Primary Advantage delegation scheme & governance procedures

PRIMARY ADVANTAGE

SCHOOLS ACHIEVING MORE TOGETHER

Primary Advantage

Table of Contents

Table of Contents 2

Revisions 4

1. Introduction 5

1.1 Background and Approach 5
1.2 High-Level Summary 5
1.3 Approval and Renewal 5
1.4 Audience 6
1.5 Governance professional 6

2. Primary Advantage Federation: Scheme of Delegation 7

3. Policies and formal documents 17

Admissions & attendance 17
Behaviour 17
Curriculum 17
Data protection and IT 17
Facilities 17
Finance 18
Governance 18
Human resources 19
Pupil wellbeing & safeguarding 20
Relationships & sex education 21
Policies and other documents not referred to in the list above 21

4. Primary Advantage Federation: financial scheme of delegation 23

5. Primary Advantage Federation: Terms of Reference 28

5.1 Background and Approach 28
5.2 Structure 28
5.3 Audience 28
5.4 Approval and Renewal 28

6. Terms of Reference: Central Governing Board 29

6.1 Role of the Central Governing Board 29
6.2 Membership and Terms of Office 29
6.3 Chair of the Central Governing Board 29
6.4 Meetings 29
6.5 Responsibilities 30

7. Terms of Reference: Outcomes & Provisions Committee 32

7.1 Role of the Outcomes & Provisions Committee 32
7.2 Membership and Terms of Office 32
7.3 Chair of the Committee 32
7.4 Meetings 32
7.5 Responsibilities 33

8. Terms of Reference: Business & Finance Committee 35

8.1 Role of the Business & Finance Committee 35

8.2 Membership and Terms of Office 35
8.3 Chair of the Committee 35
8.4 Meetings 35
8.5 Responsibilities 36

9. Terms of Reference: Appeals Panel 38

9.1 Role of the Appeals Panel 38
9.2 Membership and Terms of Office 38
9.3 Chair of the Panel 38
9.4 Meetings 38
9.5 Responsibilities 38

10. Terms of Reference: Local Advisory Board 39

10.1 Role of the Local Advisory Board 39
10.2 Membership and Terms of Office 39
10.3 Chair of the Local Advisory Board 39
10.4 Meetings 39
10.5 Responsibilities 40

11. Terms of reference: schools bill working group 43

11.1 Role of the working group 43
11.2 Membership and Terms of Office 43
11.3 Chair of the working group 43
11.4 Meetings 43
11.5 Responsibilities 43

Appendix 1 – instrument of government 44

Appendix 2 – Urgency and efficiency procedure 48

Revisions

Date	Summary of changes
January 2021	Explicit reference to early years provision and policies added.
September 2021	Change of name to "Primary Advantage scheme of delegation & governance procedures" Addition of the financial scheme of delegation. Addition to say that the chair of Business & Finance Committee will usually be the finance link governor.
September 2022	Added a new table setting out the delegation for policies and other formal documents. Added the terms of reference of the schools bill working group.
April 2023	Changed the delegation of the Relationships, Sex and Health Education Policy from the Central Governing Board to Outcomes & Provisions Committee
April 2024	Clarity that Business & Finance Committee is responsible for restructures involving posts that cover more than one school. Introduction of a new section 1.5 about the role of the governance professional.

January 2026	• **Governance Manager:** this role has been replaced with "Governance Professional" if it refers to Clerking and advice to Governors/ LABs or with "Federation Finance & Business Director" if it refers to policies around operations, compliance and finance.
	• **Heads of Schools** have been removed, as we only have Headteachers and Executive Headteacher.
	• The publication of the **annual governance statemen**t has been deleted. The OPC1 (2-Dec-2025) agreed that moving forward that this item would be removed from the OPC1 agenda and workplan.
	• **General Data Protection Regulation (GDPR)** has been renamed to "UK General Data Protection Regulation (UK GDPR)"
	• **Policies:** The Federation's Policy Tracker has been added to section "**3. Policies and formal documents"**.
	  ○ The following new policies have been added:
	  ■ Use Of Artificial Intelligence (AI) Policy
	  ■ Cyber Response Plan
	  ■ Staff Wellbeing Policy
	  ■ Code of Conduct for School Staff (incl. PAF Addendum)
	  ■ Business continuity plan
	  ■ Risk Management
	  ■ Parental Partnership and Responsibility
	  ■ Parent and Carer Code of Conduct
	  ■ Flexi-Schooling
	  ■ Dealing with Abusive or Unacceptable Behaviour from Parents, Carers and Visitors
	  ■ Shared Parental Leave Policy
	  ■ EYFS Policy (this is different to the EYFS supervision policy)
	  ■ Play Policy
	  ■ Allergy Policy
	  ○ The following policies have been removed:
	  ■ **Use of internet & email policy**: It was duplicate. All relevant and up-to-date information is included in the "Online safety & acceptable use policy"
	  ■ **Early career teachers policy**: It was duplicate. The correct policy used is the "Early career teacher induction policy"
	  ■ **Children with health needs who can't attend school:** This is covered by the "Medical needs policy"
	  ○ The following policies have been renamed:
	  ■ **Governor & LAB member monitoring policy:** Renamed to "Governor/ LAB member school visits Policy"
	  ■ **Recruitment & selection policy**: Renamed to "Inclusive Recruitment & selection policy"

