The Park Federation
ACADEMY TRUST

Scheme of Delegation

Approved by	Muralee Nair, Chair of Board Directors		
Date	05 September 2026	**Next review due**	09/2027

Summary of Changes

Version	Date	Summary of Changes	Approved By
1	April 2021	Incorporating CEO comments	Muralee Nair
2	July 2021		Muralee Nair
3	September 2022	Change to Chair of ARC	Muralee Nair
4	September 2023		Muralee Nair
5	September 2024		Muralee Nair
6	September 2025	Removal of DFE and insertion of 2025 Academy Trust Handbook	Muralee Nair
7	September 2026	Revised Terms of reference and change of CEO and added CEdO and inserted Policy approval matrix	Muralee Nair

Contents

Introduction

The Park Federation Academy Trust (referred to herein as the Trust) was established in 2012. The Trust is a multi-academy trust (MAT) incorporating academies.

The Trust is a company limited by guarantee and an exempt charity, regulated by the Secretary of State for Education.

The Trust's constitution and its charitable objective is set out in its Memorandum and Articles of Association.

Trustees (referred to herein as Directors) have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.

The purpose of the Scheme of Delegation (SoD) is to provide operating clarity to the roles, roles and responsibilities and authority of those who contribute to the governance and oversight of the academies and the Trust itself. The scheme of delegation is subsidiary to the Articles, Funding Agreements and academies legislation.

In this scheme of delegation (SoD) the trust board delegates responsibility for the performance of the trust, including the performance of the academies within the trust, to the chief executive officer (CEO). However, some responsibilities concerning the performance of each academy are delegated to Academy Councils (ACs). These responsibilities will include monitoring whether the academy is working within the agreed policies, whether standards are being met, and if the money is being spent in the interests of the children and trust. The Academy Council must ensure that their academy is being well served by the executive leadership, and they will have access to the board if there are concerns.

The MAT board will hold the CEO to account for the performance of the trust, including the performance of the academies within the trust. The CEO in turn holds other senior executives to account by line managing them. The CEO is performance managed by the trust board. The CEO performance manages the CEdO, COO and academy principals. They will seek input from the Academy Council chair on the principal's performance.

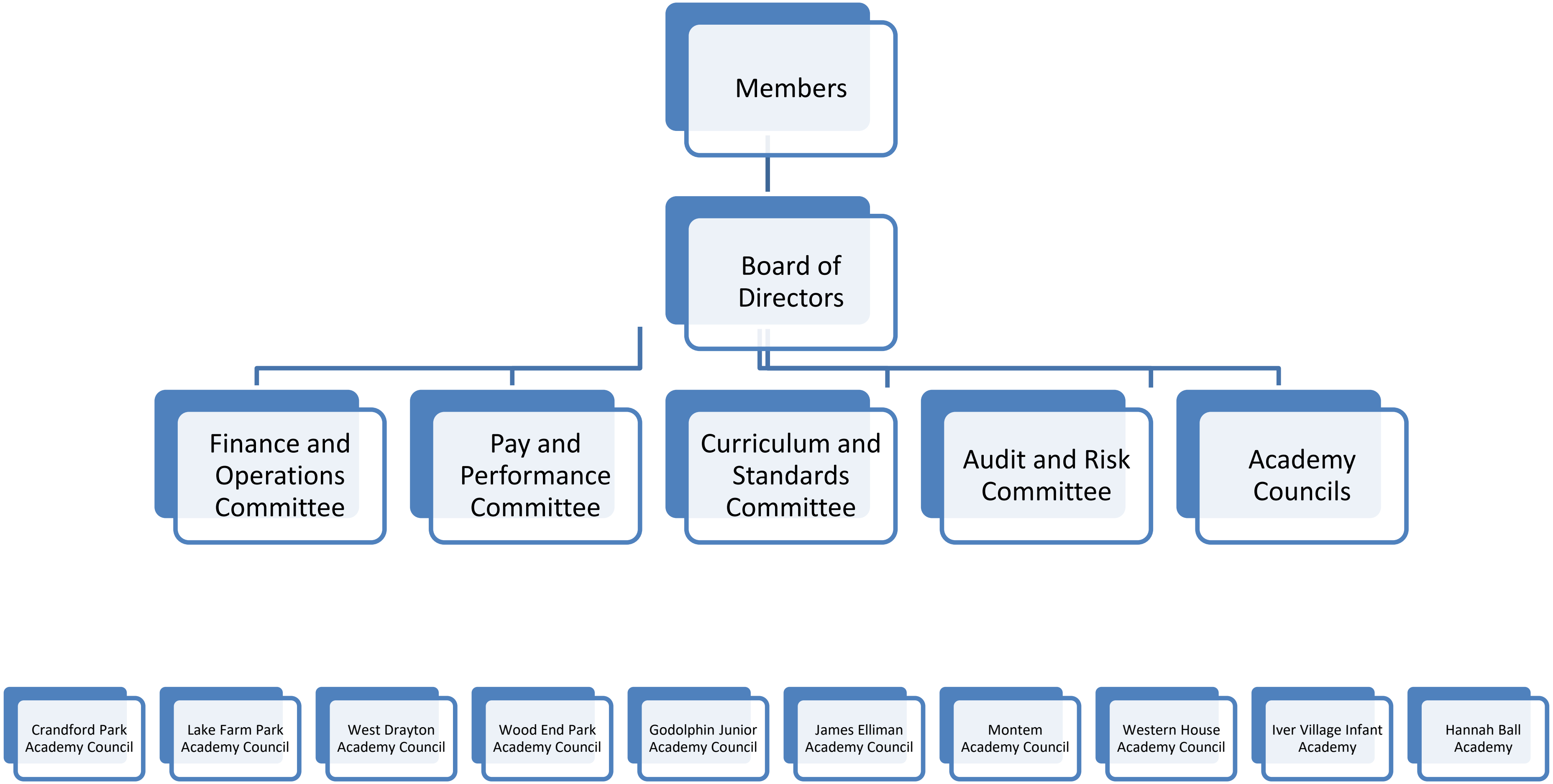
This means that as the CEO is accountable to the board for the performance of the trust as a whole, the CEO will report to the board on the performance of the trust including on the performance of the trust's schools, although this may be supplemented by monitoring reports from board committees or respective Academy Council.

The board will never delegate its accountability, it does however delegate some of the detailed scrutiny, oversight and decision making.

