review governor skills, training/ development needs informed by Central Governing Board direction and governance evaluation
- To review and amend policies in line with Committee Terms of Reference
- Approve Conflicts of Interest Policy

Finance, administration and contracts

- To recommend Federation, Teaching Schools and schools budgets and year-end to Central Governing Board
- To monitor Federation, Teaching Schools and school budgets, income, expenditure, cash-flow variances, report to Central Governing Board and Local Advisory Boards
- To receive reports on school voluntary funds, audit reports and information from Local Advisory Boards
- To monitor completion of Federation Register of Business Interests and identify any issues
- To review financial controls and systems (e.g. financial procedures and Scheme of Delegation) to recommend to Central Governing Board
- To oversee Schools Financial Value Service (SFVS) action plans to share learning across Federation
- To approve contracts and payments within agreed limits and budget
- Approve policies relating to expenses
- Approve policies relating to pay
- Approve Federation policies in relation to financial procedures

Curriculum and Standards, SEND and Pupil Wellbeing

- N/A

Premises

- To approve the Federation Lettings Policy and Federation Asset Disposal Policy

Staffing

⁴ The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 regulation 26(6)

- To approve Discipline, Capability, Conduct, Grievance, Bullying & Harassment, DBS, Ill Health Retirement, Maternity, Paternity & Adoption, Organisational Change, Retirement, Sickness Absence, Stress Management, Whistleblowing
- Approve policies relating to recruitment
- To undertake Executive Principal performance management
- To receive reports on Headteachers and Federation staffing and agree pay determinations
- To receive reports on staffing and performance management issues as per policies and delegations

Information management and communication

- To monitor effective implementation of General Data Protection Regulation (GDPR), Data Protection Act (DPA) 2018 and Data Protection Policies & procedures across Federation
- To approve policies relating to email, websites and social media

Terms of Reference: Appeals Panel**Role of the Appeals Panel**

The Appeals Panel will hear any appeals where a panel of governors is required. This includes:

- exclusions
- complaints
- human resources where the relevant policy refers to the appeal being heard by a panel of governors

Membership and Terms of Office

All governors can be asked to serve on the Appeals Panel. However, the usual membership will be three governors, unless the policy says otherwise. Governors must not serve on the Panel if they have a conflict of interest or are involved with the matter in any way.

Chair of the Panel

The Chair will be appointed by the Panel from their membership. They will run the meeting in accordance with the relevant policy.

Meetings

The quorum for meetings shall be three governors. Committee members can participate by phone or video conference.

Responsibilities

The responsibilities for the Appeals Panel are set out in the relevant policies.

Terms of Reference: Local Advisory Board

Role of the Local Advisory Board

Primary Advantage Federation has established Local Advisory Boards (LABs) in each of the schools. The role of Local Advisory Board members is an important one, ensuring there is local accountability for the performance of the Federation and individual schools, and that schools achieve strong outcomes for the pupils and the communities they serve.

Membership and Terms of Office

The Local Advisory Boards will consist of up to 10 members. The Headteacher (or acting headteacher) of the school will be a member of the LAB. Each Local Advisory Board will have a member of the Central Governing Board on it and it is through them working with the LAB that the CGB delegates decision-making responsibility.

Recommendations for appointments may be proposed to the Central Governing Board (CGB) by the Chair of the LAB.

The Local Advisory Board Chair and Vice-Chair, if applicable, will be appointed by the Central Governing Board on an annual basis. The LAB Chair will usually, but not always be, a serving governor of the CGB. Local Advisory Board members will usually serve for a minimum period of four years to ensure a full understanding and continuity in challenge and support. The Local Advisory Boards of the Voluntary Aided schools will have a member of the clergy on the board.

The Local Advisory Board can invite advisers (including members of staff in the schools and Primary Advantage Federation team) to attend meetings provided they do not take part in decision-making.

Chair of the Local Advisory Board

The Chair will:

- Provide a clear lead and direction for the Local Advisory Board, understanding the aims and vision of the school and wider Federation and the roles played by all those involved
- Build an effective team, helping ensure the Local Advisory Board has the necessary skills and experience, that it promotes equality and diversity and that members can make a positive contribution to driving schools' improvement with support and development provided to do this
- Work closely with the Headteacher to ensure there is proper challenge and support
- Hold the Local Advisory Board to account, ensuring all business is conducted efficiently and effectively, ensuring members attend regularly, have the opportunity to contribute and are listened to with clear decisions being made when necessary.