	• **PA Federation Finance & Business Manager (PAPAFFBM):** this role was discontinued in September 2025. This role's delegated authorities have either been completely removed or replaced by "PA Federation Finance & Business Director (PAFFBD)" where the segregation of duties allows it and/ or the "PA Federation HR & Admin Officer (PAFHAO)" who also does payroll and finance work on behalf of the Federation. • **Appendix 1 – instrument of government:** This has been updated.
September 2026	**3. Policies and formal documents:** • Cyber Response Plan: The delegation changed from BFC to FBD • Use Of Artificial Intelligence (AI) Policy: The delegation changed from BFC to FBD • Business continuity plan: The delegation changed from BFC to FBD • Financial procedures manual: This has been renamed to "Financial procedures manual and PAF Appendix" • Capability policy : This has been renamed to "Capability policy and PAF Addendum" • Code of Conduct for School Staff (incl. PAF Addendum): The delegation has been updated to also include BFC • Maternity, Paternity & Adoption Policy: This has been renamed to "Maternity & Adoption Policy" • Paternity Leave Policy: This has been added. • Staff Wellbeing Policy: The delegation changed from BFC to FBD/ EP • Positive Handling: Removed, as this is part of the Behaviour Policy. • Freedom of Information Policy: This has been added. • Religious education policy: This has now been renamed to "Religious education policy for Community Schools) • Religious education policy for Voluntary Aided Schools: This has been added. • Allergy policy: The delegation changed from OPC to EP/ FBD • Play Policy: The delegation changed from OPC to EP/ FBD • Parent and Carer Code of Conduct: This has been renamed to "Code of Conduct for Parents, Carers and Visitors" **4. Primary Advantage Federation: financial scheme of delegation:** HoS (Head of School) has been removed. This was missed back in January 2026.

1. Introduction

1.1 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 will be treated as correct.

A number of policies are affected by this delegation scheme, especially those relating to finance. If there are any discrepancies between the delegation scheme and another policy, then the delegation scheme 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.

1.2 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 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 Headteacher[1] 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 in alignment with the Federation vision, ethos and strategic direction.

[1] For the purpose of this document, Headteacher includes Executive Headteachers.

1.3 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 Education or Primary Advantage expectations, and emerging sector good practice. There is also a Financial Scheme of Delegation, aligned with the Hackney Education Financial Manual, which requires review and approval and delegations must be noted in addition to this document.

1.4 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.

1.5 Governance professional

The governing body must have a clerk, who is its governance professional. The governing body (including committees and LABs) must listen to the independent advice the governance professional provides and have regard to that advice when exercising its functions.

2. 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 and LDP Manager
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 & LDP objectives, KPIs, evaluation & development plans [D]	Review & recommend Federation objectives/ KPIs & review progress against previous year [D, R] Review & recommend LDP 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, LDP 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]		Approve school's insurance arrangements [D, A] Review risk reports [A]	Ensure appropriate risk assessments [A]	Monitor accident book, risk assessment [A]

		Review risk reports prior to CGB [R]			Ensure adequate insurance cover across Federation [A] Produce Federation risk report for O&PC [R]	Produce & ensure appropriate risk reports are available for LAB [R]
Governance						
Structure delegations & appointments **CGB Chair & Vice-Chair, Committee & LAB Chairs & members, Governance Professional (incl. Clerk role)*	Appoint & remove key governance roles*, agree: link roles, working groups, LAB Sub-Committees [D] Oversee governor induction & training [D, A] Oversee annual governance self-evaluation including review LAB 360s, priorities, work plan, set meeting dates [D]	Evaluate impact of governance and recommend annual statement [R]	Plan & review governor skills, training/ development needs informed by CGB direction and governance evaluation [C, A] Review Financial Scheme of Delegation and report amendments to CGB for approval [A]	Receive regular updates on governance and ensure all LAB members attend appropriate training [R] Participate in 360 LAB evaluation [R]	Manage effective functioning of all governance tiers incl. Governance *Professional* [A]	Work with Governance *Professional* to facilitate effective running of LABs and contribute to Governance link roles, Committees and the CGB as required [R]
Policies	Ensure compliance with all statutory policy requirements [D]			Monitor school specific policy requirements [A] Monitor the implementation of Federation policies at school level [A]	Support CGB & schools in relation to Federation-wide and school-specific policy requirements [A] Manage and oversee complaints at Stage 2 of process [R]	Tailor Federation policies to school and secure approvals in line with delegations[A] Ensure all policies are implemented [A]