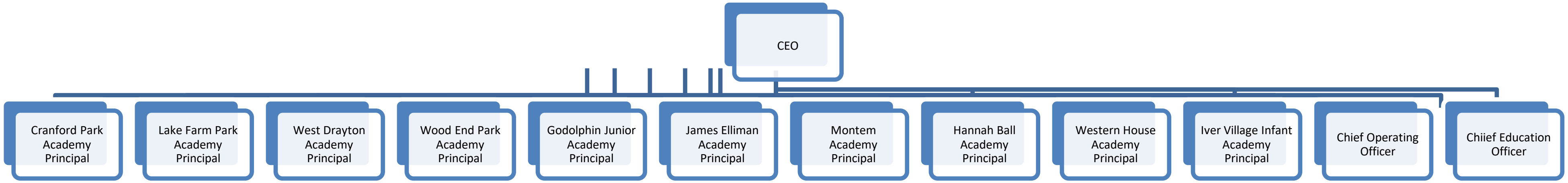
The Trustees will review this scheme as required and a formal review will take place annually in September to ensure alignment with statutory DfE requirements, the Academy Trust Handbook and Trust operational changes.

This scheme of delegation is effective 05 September 2026.

Structure


Members
Board of Directors
Finance and Operations Committee
Pay and Performance Committee
Curriculum and Standards Committee
Audit and Risk Committee
Academy Councils
Crandford Park Academy Council
Lake Farm Park Academy Council
West Drayton Academy Council
Wood End Park Academy Council
Godolphin Junior Academy Council
James Elliman Academy Council
Montem Academy Council
Western House Academy Council
Iver Village Infant Academy
Hannah Ball Academy

Executive Team Structure



Roles and responsibilities - The Park Federation Academy Trust believes the clarity on roles and responsibilities provides clarity on the tiers of governance.

<table>
<tr>
<td>Members

Purpose: There are six Members who were appointed as signatories of the memorandum of articles of association, they ensure that the Trusts charitable objectives are met and appoint the Board of Directors.

Authority: The Members draw their authority from the Articles of Association and is authorised to exercise the full powers of the Company.</td>
<td>Board of Directors (BOD)

Purpose: The BoD is to provide direction and stewardship for The Park Federation Academy Trust for the benefit of its current children and families and future children and families. The board's first core function is about strategic leadership. This involves setting the organisation's overall strategic framework, including its vision and strategic priorities. It also includes responsibility for setting and modelling its culture, values and ethos

Authority: The BoD draws its authority from the Articles of Association and is authorised to exercise the full powers of the Company.</td>
<td>Audit and Risk Committee (ARC)

Purpose: The ARC has been established under the direction of the Academies Financial Handbook 2013[1] to monitor the integrity of financial statements and their associated accounting policies and provide independent checking of financial controls, systems, transactions and risks. The committee will also assure the risk register and risk strategy on behalf of the board.

Authority: The ARC is authorised to provide guidance on internal scrutiny/audit processes and to liaise directly with external auditors in the course of their conduct of an audit. The Committee is further authorised to seek any information it requires from any employee of the company in order to perform its duties.</td>
<td>Curriculum and Standards Committee (CSC)

Purpose: The purpose of the CSC is to monitor the quality and implementation of the curriculum, and progress and attainment standards in the Trust and ensure realistic and challenging targets are set in order to maintain ambitious pupil outcomes.

Authority: The CSC is authorised to set curriculum, progress and attainment targets for individual academies and the Federation as a whole, following ratification by the BoD.</td>
</tr>
<tr>
<td colspan="2">Finance and Operations Committee (FOC)

Purpose: The purpose of the FOC is to assist Board of Directors' decision-making by enabling more detailed consideration to be given to strategic finance, operations and policy matters. It is also, on behalf of the board, to ensure sound management of the Trust's finances and resources including planning, monitoring and probity.</td>
<td>Performance and Pay Committee (PPC)

Purpose: The purpose of the PPC is to ensure fair and transparent operation of the Federation's pay awards. It is also, on behalf of the Board, to set and agree the CEO's objectives.</td>
<td>Academy Council (AC)

Purpose: The AC is to provide direction and stewardship for the Academy it represents for the benefit of its current children and families and future children and families. The AC focuses on monitoring and ensuring the</td>
</tr>
</table>

Authority: The FOC is authorised to: 1. Approve and recommend indicative central and individual academy budgets 2. Approve major expenditure and use of reserves 3. Approve annual pay awards in terms of affordability 4. Set levels of contingency funding to be held 5. Set strategic policy direction on behalf of the BoD, subject to ratification by Board members. Make recommendations on individual Academy Development Plans and devolve routine oversight to the CEO.	**Authority:** The PPC is authorised to approve Executives', teachers' and support staff pay awards subject to Finance and Operations Committee (FOC) confirmation of affordability and guidance on adoption of any national pay awards.	strategic framework is maintained including its vision and strategic priorities. It also has responsibility for setting and modelling its culture, values and ethos as well as monitoring performance and liaising with the CEO. They will monitor the Academy Development Plan and provide strategic input to budgets and are responsible for local challenge and support but have no legal liability or final approval of policies or core documents. They will lead on local stakeholder engagement (staff, parents and the wider community). **Authority:** The Academy Council draws its authority from the Trust's Board.

The role of the Chief Executive Officer (CEO)	**The role of the Chief Education Officer (CEdO)**	**The role of the Chief Operating Officer (COO)**	**The role of the Academy Principal**
Purpose: The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO performance manages the academy principals. As there is delegation to an Academy Council, this is in part with the AC chair alongside. The CEO is the accounting officer so has overall responsibility for the operation of the	**Purpose**: The CEdO is responsible for providing strategic leadership of educational standards, school improvement, quality assurance and pupil outcomes across the Trust, ensuring that all academies deliver a high-quality education and continually improve. The CEdO supports the Trust's strategic development and provides assurance to the Trust Board on	**Purpose**: The COO is responsible for leading the Central Trust team ensuring strategic financial management of staff who are accountable for Finance, HR, IT, Projects and Estates management and reports to the various committees. Ensuring compliance for Health and Safety and Estates Management. The COO is managed by the Chief Executive.	**Purpose**: The academy principal is responsible for the day-to-day management of the academy and is managed by the Chief Executive but reports to the AC on matters which have been delegated to the AC. **Authority:** To manage the academy on behalf of the Trust Board.

academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money. The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team. **Authority:** Authorised by the Trust Board to ensure compliance with all statutory needs.	educational performance, standards and risk. The CEdO is managed by the Chief Executive. **Authority:** To manage and lead the educational aspects of the Academy Trust on behalf of the Trust Board, including the implementation of the Trust's education strategy, oversight of educational standards and school improvement, quality assurance, performance evaluation and educational risk, within the strategic direction and delegated authority determined by the Trust Board.	**Authority:** To manage the academy Trust non-teaching aspects on behalf of the Trust Board.	