Meetings

The Local Advisory Boards within Primary Advantage Federation usually meet three times each year. The annual schedule of meetings will be confirmed as part of its date-setting for each school year and communicated by the Governance Manager.

A written report will be sent after each LAB meeting to the Central Governing Board. The LAB Chair will give a verbal report at the Central Governing Board meeting to summarise the main points and actions discussed, and meeting minutes will also be accessible by the Central Governing Board.

The quorum for meetings shall be made up of a CGB Governor, the Headteacher (or acting headteacher in event of the headteacher being unavailable) and two other Local Advisory Board members. Local Advisory Board members can participate by phone or video conference. A meeting will not become inquorate should the headteacher have to leave due to declaring an interest. Absences, including lateness, should be notified to the Chair of the LAB, Headteacher or Governance Manager in advance. Attendance is expected at all meetings and is monitored. Attendance is reported to the Governors on an annual basis. If Governors or

LAB members have low attendance, they will be asked to assess their commitment to the position and consider standing down.

Governor members of LABs may arrange for a substitute from amongst the Central Governing Board to attend on their behalf. Substitutes will count towards the quorum and will have the same rights as other governor members of LABs. Unless there are no other governors available and the meeting would become inquorate, the staff governor will not act as a substitute on a LAB and parent governors will not act as a substitute for the school which their child(ren) attend.

Responsibilities

Strategic vision and oversight

- To recommend required school-specific changes to Federation vision, mission, values, ethos and educational character to ensure spiritual wellbeing of pupils
- To determine the Local Advisory Board's own vision in line with the Federation vision and reports to Central Governing Board
- To review and recommend school evaluation and development plans in line with Federation priorities for approval
- To receive and consider school SIP reports and KPIs in line with Federation priorities
- To contribute to planning prior to, and action planning after, inspections including Ofsted and SIAMS
- To approve school's insurance arrangements
- To review risk reports

Governance

- To provide oversight and monitoring (where required) for children's centres and pre-school registration
- To receive regular updates on governance and ensure all Local Advisory Board members attend appropriate training
- To participate in 360 Local Advisory Board evaluation
- To monitor school specific policy requirements
- To monitor the implementation of Federation policies at school level
- For Voluntary Aided schools: to recommend any proposed changes to admissions criteria
- To ensure school compliance with statutory requirements
- To set school term dates (VA schools)
- To receive report on school arrangements for INSET days
- To set and monitor school Equality Objectives in line with Equality Act
- To monitor the Equality Policy at school level

Finance, administration and contracts

- To recommend school budget to the Central Governing Board and Business & Finance Committee
- To monitor school income, expenditure, cash flow, balances, year-end and report to Central Governing Board and Business & Finance Committee
- To review use of, impact and value for money of grants including Pupil and Sports Premium, Special Educational Needs and Disabilities (SEND) funding
- To monitor school voluntary funds, audit reports and report to CGB and B&FC as part of financial controls
- To ensure all necessary financial controls are in place

- Schools Financial Value Standard (SFVS): to confirm review, appoint Local Advisory Board member to conduct the review and consider progress against plan
- To consider school census data
- To authorise contracts and payments within agreed limits and budget

Curriculum and Standards, SEND and Pupil Wellbeing

- To oversee the implementation of the Federation-wide Curriculum Policy
- To monitor the quality of education at the school
- To approve the curriculum proposed by each Headteacher (consistent with Federation policy)
- To oversee the target-setting process with the Headteacher and monitor progress
- To ensure implementation of the Special Educational Needs and Disabilities (SEND) and Disability Discrimination Act (DDA) Policies
- To review SEND data
- To review and suggest amendments for policies relating to pupil behaviour
- To monitor exclusions and attendance
- To ensure implementation of the Safeguarding Policy
- To ensure adequate Safeguarding provisions in line with requirements
- To report Safeguarding matters and procedures as required
- To nominate a designated Member who act as link person between the Federated Governing Body, Local Advisory Boards and the nominated Designated Safeguarding Lead.