					Monitor implementation of policy framework to ensure compliance [A]	
Admissions & complaints	Approve schools' proposed amendments of Admissions criteria and consultation plan [D] Determine approach to complaints [D] Determine approach to complaints at Stage 3 [A] Annually approve process for Admissions including Committee for oversubscription and appeals [A]			For Voluntary Aided schools: Recommend any proposed changes to Admissions criteria [A] For Voluntary Aided schools: Hold Admissions Committees [R]	Support process for changes to Admissions criteria [A]	Respond to complaints (unless is against Headteacher) [A]
Statutory compliance (not included in separate sections below)	Ensure compliance with all requirements including contracts & procurement, Disability Discrimination Act (DDA) & FSM [A] Confirm term dates [D]	Oversee LDP compliance with statutory requirements [C]		Ensure school compliance with statutory requirements [R] Set school term dates (VA schools) [R] Receive report on school arrangements for INSET days [C]	Oversee & report to B&FC on Federation statutory compliance [A] Review key risks and highlight to CGB [R] Ensure adequate systems and policies to provide sustained service quality and development [R]	Ensure & report to LAB (or O&PC for LDP) on compliance with statutory requirements [A] Plan for the allocation of INSET days and report to LAB [R]
Equalities	Ensure all requirements with Public Sector Equality Duty [A]			Set and monitor school Equality Objectives in line with Equality Act [R]		Set Equality Objectives at school level [R]

				Monitor Equality Policy at school level and school equality objectives [R]		
Early years				Provide oversight and monitoring where required for children's centres and pre-school registration [R]		
Finance, Administration & Contracts						
Budgeting and Grants	Oversee & approve finances in line with requirements and good practice [D] Approve first formal budget and year-end for each financial year for LDP, schools & Federation [D] Receive reports of B&FC to monitor budget and any variances regarding income, expenditure, cash flow [R]	Receive report on census data across Federation [R]	Recommend Federation, LDP and schools budgets & year-end to CGB [R] Monitor Federation, LDP & school budgets, income, expenditure, cash-flow variances, report to CGB and LABs [R]	Recommend school budget to B&FC [R] Monitor school income, expenditure, cash flow, balances, year-end & report to CGB and B&FC [C] Review use of, impact & value for money of grants incl. Pupil and Sports Premium, SEND funding [R]	Prepare budget for CGB & grant monitoring reports [A]	Ensure preparation of school's annual budget [A] Manage school income, expenditure, cash flow, balances, year-end & report to LAB [A] Prepare, implement & manage impact of grants e.g. Pupil and Sports Premium, SEND funding [A]
Financial Compliance & audit	Take decisions as required regarding reports on school voluntary funds, audit reports, information from B&FC & LABs [R] Ensure financial controls in place [D]		Receive audit reports & information from LABs [R] Monitor completion of Federation ROBI	Monitor school voluntary funds, audit reports and report to CGB and B&FC as part of financial controls [R] Receive assurance that all necessarily financial controls are in place [R]	Ensure compliance of school business management, delivery & contract management [A] Maintain Federation ROBI; raise any issues with Chair of B&FC [A]	Ensure financial controls are in place incl. staff expenses [A] Maintain school ROBI and raise any conflicts with Chair of B&FC [A]

	Annual review of Federation ROBI [A]		and identify any issues [R] Review financial controls and systems (eg 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]	SFVS: confirm review; LAB member conduct review; consider progress against plans [R, A] Consider school census data [R]	Monitor school and LDP audit reports [A]	Implement financial controls and systems agreed by the CGB [R]
Contracts			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]
Curriculum & Standards, SEND & Pupil Wellbeing						
Curriculum policy		Receive report of LDP Head to provide challenge & support [A]		Oversee implementation of Federation-wide Curriculum Policy [A]		Ensure curriculum is delivered in line with statutory

		Approve policies relating to relationships and sex education [D]		Approve curriculum proposed by each HT (consistent with Federation policy) [D]		requirements and agreed policy including daily act of collective worship [A]
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]		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] LDP Head quality assure delivery of provision [A]
SEND				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] Convene committee to review exclusion of any pupil [A]	Review patterns of exclusion & attendance across Federation [R]		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 polices) [A] Manage decisions on pupil exclusions (fixed term or permanent) [A]
Safeguarding (SG), Looked after Children, School Trips	Responsible for safeguarding in Federation, LDP and schools [R]	Ensure adequate cross-Federation SG provisions in place to protect all students and staff [R]		Ensure implementation of SG Policy [A] Ensure adequate SG provisions in line with requirements [R]	Report to CGB on SG matters & procedures [A] Undertake SCR audits & review processes and procedures [A]	Implement SG, child protection & school trips policies, ensure Procedures in

				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]		place & adhered to [A] Maintain SCR & ensure compliant [A] Approve school visits of 24 hours+ [A]
Premises						
Health & Safety (H&S)				Monitor implementation of health & safety policy 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]
Estates				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 [A] Monitor & ensure premises & equipment security [A, S]
Staffing						
Staff structure, Recruitment, and	Appoint, suspend, dismiss Executive Principal, HTs and DHTs [D]		Approve leadership & management structure or	Provide input into HT & DHT recruitment [C] Approve school leadership & management structure or	Participate in LDP Head, HT & DHT appointment (Note: for VA schools,	Propose school staffing requirements in

Appointments and Progress			restructure for central team or for functions that cover more than one school [D];	restructure [D]; 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]	panel will include clergy if possible) [A] Support LDP Head in staff structure & appointments [A] Liaise with HR services to provide support [S] Manage recruitment across Federation, ensure compliance incl. safer recruitment [A]	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]
Performance management, Pay, Training, Wellbeing, Disciplinary & Grievance	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]		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]	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 LDP Head in development and review of staff structure & appointment [A]	Ensure staff wellbeing [A] Performance manage staff to agreed seniority; school HTs report to LAB & LDP 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]
Information management & communication						