The role of the Executive Team (ET)

Purpose: The Executive Team consists of the CEO, CEdO, COO and Academy Principals who oversee operations and resources to support the educational performance. ET will work collaboratively to improve all aspects of academy life.

Authority: To manage the academy Trust on behalf of the CEO.

Framework Table

✓ = Action/Decision to be undertaken at this level, A = Provide advice and support to those accountable for decision making. I = Informed

<> Direction of advice and support

Area	Decision	Delegation					
		Members	Trust Board	CEO	Academy Council	Academy Principal	Chief Operating Officer
Governance Framework							
Being Strategic	Members: Appoint/Remove	✓					
	Trustees/Directors: Appoint/Remove	✓					
	Role descriptions for members	✓					
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓	<A			
	Parent governor				✓		
	Committee chairs: appoint and remove		✓	<A			
	AC chairs: appoint and remove			A	✓		
	Governance professional to board: appoint and remove		✓				
	Clerk to AC: appoint and remove		✓		✓		
Systems and structures	Articles of association: agree and review	✓	<A	<A			
	Governance structure (committees) for the trust: establish and review annually		✓	<A			
	Terms of reference for trust committees to be agreed annually		✓	<A			
	Terms of reference for AC: agree and review annually		✓	<A			
	Skills audit: complete and recruit to fill gaps		✓	<A	✓	A	
	Annual self-review of trust board and committee performance: complete annually	I	✓				

	Annual self-review of AC performance: complete annually			A>	✓	A	
	Trust Chair's performance: carry out 360 review annually		✓				
	Director/Committee member contribution: review annually		✓				
	Succession: plan for Board of Directors		✓	<A			
	Annual schedule of business for trust board: agree		✓	<A			
	Annual schedule of business for AC: agree			A>	✓	A	

Area	Decision	Delegation					
		Members	Trust Board	CEO	Academy Council	Academy Principal	Chief Operating Officer
Reporting							
Reporting	Trust governance details on trust and academies' websites: ensure		✓	<A		✓	✓
	Academy governance details on academy website: ensure		✓	<A		✓	
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members/academy council members: establish and publish	I	✓	<A	✓	✓	✓
	Annual report on performance of the trust: submit to members and publish	I	✓	<A		<A	<A
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit	I	✓	<A			✓
	Annual report work of AC: submit to trust and publish				✓	<A	

Area	Decision	Delegation					
		Members	Trust Board	CEO	Academy Council	Academy Principal	Chief Operating Officer
Being Strategic							
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including but not limited to all statutory policies: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection, Whistleblowing and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A			✓
	Determine academy level policies which reflect the ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve			✓	✓	✓	
	Central spend / top slice: agree		✓	<A			<A
	Management of risk: establish register, review and monitor	I	✓	<A>	✓		<A
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A		<A	<A
	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	A>	A	✓	

	Chief executive officer: Appoint and dismiss		✓				
	Appoint a Board Director to maintain oversight of Safeguarding and SEND		✓				
	Academy principal/Chief Education Officer/ Chief Operating Officer: Appoint and dismiss	I	I	✓			
	Budget plan to support delivery of trust key priorities: agree		✓	<A			A
	Budget plan to support delivery of Academy key priorities: agree		✓	A>	✓	✓	A
	Trust's staffing structure: agree		✓	<A			<A
	Academy staffing structure: agree		✓	A>	A	✓	
	Appointment of Designated Safeguarding Leads (DSLs)		✓	✓			

Area	Decision	Delegation					
		Members	Trust Board	CEO	Academy Council	Academy Principal	Chief Operating Officer
Holding to Account							
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	<A>	✓	A	A
	Reporting arrangements for progress on key priorities: agree		✓	<A>	✓	A	A
	Performance management of the Chief Executive Officer: undertake		✓				
	Performance management of academy principal : undertake			✓	<A		
	Performance management of CeDO and COO : undertake			✓			
	Director monitoring: agree arrangements for compliance with the Academy Trust Handbook		✓	<A			
	AC member monitoring: of academy policies				✓	A	

Area	Decision	Delegation					
		Members	Trust Board	CEO	Academy Council	Academy Principal	Chief Operating Officer
Ensuring Financial Probity							
Ensuring Financial Probity	Head of Finance for delivery of trust’s detailed accounting processes: appoint		✓	✓			✓
	Budget approval		✓	✓			
	Trust's scheme of financial delegation: establish and review		✓	<A			<A
	Academy scheme of financial delegation: establish and review		✓	<A		<A	<A
	External auditors' report: receive and respond		✓	<A			<A
	CEO pay award: agree		✓				
	Academy principal, Deputy principal and Vice Principal pay award: agree		✓	A	<A		
	CeDO & COO pay award: agree		✓	✓			
	Staff appraisal procedure and pay progression: monitor and agree		✓	A>		✓	✓
	Benchmarking and trust wide value for money: ensure robustness		✓	✓			✓
	Benchmarking and academy value for money: ensure robustness		I	I	✓	✓	✓
	Develop trust wide procurement strategies and efficiency savings programme		I	✓	I	I	✓

Calendar and purpose of meeting

	Autumn Term	Spring Term	Summer Term
Members	Receive annual accounts	Chair of Board and CEO meet with Members and provide mid-year performance report	AGM & receive committee reports
Board of Directors	General meeting covering academic results from previous year Approval of Academic target of present year Receive annual accounts and auditors report Set CEO objectives	Mid- year performance review	General meeting AGM - Three-year budget approval Review Executive performance
FOC	Review end of year position Discuss Year to date performance Central Trust Services review Review Trust wide Census numbers	Agree in year investment plans and virements Review end of year forecast Discuss Year to date performance Central Trust Services review GAG comparison Support staff cost of living rises Review School condition spending Review digital integration plans	Recommend Budget to the Board Review end of year position Discuss Year to date performance Central Trust Services review Agree Central contracts Review annual contribution percentage
PPC	Annual Review of Teacher Performance/Approval Annual Pay Changes/Approval	Annual Review/Approval of performance and pay of Executive Team, and Senior School-based leaders (Vice and Deputy Principals) and support staff management team	
ARC	Review progress on internal scrutiny Review management letter Meet with external auditor and agree accounts	Review progress on internal scrutiny Review the Risk Register	Set internal scrutiny for the coming year
CSC	Review curriculum implementation and academic standards for the previous academic year Set targets for the new academic year	Review curriculum implementation and academic standards in Autumn Term	Review curriculum implementation and academic standards in Spring Term