Premises

- To agree the school Health & Safety Policy
- To monitor implementation of the Health & Safety Policy including for premises work, site inspections, and receive reports e.g. on fire risk assessments
- To agree and monitor the school accessibility plan
- To review and maintain the buildings strategy and asset management plan

Staffing

- To provide input into Headteacher and Deputy Headteacher recruitment
- To approve leadership and management structure or restructure and determine school staffing structures
- To receive reports from the Headteacher on appointments of teaching and non-teaching staff
- To monitor and review staffing changes in school including after resignation deadline
- To advise the Central Governing Board on Federation policies and procedures to ensure effective implementation
- To ensure robust CPD and performance management at school level
- To receive reports on performance management of school staff by the Headteacher to agreed seniority and make pay recommendations as appropriate
- To ensure wellbeing of the Headteacher and senior leadership

Information management and communication

- To ensure effective implementation of General Data Protection Regulation (GDPR), Data Protection Act 2018 and Data Protection policies and procedures at school level
- To ensure school websites are compliant with statutory requirements
- To establish and maintain community relationships and ensure channels to respond to feedback



Appendix 1

HACKNEY LEARNING TRUST
LONDON BOROUGH OF HACKNEY

PRIMARY ADVANTAGE FEDERATION

INSTRUMENT OF GOVERNMENT

1. The name of the federation is Primary Advantage Federation
2. The names and categories of the schools in the federation are :-
 - De Beauvoir Primary School (Community)
 - Gainsborough Primary School (Community)
 - Holy Trinity CE Primary School (Voluntary Aided)
 - Morningside Community School (Community)
 - Springfield Primary School (Community)
 - St John the Baptist CE Primary School (Voluntary Aided)
 - St John & St James CE Primary School (Voluntary Aided)
 - St Matthias CE Primary School (Voluntary Aided)
3. The name of the governing body is "**The Governing Body of Primary Advantage Federation**".
4. The Governing Body shall consist of:
 - a. Two parent Governors
 - b. One LA Governor
 - c. One Staff Governor
 - d. One Executive Principal – ex officio
 - e. Two Co-opted Governors appointed by the Governing Body
 - f. Nine Foundation Governors
 - (4.1) Foundation Governors will be appointed by:-
 - I. Four Bishop of Stepney appointments
 - II. One Foundation Governor appointed by the London Diocesan Board for Schools
 - III. Two Foundation Governors appointed by Hackney Deanery Synod
 - IV. Two Foundation Governors Co-opted and appointed by Foundation Governors.

All appointments to the Governing Body will reflect the skills need identified for the Board.
5. St John and James CE Primary School benefits from a Trust known as The Hackney Free and Parochial Schools Educational Trust.
6. The total number of Governors will be 16
7. The term of office of all Governors is 4 years except the ex officio Executive Principal.

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8. This instrument of government comes into effect on the date signed.
9. A copy of the instrument must be supplied to every member of the Governing Body (and the Headteachers and Head of Schools).

Ethos Statement for Primary Advantage Federation

We are committed to achieving the following outcomes;

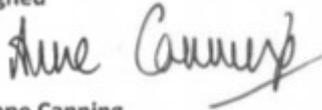
- Every teacher is a great teacher; every school is a great school. We aim to move incrementally towards excellence in all aspects of our work.
- All pupils will make good or better progress and will be properly equipped for the next stage of their schooling.
- High quality learning environments where pupils feel safe and secure, known and valued and motivated to learn. A bespoke curriculum which broadens horizons and inspires our pupils to become successful learners, confident and responsible citizens.
- A learning community with opportunities for growth for pupils, staff families.

Our work embraces diversity and will facilitate the church schools in continuing the mission of Church of England schools in 'nourishing those of the faith, encouraging those of other faiths and challenging those of no faith.' Community schools will operate within their own ethos, serving the local community.

Our church schools will work within the context of Christian belief and practice. They will encourage an understanding of the meaning and significance of faith and promote Christian values through the experience they offer to all pupils.

This instrument was made by order of the Hackney Learning Trust on behalf of London Borough of Hackney.

Signed



Anne Canning

Date

16/7/18

Group Director, Children, Adult's and Community Health
Under authority delegated by the London Borough of Hackney

HACKNEY LEARNING TRUST
LONDON BOROUGH OF HACKNEY

PRIMARY ADVANTAGE FEDERATION

INSTRUMENT OF GOVERNMENT

Addendum

1. We recognise what the law states in relation to point 4(d) *"the headteacher of each federated school unless any such headteacher resigns the office of governor in accordance with regulations 19 of the Constitution Regulations 2012."*

Our instrument varies on this point and instead identifies one Executive Principal – ex officio. The reason for this is because:

The federation of 8 schools is led by an executive principal who is responsible for holding to account the headteachers of each individual school. This leadership structure aims to make the most of our shared resources, maintain high expectations and secure high standards.