Systems and Data Protection	Ensure compliance for all records management inc. UK GDPR, DPA 2018, HR, pupil & safeguarding records [R]		Monitor effective implementation of UK GDPR, DPA 2018 & Data Protection policies & procedures across Federation [A]	Ensure effective implementation of UK GDPR, DPA 2018 & Data Protection Policies & procedures at school level [R]	Write, review & monitor records management incl. UK GDPR, pupil, safeguarding & HR records [A] Ensure compliance with legislation & good practice across Federation [A] Breach management, CCTV Policy, Cookie policy [D] Write data protection and FOI procedures [D]	Maintain accurate & secure pupil and staff records [A] Ensure compliance with legislation & good practice in school [A]
Communicatio n		Ensure systems in place for effective stakeholder communications [A]		Ensure school websites compliant with statutory requirements [A] Establish & maintain community relationships & ensure channels to respond to feedback [A]	Draft and initiate website audit to ensure compliance with statutory requirements e.g. Public Sector Equality Duty, publication of Pupil and create report of findings for LAB Premium Grant information [A]	Complete website audit [A] Publish school information to 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]

PAF scheme of delegation abbreviations & acronyms

B&FC – Business & Finance Committee
FSM – Free School Meals
KPIs – Key Performance Indicators
O&PC – Outcomes & Provisions Committee
SIP – School Improvement Plan
LDP - PA Learning, Development and Partnerships
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

3. Policies and formal documents

There is a large number of statutory and non-statutory documents or lists of information that the federation is required to produce. This part of the delegation scheme sets out who is responsible for them. Please also refer to the Federations Policy Tracker to see the review frequency of each policy.

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Admissions & attendance			
Accessibility plan	LAB	Headteacher	
Admission arrangements (VA schools only)	CGB on recommendation from the LAB	Headteacher	
Admissions register*	Headteachers	Headteacher	
Attendance & punctuality policy	OPC	Executive Principal	
Attendance register*	Headteachers	Headteacher	
Behaviour			
Behaviour policy	CGB	Executive Principal	
Dealing with Abusive or Unacceptable Behaviour from Parents, Carers and Visitors	OPC	Executive Principal	
Code of Conduct for Parents, Carers and Visitors	OPC	Executive Principal	
Curriculum			
Collective worship policy	CGB	Executive Principal	
Flexi-Schooling	OPC	Executive Principal	
Play Policy	Federation Business & Finance Director/ Executive Principal	Executive Principal	
Religious education policy for Community Schools	CGB	Executive Principal	
Religious education policy for Voluntary Aided Schools	GCB	Executive Principal	
TLA (Teaching, Learning & Assessment) policy	OPC	Executive Principal	

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Data protection and IT			
CCTV policy	Federation Business & Finance Director	Federation Business & Finance Director	
Cyber Response Plan	Federation Business & Finance Director	Federation Business & Finance Director	
Data protection & retention policy	CGB	Federation Business & Finance Director	Freedom of Information Policy
Freedom of Information Policy	GCB	Federation Business & Finance Director	Data protection & retention policy
Privacy notices	Federation Business & Finance Director	Federation Business & Finance Director	Data protection & retention policy
Social Media & Networking Policy	BFC	Federation Business & Finance Director	Online safety & acceptable use policy
Use Of Artificial Intelligence (AI) Policy	Federation Business & Finance Director	Federation Business & Finance Director	
Facilities			
Business continuity plan	Federation Business & Finance Director	Federation Business & Finance Director	
First aid policy	LABs	School Finance & Admin Managers	Health & safety policy
Health & safety policy	LABs	School Finance & Admin Managers	First aid policy
Lettings policy	LABs	School Finance & Admin Managers	
Premises management documents	Headteachers	School Finance & Admin Managers	
Risk Management	OPC	Federation Business & Finance Director	
Finance			

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Asset disposal policy	BFC	Federation Business & Finance Director	
Best value statement	BFC	Federation Business & Finance Director	
Charging & remissions policy	BFC	Federation Business & Finance Director	School charging schedules
Controls Assurance Statement (part of year end reporting)	BFC	Federation Business & Finance Director	
Debt policy	BFC	Federation Business & Finance Director	
Financial procedures manual and PAF Appendix	BFC	Hackney Education/ Federation Business & Finance Director	
Procurement Card Policy	BFC	Federation Business & Finance Director	
Recharge policy	CGB	Federation Business & Finance Director	
School charging schedules	LAB	School Finance & Admin Managers	These must follow what's set out in the charging & remissions policy
School uniform policy	CGB	Executive Principal/ Headteachers	
Governance			
Complaints procedure	CGB	Federation Business & Finance Director	
Conflicts of interest policy	Federation Business & Finance Director	Federation Business & Finance Director	
Early career teacher induction policy	BFC	Federation Business & Finance Director	Induction policy
Equality objectives	LABs	Headteachers	
Equalities policy	CGB	Executive Principal	