Academy Council	Review Academic Performance of previous academic year Curriculum Review Academy level policy review and approval	Review Academic Performance previous term Budget planning for next academic year Review planned project expenditure to support the Academy Development Plan	Review Academic Performance previous term Approve Academy Development Plan for next academic year

Terms of Reference Board of Directors (BoD)

Governance Key Information	The Park Federation Academy Trust Board Governance Details
Name of Trust:	The Park Federation Academy Trust
Name of Body:	Board of Directors (Trust Board)
Date agreed:	05th September 2026
Review date:	September 2027 Annual review
Chair of Board:	Elected by Directors (must not be an employee Director)
Clerk / Governance Professional:	Appointed Board Clerk / Independent Governance Professional
Membership:	Minimum of 9 Directors, constituted per Articles of Association (4-year term, except CEO who serves ex officio; minimum 2 parent places in governance structure per DfE guide)
Quorum:	5 Directors
Meetings:	Minimum of 4 times per year, plus extraordinary meetings as required

1. Purpose, Scope & Regulatory Framework

To provide strategic direction and stewardship for The Park Federation Academy Trust for the benefit of current and future children and families, advancing education for the public benefit across the United Kingdom.

2. Core Pillars of Governance:

a. **Strategic Leadership:** Defining the vision, ethos, and strategy for high-quality, inclusive education.

b. **Accountability & Assurance:** Holding executive leaders to account, ensuring financial probity, risk mitigation, and compliance.

c. **Strategic Engagement:** Overseeing engagement with parents, pupils, staff, and the wider community.

3. **Authority & Regulatory Alignment:** Operates under authority derived from the Trust's Memorandum & Articles of Association, the Academy Trust Handbook (ATH), DfE Academy Trust Governance Guide, Charity Commission guidance, and the FRC UK Corporate Governance Code.

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Board must uphold the Nolan Principles in managing public funds and trust assets:

1. **Selflessness** Holders of public office should act solely in terms of the public interest.
2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. Core Board Duties & Delegated Functions

1. Strategic Leadership, Vision & Culture

a. **Vision & Strategy:** Set, review, and champion the vision, mission, and charitable objects of the Trust across Members, Directors, local Academy Councils, and staff.

b. **Environment Scanning:** Conduct systematic reviews of the external operating environment using PESTLE analysis (Political, Economic, Social, Technological, Legal, Environmental).

c. **Ethical Culture & Values:** Embed fundamental British values, Public Sector Equality Duty (PSED) compliance, inclusion, and ethical leadership across all policies and practices.

d. **Educational Quality:** Ensure effective, high-quality approaches to curriculum design, teaching, learning, and pupil outcome standards across all academies in the Federation.

2. Executive Leadership & Strategic Accountability

a. **Performance Oversight:** Hold the Chief Executive Officer (CEO), Chief Education Officer (CEdO), Chief Operating Officer (COO), and Academy Principals accountable for the management, administration, and educational performance of the Trust.

b. **Executive Appraisal & Pay Management:** Provide regular, constructive performance appraisal to the CEO against strategic objectives, and manage executive pay transparently in line with ATH and DfE guidelines.

c. **Pupil Outcomes & Inclusion:** Monitor attainment, progress, and wellbeing across all academies, ensuring tailored provision for SEND, disadvantaged pupils, and vulnerable groups.

d. **Whistleblowing & Complaints:** Maintain effective systems for whistleblowing, staff reporting, and parent/carer complaints to preserve trust integrity and continuous improvement.

3. Asset Stewardship, Financial Solvency & Risk Management

a. **Financial Oversight & Solvency:** Ensure strict compliance with the Academy Trust Handbook (ATH), approve annual budgets for all individual academies and the Central Trust, and remain accountable for solvency.

b. **Central Services Contribution:** Determine and review the annual top-slice / central services contribution from each academy.

c. **Risk Scrutiny:** Identify, evaluate, and mitigate major strategic, operational, and financial risks, maintaining an active Trust Risk Register.

d. **Safeguarding, Health & Estates:** Maintain statutory duties for child protection, safeguarding, health and safety, and strategic management of the school estates to keep facilities safe and operational.

e. **Value for Money (VfM):** Ensure internal controls, expenditure, and procurement deliver maximum impact and value for money.

4. Strategic Stakeholder Engagement

a. **Primary Stakeholders:** Prioritise the needs and feedback of children, parents, and carers as primary stakeholders.

b. **Community & Sector Relations:** Oversee strategic relationships with local communities, local authorities, and educational partners.

5. Governance Effectiveness, Structure & Capacity

a. **Scheme of Delegation (SoD):** Maintain a clear, written Scheme of Delegation and Terms of Reference for all committees (including Local Academy Councils and the Curriculum & Standards Committee).

b. **Board Composition & Succession:** Ensure open, systematic procedures for appointing Directors and the CEO, ensuring a strong mix of skills, required DBS/Section 128 checks, and proper board diversity.

c. **Induction & Training:** Ensure comprehensive induction and ongoing development for all Board members.

d. **Board Evaluation:** Conduct annual self-evaluations and periodic external reviews of governance structure and board performance.

Meeting Administration & Governance Rules

- **Notice Period:** Meetings are programmed into the annual governance cycle. Extraordinary meetings require a minimum of 5 working days' notice.

- **Quorum:** Transaction of business requires a quorum of 5 Directors.
- **Decision-Making:** Decisions are made collectively by Directors acting in person.
- **Minutes & Documentation:** The independent Board Clerk accurately documents all discussions, decisions, and attendance, circulating draft minutes promptly.
- **Chairing in Absence:** If the Chair or Vice-Chair is absent, remaining Directors elect a meeting chair who is not a Trust employee.

Chair of Board of Directors: Muralee Nair

Terms of Reference Audit and Risk Committee (ARC)

Governance Key Information	Detail
Name of Trust	The Park Federation Academy Trust
Name of Committee	Audit and Risk Committee
Date Agreed	05th September 2026
Review Date	September 2027 Annual review
Chair of Committee	Elected annually by Committee members (must not be the Chair of the Board or Chair of Finance & Operations)
Clerk	Governance Professional / Clerk to the Board
Membership	Minimum of 3 members appointed by the Board (Board Directors or Academy Council members; optional Associate member). **Exclusions:** Trust employees and members of the Finance & Operations Committee cannot be members.
Quorum	3 members
Meeting Frequency	Minimum of 3 times per year

1. Purpose and Authority

The Audit and Risk Committee operates under the authority of the Board of Directors and the statutory framework of the *Academy Trust Handbook* (ATH) to monitor the integrity of financial statements, evaluate internal controls, and provide independent oversight of financial and non-financial risk management.