The Executive Principal is directly answerable to the Governing Body.
2. We recognise what the law states in relation to 4(e) *"The governing body of a federation comprising more than one category of school including at least one foundation, foundation special or voluntary aided school must also include at least two foundation governors (or partnership governors as appropriate in respect of any school without a foundation)"*

The governing board of the original federation was formed as a group of faith schools. The foundation and original governing board has approved the expansion of the federation to include non-faith schools. However, the composition of the Governing Body has remained with the original balance of a majority of 2 foundation governors.

The instrument is therefore compliant with governance regulations where additional schools join and established federation.
3. We recognise what the law states in relation to 4.1(IV) *" The governing body may in addition appoint such number of co-opted governors as they consider necessary provided that the requirements in regulation 22 are met in respect of governing bodies of federations comprising foundation and voluntary schools"*

There are four co-opted Governors. Two appointed by the whole governing body and two appointed by the Foundation Governors.

The Governing Body will consider and approve any such appointments.

The instrument is therefore complaint with the regulations.

Appendix 2

Urgency and efficiency procedure

Introduction

1.1 The federation recognises that decisions may be necessary between scheduled board, committee and LAB meetings that could not have been foreseen at the preceding meeting and cannot wait for the next scheduled meeting. The procedure is for rare and genuinely urgent situations. It is not to be used as a form of delegation for the governing body, or as a way to perform routine tasks.

1.2 This procedure applies where, in the judgement of the chair of the Central Governing Board (CGB), a delay in exercising a function of the CGB, committee or LAB would be seriously detrimental to the interests of the federation or one of its schools; a pupil or the parent of a pupil at a federation school; or a person who works at a federation school.

1.3 The chair of the CGB may not take an urgent decision in relation to anything where the decision cannot be delegated to an individual. This includes:

- the discontinuation of a maintained school;
- the approval of the budget;
- the suspension of governors;
- exclusion (except in a case of urgency);
- the admission of a pupil.

Urgent decision-making

2.1 When it is clear that a decision needs to be made under this procedure, the proposer should write a proposal, including any supporting documentation, and send it to the Governance Manager for distribution to the chair of the CGB.

2.2 The proposal should include:

- the reasons why a decision is being sought as a matter of urgency;
- any information that is typically expected to support a similar proposal at a formal meeting;
- the opportunity for the chair of the CGB to seek clarification of, or ask questions about any points raised;
- the date and time by which responses need to be received. If possible, this should be no shorter than five working days.

2.3 The Governance Manager will distribute the proposal and any supporting documentation to the chair of the CGB. Whenever possible, this will be done by email. In exceptional circumstances, the chair will be contacted by phone to advise them of the proposal. If practical, other members of the CGB, a committee or a LAB will be contacted for their views.

2.4 If the chair of the CGB agrees with the proposal, it will be considered to have been approved as if by the CGB, committee or local advisory board (LAB). If the chair does not support the proposal, it is not approved. However, it may be considered and approved at a future meeting of the CGB, a committee or a LAB.

2.5 All decisions taken under the urgency & efficiency procedure will be binding on the CGB, committee or LAB as if they were made at a meeting.

2.6 The documentation for the proposal will be stored in the same way as for CGB, committee or LAB papers.

2.7 If the chair of the CGB is unavailable or has not responded within a reasonable period of time to communications from staff, the vice chair of the CGB will be contacted instead. S/he may exercise the same powers as the chair of the CGB.

Emergency decision-making

3.1 If the emergency is such that a decision must be taken immediately and there is no time to consult with the CGB, a committee or a LAB, the Executive Principal (or nominated representative in his/her absence) will act in the federation's best interests and decide accordingly.

3.2 The Executive Principal or nominated representative must inform the chair of the CGB or relevant committee or LAB chair at the earliest opportunity.

Reporting urgent or emergency decision-making

4.1 All decisions made under this procedure must be reported back to the next meeting of the CGB or relevant committee. Acknowledgement of the decision must be clearly recorded in the minutes of that meeting.

Urgent decision-making proposal form

CGB/ committee/ LAB responsible for the decision	
Lead member of staff	
Date confirmed by the chair/ vice chair of the CGB	

Details of the proposal
Financial implications
Background/ additional information
Reason for urgency (see section 1.2 of the urgency & efficiency procedure for a definition of when a decision may be considered to be urgent)

Policy written:	September 2018
Amended/Updated:	September 2020
Adopted by Central Governing Board:	September 2020
Review date	September 2021

The Central Governing Board have reviewed this policy with careful consideration of our approach to equalities as outlined in the Equalities Policy, January 2020.

We would like to acknowledge the work of other colleagues in drafting this policy. We have drawn on a range of sources including policies from other schools, good practice guides, published schemes and LA and Statutory guidelines where appropriate.