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Governor/ LAB member school visits Policy	OPC	Federation Business & Finance Director	
Register of interests*	Governance Professional	Governance Professional	
Scheme of delegation & governance procedures	CGB	Federation Business & Finance Director	
Human resources			
Appraisal policy	Federation Business & Finance Director	Hackney Education	
Bullying & harassment policy	Federation Business & Finance Director	Hackney Education	
Capability policy and PAF Addendum	Federation Business & Finance Director	Hackney Education/ Federation Business & Finance Director	
Code of Conduct for School Staff (incl. PAF Addendum)	BFC/ Federation Business & Finance Director	Hackney Education/ Federation Business & Finance Director	
DBS policy	Federation Business & Finance Director	Hackney Education	
Disciplinary Policy (incl. PAF Addendum)	BFC	Federation Business & Finance Director	
Drug & alcohol policy	Federation Business & Finance Director	Hackney Education	
Eye tests & glasses for display screen equipment policy	Federation Business & Finance Director	Federation Business & Finance Director	
Expenses policy (including governor expenses)	BFC	Federation Business & Finance Director	
Flexible working policy	Federation Business & Finance Director	Federation Business & Finance Director	
Grievance policy	BFC	Federation Business & Finance Director	
Ill health retirement policy	Federation Business & Finance Director	Hackney Education	

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Induction policy	Federation Business & Finance Director	Federation Business & Finance Director	
Leave entitlements & arrangements policy	Federation Business & Finance Director	Hackney Education	
Maternity & Adoption Policy	BFC	Hackney Education	
Menopause policy	BFC	Federation Business & Finance Director	
No smoking policy	Federation Business & Finance Director	Hackney Education	
Organisational Change Policy	BFC	Hackney Education	
Paternity Leave Policy	BFC	Hackney Education	Shared Parental Leave Policy
Pay Policy for Schools	BFC	Hackney Education/ Federation Business & Finance Director	
Probationary Policy	Federation Business & Finance Director	Hackney Education	
Inclusive Recruitment & selection policy	BFC	Hackney Education	
Retirement Policy	Federation Business & Finance Director	Hackney Education	
Safer Recruitment & selection in schools policy	CGB	Hackney Education	
Shared Parental Leave Policy	BFC	Hackney Education	Paternity Leave Policy
Managing sickness Absence policy	BFC	Federation Business & Finance Director	
Staff Wellbeing Policy	Federation Business & Finance Director/ Executive Principal	Federation Business & Finance Director	
Stress Management Policy	Federation Business & Finance Director	Hackney Education	
Whistleblowing Policy	BFC	Hackney Education	
Pupil wellbeing & safeguarding			

Subject area	Delegation is to	Document owner	Links to other policies/ documents
Accessibility plans	LABs	Headteachers	
Allergy Policy	Federation Business & Finance Director/ Executive Principal	Executive Principal	
Child protection & safeguarding policy	CGB	Executive Principal	
EYFS Policy	CGB	Federation Early Years Leader	
EYFS supervision policy	OPC	Executive Principal	
Looked after children policy	OPC	Executive Principal	
Medical needs policy	OPC	Executive Principal	
Online safety and acceptable use policy	CGB	Federation Business & Finance Director	
Parental Partnership and Responsibility	OPC	Executive Principal	
Special educational needs policy	CGB	Executive Principal	
Relationships & sex education			
Relationships, sex and health education policy	OPC	Executive Principal	

*Live document

Policies and other documents not referred to in the list above

If a policy or formal document is needed and approval is required but it's not explicitly referred to in the list above, delegation will be as follows:
Admissions & attendance (policies): CGB
Admissions & attendance (other documents): Headteachers
Behaviour (policies): CGB
Behaviour (other documents): Executive Principal
Curriculum (policies): OPC
Curriculum (other documents): Executive Principal/ Headteachers
Data protection (policies): BFC
Data protection (other documents): Federation Business & Finance Director

Early years policies (federation-wide): CGB
Early years policies (specific school): LAB
Facilities (all documents): LABs
Finance (policies): BFC
Finance (other documents): Federation Finance & Business Director
Governance (policies): CGB
Governance (other documents): Governance Professional
Human resources (policies): BFC
Human resources (other documents): Federation Finance & Business Director
Pre-school policies (federation-wide): CGB
Pre-school policies (specific school): LAB
Pupil wellbeing & safeguarding (policies): CGB
Pupil wellbeing & safeguarding (other documents): Executive Principal
Relationships & sex education (policies): OPC
Relationships & sex education (other documents): Executive Principal