The Committee is authorised by the Board to:

a. Direct internal scrutiny processes and liaise directly with external auditors.

b. Seek any necessary information or explanation from any employee of the Trust.

c. Access independent professional advice where required, subject to trust delegation procedures.

d. Appoint as directed by the Board, external auditors.

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Committee must adhere strictly to the Nolan Principles in all decision-making and scrutiny processes:

1. **Selflessness** Holders of public office should act solely in terms of the public interest.
2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. Key Academy Trust Handbook (ATH) Compliance Elements

In accordance with ATH requirements for internal scrutiny and audit governance:

a. **Independence of Scrutiny:** Employees of the Trust are prohibited from being members of the Audit and Risk Committee. The Accounting Officer (CEO), Chief Operating Officer (COO) and Head of Finance (HoF) and where required other senior leaders must attend meetings to provide information and participate in discussions but are not members.

b. **Annual Scrutiny Program:** The committee must establish, agree, and oversee an annual program of internal scrutiny that covers both financial and non-financial controls across the Trust.

c. **External Auditor Scrutiny:** The committee must assess the effectiveness, resources, independence, and objectivity of the external auditor (referencing section 4.17 of the ATH).

d. **Reporting to Board and Members:** The committee must produce an annual report summarising its conclusions on internal scrutiny and external audit to advise the Board of Trustees and Members.

e. **Assurance & DfE Oversight:** The committee must review findings from DfE financial management reviews, funding audits, and third-party assurance activities.

4. Detailed Duties and Responsibilities

A. Internal Control Framework & Financial Integrity

a. Monitor internal control systems to ensure they are operating correctly and effectively.

b. Ensure corporate governance standards are maintained, including the Code of Practice.

c. Ensure all significant financial losses or irregularities are properly investigated and reported as required.

B. Strategic Risk Management

a. Oversee the central Strategic Risk Register, reviewing ratings and responses to inform contingency and business continuity planning.

b. Advise the Board in setting risk appetite, risk culture, and evaluating mitigation measures across operational, financial, compliance, and legal risks.

c. Recommend independent 3rd-party risk reviews when necessary.

C. Internal Scrutiny

a. Advise the Board on the appointment, scope of work, and frequency of audits by the Internal Auditors.

b. Agree management responses to internal scrutiny findings on behalf of the Board.

c. Track progress in addressing recommendations and report key findings to the Board.

D. External Audit

a. Recommend to Members the appointment, re-appointment, or dismissal of the external auditor and their remuneration.

b. Review the external auditor’s annual plan, scope of work, and annual financial statements prior to Board submission.

c. Review the external auditor's Management Letter and provide assurance to the Board that appropriate actions have been implemented.

E. Whistleblowing, Fraud & Compliance

a. Ensure proportionate and independent whistleblowing investigation procedures are in place.

b. Maintain robust processes for detecting and preventing fraud, bribery, and corruption.

5. Delegated Policies

The committee will review, adopt, and monitor all policies delegated to it by the Board of Directors, ensuring regular review cycles are maintained.

Chair of Audit and Risk Committee: Simon Carter

Terms of Reference Finance and Operations Committee (FOC)

Governance Key Information	Detail
Name of Trust	The Park Federation Academy Trust
Name of Committee	Finance and Operations Committee (FOC)
Date Agreed	05th September 2026
Review Date	September 2027 Annual review
Chair of Committee	Elected annually by Committee members (must not be the Chair of Audit & Risk)
Clerk	Governance Professional / Clerk to the Committee
Membership	Minimum of 3 Board Directors appointed by the Trust Board.
In Attendance	Chief Executive Officer (CEO), Chief Operating Officer (COO), and Heads of Department.
Quorum	3 Board Director members
Meeting Frequency	Minimum of 4 times per year

1. Purpose and Authority

The purpose of the Finance & Operations Committee is to assist the Board of Directors in fulfilling its responsibilities regarding sound financial management, strategic resource allocation, operational planning, and policy oversight across the Trust.

The Committee is delegated authority by the Board to:

a. Annually recommend central and individual academy budgets to the Board for approval.

b. Approve major expenditure, virements, and use of reserves within scheme of delegation limits.

c. Approve annual pay awards subject to financial affordability in conjunction with the Pay and Performance committee.

d. Set levels of contingency funding to be held.

e. Set strategic policy direction for Trust operations, subject to Board ratification.

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Committee must uphold the Nolan Principles in managing public funds and trust assets:

1. **Selflessness** Holders of public office should act solely in terms of the public interest.
2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. Key Academy Trust Handbook (ATH) Compliance Elements

In accordance with ATH financial compliance mandates the committee will monitor, evaluate and report on:

a. **Monthly Management Accounts:** Receive and scrutinise management accounts to monitor cash position, income, and expenditure against approved budgets, reporting variations to the Board at the earliest opportunity.

b. **Three-Year Financial Planning:** Review and approve a realistic 3-year financial plan taking into account projected pupil numbers, funding risks, and curriculum plans.

c. **Budget Submission Deadline:** Oversee through the Head of Finance the Academy and Central Trust budget submissions.

d. **School Resource Management Self-Assessment Checklist (SRMSAC):** Conduct detailed scrutiny and recommend annual approval of the SRMSAC for submission.

e. **Executive Pay & Benefits Transparency:** Ensure the approach to pay and benefits is transparent, proportionate, and justifiable, fulfilling statutory requirements to publish staff rates of pay and executive benefits.

f. **Procurement & Delegated Authorities:** Ensure the trust follows basic procurement rules, achieves best value for money, and adheres to DfE rules regarding reserve balances and delegated spending limits.

4. Detailed Duties and Responsibilities

A. Financial Scrutiny, Control & Budgeting

a. Set and ensure consistent application of accounting policies across the Central Trust and individual academies.
b. Assess individual academy funding notifications (DfE) and evaluate financial implications in consultation with the CEO, COO, Head of Finance and Principals.
c. Review pupil number estimates (that underpin revenue projections) termly
d. Report back to each meeting of the trust board, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity
e. Assess the Central Trust budget funded by aggregated annual academy contributions.
f. Monitor spending of targeted pupil premiums (Pupil Premium, PE & Sports Premium) to ensure funding is spent effectively and impacts pupil outcomes.
g. Review benchmarking data against similar trusts to identify efficiency improvements.
h. Prepare or approve financial sections of the Annual Directors/Trustees Report for filing under Companies Act, Charity Commission, and DfE requirements.

B. Strategic Operations & Risk Management

Provide strategic direction, risk evaluation, and operational oversight across key trust operational functional areas:

a. **Estates & Facilities Management:** Infrastructure planning, capital development, and asset management.

b. **Health & Safety at Work:** Statutory compliance and safety management frameworks.

c. **Technology & Data Operations:** IT infrastructure, systems security, data protection, and GDPR compliance.

d. **Human Resources Management:** Trust-wide staffing policies, statutory HR compliance, and pay affordability.

e. **Safeguarding:** Operational resourcing to maintain pupil welfare structures.

C. Collaborative Audit Liaison

a. Work alongside the Audit & Risk Committee, Internal Scrutiny partners, and Auditors in support of the audit process and in implementing audit findings.

5. Delegated Policies

The committee will review, adopt, and monitor all operational and financial policies delegated by the Board of Directors, ensuring statutory compliance and alignment with the Trust's policy review schedule.

Chair of Finance and Operations Committee: Dr Adel Rouz

Terms of Reference Performance and Pay Committee (PPC)

Governance Key Information	Detail
Name of Trust:	The Park Trust Academy Trust
Name of Committee:	Performance and Pay Committee (PPC)
Date Agreed:	05th September 2026
Review Date:	September 2027 Annual review
Chair of Committee:	Elected annually by committee members (or an appointed deputy/member in absence)
Clerk:	Governance Professional / Clerk to the Committee
Membership:	At least 3 Board Directors appointed by the Board
Quorum:	2 members
Meetings:	Twice per year, plus extraordinary meetings as required

1. Purpose & Authority

The purpose of the Performance and Pay Committee is to ensure fair and transparent operation of the Trust's pay awards to incentivise and retain talent, and monitor the CEO's objectives on behalf of the Chair of the Board.

The Committee is delegated authority by the Board to:

a. Approve any extraordinary pay awards for staff, subject to Finance and Operations Committee (FOC) confirmation of affordability in accordance with the Trust's Pay Policy.

b. Approve payment of variable compensation awards subject to Finance and Operations Committee (FOC) confirmation of affordability in accordance with the Trust's Pay Policy.

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Committee must uphold the Nolan Principles in managing the Trust:

1. **Selflessness** Holders of public office should act solely in terms of the public interest.
2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. Committee Responsibilities & Duties

1. Pay Awards & Remuneration

a. Ensure fair and transparent operation of pay awards across the Trust, including variable compensation for eligible staff.

b. Approve any extraordinary pay awards for staff, subject to Finance and Operations Committee (FOC) confirmation of affordability in accordance with the Trust's Pay Policy.

c. Approve payment of variable compensation awards subject to Finance and Operations Committee (FOC) confirmation of affordability in accordance with the Trust's Pay Policy.

d. Ensure performance and pay reviews are conducted and awards implemented in accordance with Trust policies and established timelines.

e. Ensure Board oversight of Executive pay framework and awards.

2. CEO Performance

a. Monitor the Chief Executive Officer's (CEO) objectives annually on behalf of the Board.

b. Evaluate performance progress against set annual targets.

3. Policy Oversight & Appeals

a. Review the Pay Policy and Performance Management Policy at least every two years, ensuring statutory compliance and consistency with government guidelines.

b. Consider and determine appeals against pay or appraisal decisions in line with Trust policy.

4. Accountability & Compliance

a. Account for pay decisions if required by the Department for Education (DfE) and other relevant regulatory bodies.

5. Annual Work Cycle & Standing Agendas

November Meeting

1. Approve extraordinary pay awards.
2. Conduct review of the Pay Policy and Performance Management Policy (on a 2-yearly cycle).

January Meeting

1. Approve payment of variable compensation awards

Meeting Administration & Attendance Requirements

1. **Required Attendance:**
   a. **Chief Executive Officer (CEO):** Required to present extraordinary pay awards for staff (other than for themselves) at the November meeting. Required to present variable compensation recommendations at the January meeting. The CEO will not be present during discussion of their own pay award.
   b. **Head of HR:** Required to attend the November and January meetings to provide policy advice.
2. **Notice of Meetings:** Meetings are called by the Clerk with dates set in the Trust annual governance cycle. Extraordinary meetings may be called with a minimum of 5 days' notice.
3. **Minutes & Reporting:** The Clerk minutes proceedings, resolutions, and attendance. Draft minutes are circulated to members within 3 weeks of meetings. The Chair reports committee proceedings back to the main Board.

Chair of Performance and Pay Committee: Simon Carter

Terms of Reference Curriculum and Standards Committee (CSC)

Governance Key Information	The Park Federation Trust Governance Details
Name of Trust:	The Park Federation Academy Trust
Name of Committee:	Curriculum & Standards Committee (CSC)
Date Agreed:	05th September 2026
Review Date:	September 2027 Annual review
Chair of Committee:	Elected annually by committee members (or an appointed deputy/member in absence)
Clerk:	The Board Clerk
Membership:	At least 3 Board Directors appointed by the Board
Quorum:	2 members
Meeting Frequency:	Three times per year, plus extraordinary meetings as required (minimum 5 days' notice)

1. Purpose and Authority

The purpose of the Curriculum & Standards Committee (CSC) is to monitor progress and attainment standards in the Federation and ensure realistic and challenging targets are set in order to maintain ambitious pupil outcomes.

The Committee is delegated authority by the Board to:

a. The CSC is authorised to set progress and achievement targets for individual academies and the trust as a whole, following ratification by the Board of Directors.

b. Monitor and report on how curriculum principles are being implemented by academies in the trust and their impact on all pupils.

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Committee must uphold the Nolan Principles in managing public funds and trust assets:

1. **Selflessness** Holders of public office should act solely in terms of the public interest.
2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
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6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. Committee Responsibilities & Duties

a. Curriculum Matters & Strategic Direction

a. Develop and maintain the Trust's corporate understanding of key measures used by the Department for Education and other relevant authorities to judge the effectiveness of schools in the state system.
b. Appoint a Safeguarding lead Director to provide oversight of SEND
c. Advise the Board of Directors on strategic academic policy, direction, and good practice.
d. Advise the Board regarding quality of education issues for all academies in the trust.
e. Curriculum enrichment throughout the trust.

b. Pupil Achievement & Standards

1. Monitor and assess the progress and attainment standards in the Federation's academies against their annual targets, their academic standards in the last three years, and recent national standards.

2. Monitor and assess the progress and attainment standards of the Trust as a whole against its annual targets, its academic standards in the last three years, and recent national standards.

3. Monitor Pupil achievement and standards throughout the trust, including specific groups: those with special educational needs and disability (SEND), disadvantaged, looked after children and pupils with English as an additional language.