4. Primary Advantage Federation: financial scheme of delegation

	All PAF schools	PAF	PALDAP
ORDERING SERVICES & INVOICING			
Placing orders for goods and services	AH, DH, HT, PAFET	PAFET, PAFHAO	PALDAPM, PAFET
Authorised to place orders on FMS	AO, PAFHAO, FA, FM	AO, PAFHAO, FA, FM, PALDAPM	
Authorised to check deliveries	AO, PAFHAO, KS, SK, FA, FM, AH, DH, HT, PAFET	AO, PAFHAO, KS, SK, FA, FM, PALDAPM, AH, DH, HT, PAFET	
Authorised to process invoices	AO, PAFHAO, KS, SK, FA, FM, AH, DH, HT, PAFET	PAFFBD, PAFHAO	
Authorising invoices for payment	AH, DH, HT, PAFET	PAFET	
Authorised to sign Supply Timesheets	FA, FM, AH, DH, HT, PAFET	PAFET	PALDAPM, PAFET
FINANCIAL REPORTS & PROCEDURES			
Completing periodic financial reports to Governors and / or LA	FA, FM, AH, DH, HT, PAFET, PAFFBD	COBFC, PAFET	
Approving Periodic financial reports to governors/LA	DH, HT, PAFET	PAFET	
Completing annual financial reports to Governors/LA	FA, FM, PAFFBD, DH, HT, PAFET	COBFC, PAFET	
Approving annual financial reports to Governors	HT, PAFET, CoLAB, VC, CoG	PAFET	
Signing / approval of financial reports	DH, HT, PAFET	PAFET	
Authorised to make changes to the Financial Scheme of Delegation	CGB	CGB	
Recommending Budgets to the CGB	COLAB, PAFFBD, HT	VC, CoG, BFC, CGB	
Approving annual Budgets	CGB	CGB	
PETTY CASH/ POST			
Authorised to administer petty cash - Limit £200	AO, PAFHAO, FA, FM, PAFFBD, DH, HT, PAFFFBM	PAFET	
Authorised to collect income, open post re remittance	AO, PAFHAO, FA, FM, PAFFBD, DH, HT	PAFET	

OPENING ACCOUNTS & SIGNATORIES										
Authorisation to open a bank account	CGB								CGB	
Authorised signatories	AH, DH, HT, PAFET								DH, HT, PAFET	
PROCUREMENT CARD LIMITS										
Authorised Signatories - Procurement	AH, DH, HT, PAFET								PAFET	
Maximum Single Transaction	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£1,000.00	£1,000.00
Monthly Credit Limit	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£4,000.00	£4,000.00
School to maintain list as per LBH Procedures										
BACS										
Processing BACS Payments	FA, FM, PAFFBD								PAFFBD, PAFHAO	
Authorised signatories under £20,000	AH, DH, HT, EHT, PAFET								PAFEP, HT	
Authorised signatories over £20,000	AH, DH, HT, EHT, PAFET								PAFEP, HT	
Authorised Process	Agreed process is a signed list of transactions									
PAYROLL										
Authorised to sign timesheets	FA, FM, AH, DH, HT, PAFET								PAFET	PAFET, PALDAPM
Authorised to receive, submit and access payroll reports	FA, FM, AH, DH, HT, PAFET								PAFET, PAFHAO	PAFET, PALDAPM
Authorised to certify & approve payroll amendments/additions documents	DH, HT, PAFET, VC, CoG								PAFET, CoG	
VAT										
Authorised to complete VAT returns	FA,FM, AH, DH, HT, PAFET, PAFFBD								PAFET	PAFET, PALDAPM
Authorised to approve VAT returns	DH, HT, PAFET, VC, CoG								PAFET	PAFET
VIREMENTS - *Where a virement is to be made in a contract subject to a DOI, approval must be sought from the PAFEP*										
Authorised to approve virements UP TO £10,000	DH, HT, PAFET								PAFET, VC, CoG	PAFET, VC, CoG
Authorised to approve virements OVER £10,001 - £60,000	FinL, CoLAB, LAB, VC, CoG, BFC &CGB								BFC, CGB, VC, CoG	

Authorised to approve virements OVER £60,000	VC, CoG, & CGB	BFC, CGB, VC, CoG	
Authorised to make budget adjustments within cost centres	FA, FM, AH, DH, HT, PAFET, PAFFBD	PAFEP	PALDAPM, PAFEP
CONTRACTS AND TENDERING			
Authorised to sign contracts UP TO £20,000, SIGNING SINGLY	DH, HT, PAFET	PAFET, BFC, VC CoG	PAFET, BFC, VC, CoG
Authorised to sign contracts over £20,000 JOINTLY (Only on approval from PAFEP & PAFFBD)	One of HT, AH, DH + one of PAFET + one of CoLAB, VC, CoG	One of PAFET + one of BFC, VC, CoG	One of PAFET + one of BFC, VC, CoG
Authorised to agree to offer services up to £20,000	HT, PAFET	PAFET	PAFET
Authorised to agree to offer services above £20,000 only with approval of PAFEP	HT, PAFET	PAFET	PAFET
Authorised to sign and approve single tender actions	HT, FM + one of CoG, VC or CoLAB (PAFPAFET must be consulted)	PAFEP, PAFFBD + one of CoG, VC	PAFEP, PAFFBD + one of CoG, VC
DEBT			
Authorised to write off Debt up to £250	HT, PAFET	PAFET	
Authorised to write off Debt £250.01 - £5,000	LAB	BFC, VC, CGB, CoG	
Authorised to write off Debt £5,000+ (only on approval of LBH Assistant Director of Finance)	CGB, BFC	CGB, BFC	
ASSET DISPOSAL			
Single Item - Up to £500	HT, PAFET	PAFET, VC, CoG	
Over £500	FinL, CoLAB	PAFET, VC, CoG	
Group Items - Up to £500	HT, PAFET	PAFET, VC, CoG	
Group Items - Over £500	FinL, CoLAB	PAFET, VC, CoG	

Note: LAB chairs may only take actions under the delegation scheme if they are federation governors.