4. Hold the CEO and CEdO to account for the quality of education offered and provided by the Trust and its Academies.
5. Agree annual progress and attainment targets with the CEO and Senior Adviser for ratification by the Board of Directors.
6. How collaboration between academies in the trust and more widely is raising pupil achievement and wider outcomes.
7. Maintain standard agenda items for all regular meetings, specifically:
    - Attainment Data
    - Progress Data

c. Quality of Teaching & Staffing

1. Ensure effective professional development is available to teaching staff.

d. Meeting Administration & Governance Procedures

1. **Attendance Requirements:** The Chief Executive Officer (CEO) and Chief Education Officer (CEdO)): School Improvement are required to attend all meetings to present progress and attainment data, and to advise on setting targets at the autumn term meeting.
2. **Notice of Meetings:** Meetings will be called by the Clerk and dates set in the federation annual governance cycle. Extraordinary meetings may be called with a minimum of 5 days' notice.
3. **Minutes:** The Clerk shall minute the proceedings and resolutions of all committee meetings, including names of those present and in attendance. Draft minutes will be circulated for approval by committee members within 3 weeks of meetings.
4. **Reporting Duties:** The Chair will report on proceedings to the Board. The Committee has a duty to report key concerns with any single Academy or the Federation as a whole to the Board of Directors in a timely manner and by the most appropriate channels.

4. Delegated Policies

The committee will review, adopt, and monitor all operational and financial policies delegated by the Board of Directors, ensuring statutory compliance and alignment with the Trust's policy review schedule.

Chair of Curriculum and Standards Committee: Adrian Ingham

Terms of Reference Academy Councils (AC)

Governance Key Information	**The Park Federation Trust Governance Details**
Name of Trust:	The Park Federation Academy Trust
Name of Committee:	Academy Council (AC)
Date Agreed:	05th September 2026
Review Date:	September 2027 Annual review
Chair of Committee:	Elected annually by committee members and must not be an employee of the Trust (or an appointed deputy/member in absence)
Clerk:	Governance Professional / Clerk to the Academy Council
Membership:	Comprises AC members including parent, co-opted and staff representatives, alongside the Principal.
Quorum:	3 members
Meeting Frequency:	Termly (minimum 3 times per year), plus extraordinary meetings as required (minimum 5 days' notice)

1. Purpose and Authority

The purpose of the Academy Council (AC) is to provide local governance oversight, direction, and strategic stewardship for the individual Academy it represents for the benefit of its current and future pupils, families, and community. The AC focuses on monitoring educational standards, pupil wellbeing, statutory compliance, and local stakeholder engagement, ensuring alignment with the Trust's strategic vision and policies. The Committee is delegated authority by the Board to:

a. Monitor the implementation of the Trust's vision, values, and agreed strategic priorities within the Academy.
b. Review and monitor the Academy Development Plan (ADP) and local curriculum implementation.
c. Provide strategic local challenge and support to the Academy Principal.

d. Lead on local stakeholder engagement, actively gathering input from parents, pupils, staff, and the wider community.
e. Monitor local statutory compliance, including Special Educational Needs and Disability (SEND) provision, Safeguarding, Health & Safety, and local budget expenditure.
f. Review and approve academy-level operational policies as permitted by the Trust Scheme of Delegation.

(Note: The Academy Council has no direct legal liability and does not hold final approval authority over central Trust policies or corporate legal documents.)

2. The Seven Principles of Public Life (Nolan Principles)

Members of the Committee must uphold the Nolan Principles in managing public funds and trust assets:

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2. **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
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6. **Honesty** Holders of public office should be truthful.
7. **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

3. **Each Academy Council core responsibilities and duties:**

a. To implement the policies of the Trust;
b. To account for the performance of the Academy;
c. To actively listen to the views and opinions of the children, their parents and staff colleagues to shape the academy's services to the needs of the families;
d. To be the voice of the Academy within the Trust as a whole.

To achieve the above, it must:

Monitor:

1. The Park Federation vision/ethos/aspirations;
2. Curriculum;
3. Quality of Teaching;
4. Attainment and Progress;

5. Preparedness for External Inspection;
6. Academy Development Plan (ADP);
7. Budget Management;
8. Use of Pupil Premium;
9. Special Educational Needs and Disabilities provision;
10. Statutory Compliance and Risk Management (e.g. health and safety);
11. Pupil Admissions and Marketing;
12. Pupil Discipline and Exclusions.

Oversee Staff Matters and Performance Management:

a. Review staffing structure for efficiency and affordability;
b. Monitor the implementation of Trust's performance management and performance-related pay systems;
c. Other staff matters (with the Trust on staff disciplinary or grievance issues/dismissals where necessary).

Help with Relationships and Marketing:

a. Parent relations (including liaison with any parent council);
b. Pupil recruitment;
c. Community activities and relationships;
d. School Marketing and Public Relations (jointly with the Trust where required).

Contribute to Trust Policies (e.g. performance management) and establish Academy Policies (e.g. calculation policy in Maths) in line with Trust's approach:

a. Establish and review academy policies and procedures, reflecting Trust key criteria;
b. Provide feedback to the Trust on the effectiveness of Trust policies.

Be able to establish committees to deal with:

a. Major construction projects;
b. Expansion of academy;
c. Statutory matters: discipline/exclusions/appeals;
d. Significant matters that happen on an ad hoc basis.

Delegated Authority Framework

1. Governance, Finance & Risk Delegated Authority Framework

Policy / Document Name	Final Approval Level	Statutory / Regulatory Basis
Trust Scheme of Delegation (SoD)	**Full Board**	DfE Governance Guide; ATH Part 1
Audited Annual Report & Accounts	**Full Board**	Companies Act 2006; ATH Part 2
Written Scheme of Financial Delegations *NGA recommends FOC review*	**Full Board**	ATH Part 2
Whistleblowing Procedures	**Full Board**	ATH Part 2 (Pt 2.22)
Complaints Procedure	**Full Board**	Ind. School Standards Regs 2014
Equality Information & Objectives *NGA recommends CSC review*	**Full Board**	Equality Act 2010 (PSED)
Governors' / Trustees' Allowances *NGA recommends FOC review*	**Full Board**	DfE Governance Guide
Reserves Policy *NGA recommends FOC review*	**Full Board**	ATH Part 2
Anti-Fraud & Corruption Policy	**CEO**	ATH Part 4
Acceptance of Gifts, Hospitality & Benefits	**CEO**	ATH Part 2

Policy / Document Name	**Final Approval Level**	**Statutory / Regulatory Basis**
Risk Management Strategy & Register	**Audit & Risk Committee**	ATH Part 4
Business Continuity & Disaster Recovery	**Finance and Operations Committee**	DfE Emergency Planning Guidance
Data Protection & Freedom of Info (FOI)	**CEO**	Data Protection Act 2018 / UK GDPR
Privacy Notices *(inc. Biometrics)*	**CEO**	UK GDPR / Protection of Biometrics
Charging and Remissions Policy	**Finance and Operations Committee / Academy Council**	Education Act 1996 (s457)
Competitive Tendering & Procurement	**Finance and Operations Committee**	ATH Part 2
Investment Policy	**Finance and Operations Committee**	ATH Part 2