PAF financial scheme of delegation abbreviations

Abbreviation	Role title or equivalent role
AH	Assistant Head
AO	Admin Officer
BFC	Business & Finance Committee
CGB	Central Governing Board
COBFC	Chair of Business & Finance Committee
CoG	Chair of Governors
CoLAB	Chair of LAB
DH	Deputy head
EHT	Executive Headteacher
FA	Finance Assistant
FinL	Finance Link LAB member
FM	Finance & Admin Manager
HT	Headteacher
KS	Kitchen Staff
PAFEP	PA Federation Executive Principal
PAFFBD	PA Federation Finance & Business Director
PAFHAO	PA Federation HR & Admin Officer
PAFPAFET	PA Federation Executive Team - Executive Principal and Federation Business Director
PALDAP	PA Learning, Development and Partnerships (formerly known as PA National Teaching Schools (PANTS))
PALDAPM	PA Learning Development and Partnerships Manager
SK	School Keeper
SM	Site Manager
VC	Vice Chair of CGB

5. Primary Advantage Federation: Terms of Reference

5.1 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 in accord with expectations set out by Hackney Education. 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.

5.2 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.

5.3 Audience

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

5.4 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.

6. Terms of Reference: Central Governing Board

6.1 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.

6.2 Membership and Terms of Office

The CGB will consist of 14 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 analysis. 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.

6.3 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, Headteachers[2] and the PA Learning, Development and Partnerships 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.

6.4 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 Professional.

[2] For the purpose of this document, Headteacher includes Executive Headteachers.

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, should be notified to the Chair of Governors or Governance Professional 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.

6.5 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 PA Learning, Development and Partnerships, 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 Professional 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 (including statutory sections relating to early years provision) 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.
- Approve any statutory early years policies not referred to elsewhere in this delegation scheme

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 PA Learning, Development and Partnerships, 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 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
- To receive reports on pupil exclusions
- To determine the Federation Safeguarding Policy (including statutory sections relating to early years provision)
- To be responsible for Safeguarding in the Federation, PA Learning, Development and Partnerships 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 UK General Data Protection Regulation (UK GDPR), Data Protection Act 2018, HR, pupil and Safeguarding records
- To approve relevant policies including the Data Protection Policy and online safety policy.

7. Terms of Reference: Outcomes & Provisions Committee

7.1 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.

7.2 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.

7.3 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 PA Learning, Development and Partnerships 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.

7.4 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 Professional . 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.

7.5 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 PA Learning, Development and Partnerships 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 PA Learning, Development and Partnerships' 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 PA Learning, Development and Partnerships 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
    - Approve Teaching, Learning & Assessment Policy

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

- Approve policies relating to looked-after children
- Approve Medicines and Pupils with Medical Needs Policy (including statutory sections relating to early years provision)
- Approve Positive Handling Policy
- Approve policies relating to relationships and sex education

PA Learning, Development and Partnerships (LDP)

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

Information management and communication

- To ensure systems in place for effective stakeholder communications

8. Terms of Reference: Business & Finance Committee

8.1 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.

8.2 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.

8.3 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.
- Usually be the federation's finance link governor.

8.4 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 Professional . 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.

8.5 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

Finance, administration and contracts

- To recommend Federation, PA Learning, Development and Partnerships and schools budgets and year-end to Central Governing Board
- To monitor Federation, PA Learning, Development and Partnerships 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

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

Staffing

- 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
- Approve leadership & management structure or restructure for central team or for functions that cover more than one school
- 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 UK General Data Protection Regulation (UK GDPR), Data Protection Act (DPA) 2018 and Data Protection Policies & procedures across Federation
- To approve policies relating to email, websites and social media

9. Terms of Reference: Appeals Panel

9.1 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

9.2 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.

9.3 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.

9.4 Meetings

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

9.5 Responsibilities

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

10. Terms of Reference: Local Advisory Board

10.1 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.

10.2 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.

10.3 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.

10.4 Meetings

The Local Advisory Boards within the 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 Professional.

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 Professional 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.

10.5 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
- Approve any non-statutory early years policies a school has chosen to adopt

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 take decisions on school voluntary funds, and monitor audit reports and report to CGB and BFC 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 acts 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 (including statutory sections relating to early years provision)
- 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 UK General Data Protection Regulation (UK 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

11. Terms of reference: schools bill working group

11.1 Role of the working group

The working group's function is to oversee the federation's response to the schools bill on behalf of the Central Governing Board, providing in depth scrutiny of any opportunities presented by the bill. The working group will also be responsible for considering any regulations, statutory guidance or other information published by the government or others following the bill's approval by parliament.

11.2 Membership and Terms of Office

The working group will consist of three governors appointed annually by the Central Governing Board. In addition, the Executive Principal and the Governance Professional will be expected to attend all meetings.

The working group can invite advisers from both within or outside the federation to attend meetings.

The chair of the working group will be appointed by the working group at the first meeting of the academic year.

11.3 Chair of the working group

There are no specific responsibilities for the chair.

11.4 Meetings

Meetings will be arranged ad hoc. Reports and minutes will be published on GovernorHub so that they can be seen by all governors and headteachers.

A written report will be sent after each working group meeting to the Central Governing Board. The 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 is three governors. Should a meeting become inquorate, with the consent of those present it will continue as an informal meeting.

Members of the working group 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 members.