2. Safeguarding, Inclusion & Pupil Welfare

Policy / Document Name	Final Approval Level	Statutory / Regulatory Basis
Child Protection & Safeguarding Policy	**Full Board** *(Legal accountability)*	KCSIE 2026; Education Act 2002
Admissions Arrangements	**Full Board** *(Admissions Authority)*	School Admissions Code 2021
Special Educational Needs (SEND) Policy	**CEO**	Children & Families Act 2014
Behaviour Policy *(inc. Anti-Bullying)*	**CEO**	Education & Inspections Act 2006
Use of Reasonable Force & Restrictive Interventions Policy	**CEO**	Education & Inspections Act 2006 (s93); KCSIE; DfE Restrictive Interventions Guidance
Attendance Policy	**CEO**	DfE Attendance Guidance 2026
EAL (English as an Additional Language) Policy	**Principal / Academy Council**	Equality Act 2010; DfE Curriculum Framework; Ofsted Framework
Suspensions and Exclusions Policy	**CEO**	DfE Exclusions Guidance 2026
Relationships, Sex & Health Education (RSHE) *NGA recommended*	**CEO**	Education Act 2002 / DfE Guidance
Early Years Foundation Stage (EYFS)	**CEO**	EYFS Statutory Framework
First Aid Policy	**CEO**	Health & Safety (First-Aid) Regs 1981; EYFS Framework; HASWE Act 1974. Children and Families Act 2014 (Section 100)

Policy / Document Name	Final Approval Level	Statutory / Regulatory Basis
Supporting Pupils with Medical Conditions	**Principal / Academy Council**	Children & Families Act 2014 (s100)
Allergy and anaphylaxis Policy	**Principal / Academy Council**	Children & Families Act 2014 (s100)
Asthma Policy (or Emergency Salbutamol Inhaler Protocol)	**Principal / Academy Council**	Children & Families Act 2014 (s100); Human Medicines Regs 2014
Administering medicines	**Principal / Academy Council**	Children & Families Act 2014 (s100)
Children with Health Needs Who Cannot Attend	**Principal / Academy Council**	DfE Statutory Guidance
Looked After Children (LAC) Policy	**Principal / Academy Council**	Children & Young Persons Act 2008
Pupil Mental Health & Wellbeing	**Principal / Academy Council**	DfE Guidance
Educational Visits Policy	**CEO**	HASWA 1974 / DfE Guidance
Missing Child & Home Visits Policies	**Academy Council / Principal**	KCSIE Safeguarding Procedures
Collection, Walking Home & Home School	**Academy Council / Principal**	Operational Guidance
Home school partnerships	**CEO**	Operational Guidance
Mobile phone	**CEO**	Operational Guidance

3. HR, Workforce & Executive Pay

Policy / Document Name	Final Approval Level	Statutory / Regulatory Basis
Executive Pay Policy & Framework (if included in a combined staff policy then Trust Board to approve)	**Full Board** *(Non-delegable)*	ATH Part 2 (Pt 2.31–2.34)
Staff Pay Policy (Non-Executive if separate policies apply and not combined with the Executive)	**Finance and Operations/PPC Committee**	STPCD / DfE Guidance
Staff Appraisal / Performance & Capability	**Finance and Operations Committee**	DfE Governance Guide
Staff Disciplinary & Grievance Procedures	**Finance and Operations Committee**	ACAS Code of Practice
Staff Recruitment Policy *(Safer Recruitment)*	**Finance and Operations Committee**	KCSIE Part 3
Early Career Teacher (ECT) Policy	**Finance and Operations Committee**	DfE ECT Statutory Guidance
Statutory Family Leave Policies *(Adoption/Maternity/Paternity/Shared Parental/Carer's)*	**Finance and Operations Committee**	Employment Rights Act 1996
Redundancy & Reorganisation Policy	**Finance and Operations Committee / Full Board** *(if major)*	Employment Rights Act 1996
Capability Policy	**Finance and Operations Committee**	ACAS Code of Practice; DfE Guidance
Bullying and Harassment Policy	**Finance and Operations Committee**	Equality Act 2010; Worker Protection Act

Policy / Document Name	Final Approval Level	Statutory / Regulatory Basis
Staff Code of Conduct	**Finance and Operations Committee**	KCSIE Part 2; DfE Guidance
Probation Policy	**Finance and Operations Committee**	Employment Rights Act 1996
Flexible Working Policy	**Finance and Operations Committee**	Employment Relations (Flexible Working) Act
Special and Other Leave Policy	**Finance and Operations Committee**	Employment Rights Act 1996; STPCD / NJC
Sickness Absence Policy	**Finance and Operations Committee**	Employment Rights Act 1996; HASWA 1974
Annual Leave Policy	**Finance and Operations Committee**	Working Time Regulations
Stress Management Policy	**Finance and Operations Committee**	HASWA 1974; Management Regs 1999
Violence at Work Policy	**Finance and Operations Committee**	Health and Safety at Work etc. Act 1974
Alcohol and Substance Misuse Policy	**Finance and Operations Committee**	HASWA 1974; Misuse of Drugs Act 1971
Eye Test Policy	**Finance and Operations Committee**	Health & Safety (Display Screen Equipment) Regs

4. Estates, IT & Operations

Policy / Document Name	Mandatory Board Approval?	Final Approval Level	Statutory / Regulatory Basis
Health and Safety Policy	**YES**	**Full Board** *(Legal Employer)*	Health & Safety at Work Act 1974
Premises Management Documents	No	**CEO**	DfE GEMS Guidance
Fire Safety, Risk Assessments & Lockdown	No	**CEO**	Regulatory Reform (Fire Safety) Order, DfE Emergency Planning Guidance, HASWA 1974
Online Safety Policy	No	**CEO**	KCSIE / DfE Guidance
ICT Internet, Email & Remote Access	No	**CEO**	UK GDPR / Cyber Security Guidance
Use of Artificial Intelligence (AI) Policy	No	**CEO**	DfE AI Guidance
Social Media & CCTV Policies	No	**CEO**	UK GDPR / Surveillance Code
Remote Education Policy	No	**CEO**	DfE Guidance
School Uniform Policy	No	**Academy Council / Principal**	DfE Cost of Uniform Guidance
Smoke Free Policy	No	**CEO**	Health Act 2006