Information

- Reports, links and other information deemed of interest to the working group will be circulated on an ad hoc basis and staff will work on the assumption that anything that has been circulated has been read.
- Members of the working group will commit to keeping themselves updated on national developments relating to education and primary schools in particular.
- Any member or attendee of the working group can ask for information to be distributed to governors or LAB members.

11.5 Responsibilities

The working group will be responsible for:

- co-ordinating the federation's response to the schools bill and any subsequent regulations;
- engaging with partners to ensure the federation's views are known and taken into account;

- acting as a consultative group for all issues relating to the schools bill and any subsequent regulations;
- responding to any formal or informal consultation on behalf of the federation and its schools;
- making recommendations to the Central Governing Board for any decisions to be made in relation to the bill or any subsequent regulations.

No decision making powers are being delegated to the working group.

Appendix 1 – instrument of government

HACKNEY EDUCATION
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:-
   - 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. One Co-opted Governor appointed by the Governing Body **
   - f. Eight 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. One Foundation Governor appointed by Hackney Deanery Synod
   - IV. Two Co-opted Foundation Governors appointed by Foundation Governors.

All appointments to the Governing Body will reflect the skills 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 14.

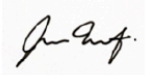
7. The term of office of all Governors is 4 years except the ex officio Executive Principal.

8. This instrument of government comes into effect on 1 September 2025.

9. A copy of the instrument must be supplied free of charge to every member of the governor body (and Headteachers if not a governor).

*This is a variation from Regulation 21(3)(b) and is confirmed as approved by the Local Authority under Regulation 19.
** Appointments should ensure that co-opted governors eligible to be staff governors do not exceed one-third of the total governing body

This instrument was made by order of the Mayor and Burgesses of the London Borough of Hackney.

Signed:  Date: 15/12/2025

Jason Marantz
Director of Education
Under authority delegated by the London Borough of Hackney

Working for every child

Hackney

HACKNEY EDUCATION
LONDON BOROUGH OF HACKNEY
Primary Advantage Federation

Instrument of Government

Appended note for reference:
The School Governance (Federations) (England) Regulations 2012 and The School Governance (Constitution and Federations) (England) (Amendment) Regulations 2016

21. — Requirements for all federations

(1) The governing body of every federation must be constituted in accordance with this regulation.
(2) The total membership of the governing body of a federation must be no fewer than seven governors.
(3) The governing body of a federation must include the following—
(a) two parent governors;
(b) the head teacher of each federated school unless any such head teacher resigns the office of governor in accordance with regulation 19 of the Constitution Regulations 2012;
(c) one staff governor; and
(d) one local authority governor.
(4) 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.
(5) The total number of co-opted governors who are also eligible to be elected as staff governors under Schedule 3, when counted together with the staff governor and the head teachers, must not exceed one third of the total membership of the governing body.

22. — Additional requirements for federations comprising foundation and voluntary schools

(1) The governing body of a federation comprising only foundation or foundation special schools which, in either case, do not have a foundation, must also include at least two (but no more than one quarter of the total) partnership governors.
(2) The governing body of a federation comprising only foundation or foundation special schools which have a foundation but which are not qualifying foundation schools must also include at least two (but no more than 45 per cent of the total) foundation governors.
(3) The governing body of a federation comprising only qualifying foundation schools must also include such number of foundation governors as to outnumber all the other governors by up to two.
(4) The governing body of a federation comprising only voluntary controlled schools must also include at least two (but no more than one quarter of the total) foundation governors.
(5) The governing body of a federation comprising only voluntary aided schools must also include such number of foundation governors as to outnumber all the other governors by two.
(6) The governing body of a federation comprising voluntary controlled schools and community, community special or maintained nursery schools must also include at least one foundation governor.
(7) 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).
(8) In calculating the number of governors required in order to comply with this regulation, the number is to be rounded up or down to the nearest whole number.

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.

Working for every child

Hackney

HACKNEY EDUCATION
LONDON BOROUGH OF HACKNEY
Primary Advantage Federation

Instrument of Government

- 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 individuals and responsible citizens.
- A learning community with opportunities for growth for pupils, staff and 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.

The manner in which the governing body is constituted is as set out in accordance with the provisions of the The School Governance (Constitution) (England) Regulations 2012 as they apply to a school of the category to which the school belongs and, where appropriate, the nature of the school. This instrument was varied by order of Hackney Education on behalf of London Borough of Hackney.

Working for every child

Hackney

HACKNEY EDUCATION
LONDON BOROUGH OF HACKNEY
Primary Advantage Federation
Instrument of Government

HACKNEY EDUCATION
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 seven 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 Church of England schools. The foundation and original governing board has approved the expansion of the federation to include community schools. However, the composition of the Governing Body has remained with the original balance of a majority of two foundation governors.

The instrument is therefore compliant with governance regulations where additional schools join an 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 11 are met in respect of governing bodies of federations comprising foundation and voluntary schools"***

The Governing Body has one co-opted Governor and two co-opted Foundation Governors.

The Governing Body will consider and approve any such appointments.

The instrument is therefore compliant with the regulations.

Working for every child

Hackney

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 or carer 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 Professional 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 Professional 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:	January 2026
Adopted by Central Governing Board:	September 2026
Review date	September 2027

The Central Governing Board has reviewed this policy with careful consideration of our approach to equalities as outlined in the Equalities Policy, February 2024.