

Vanguard Learning Trust: Scheme of Delegation



Key points and summary

This document outlines:

- The requirements of the Articles of Association regarding delegation;
 - The principles of decision making within the multi-academy trust;
 - The scheme of delegation within the multi-academy trust; and
 - The respective roles of the Trustees, Executive Headteacher (EHT), Headteacher (HT), Chief Operating Officer (COO), Chief Financial Officer (CFO) and Local Governing Bodies (LGBs).

The Trust uses the terms:

- Members to describe individuals who have the right to vote at General Meetings held in accordance with the Articles of Association;
 - Trustees to describe individuals who have the right to vote at Board meetings and who are registered as Directors at Companies House;
 - Governors to describe individuals who have the right to vote at Local Governing Body meetings;
 - Executive Headteacher rather than Chief Executive Officer;
 - Headteacher rather than Principal.

Approved by: **Board of Trustees**

Approved on: 16th October 2019

Next Review date: October 2020

Responsibility for review: Executive Headteacher

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1. Introduction and statement of intent

1. The Trust believes that:

- a. Members of the Trust should appoint effective Trustees and hold them to account for the performance of the Trust;
- b. The Board of Trustees should focus upon strategy and policies for the overall Trust that would enhance student performance, operational efficiency, or learning between academies;
- c. A Local Governing Body should focus upon the educational performance of the school(s) that it is responsible for;
- d. Operational and managerial decisions should be delegated to the Executive Headteacher and Headteachers; and
- e. The Executive Headteacher and Headteachers should delegate operational decisions among their staff with a view to keeping decision making as close as possible to the operational impacts as possible.

2. Scope and applicability

2. This policy applies to all Members, Trustees, Governors, and staff.
3. This document is reviewed annually for approval at the Board meeting in July, with further revisions during an academic year if required.

3. The Articles of Association

4. Appendix One details the relevant articles from the Articles of Association regarding delegations and committees.

4. Responsibilities under the policy

Members

5. The key roles of the Members are to:

- Ensure that the Members individually and collectively have the skills, expertise and involvement to fulfil their role, and remove / appoint Members as required (in accordance with Appendix 5) to enable Members to make effective decisions – complying with the expectations set out in Appendix 5;
- Appoint (and if necessary remove) Trustees who have the skills, knowledge and experience to enable the Board to fulfil its obligations effectively; and
- Hold the Chair of Trustees to account for the performance of the Board, and expect the Chair to manage the other Trustees effectively.

Board of Trustees

6. In accordance with Article 93, the Board of Trustees is able to exercise all of the powers of the multi-academy trust. It is responsible for the performance of the Trust.
7. Trustees / Directors hold dual responsibilities under both Company and Charity law. These primary responsibilities are to:

Charity Law: <ul style="list-style-type: none">• ensure the charity is carrying out its purposes for the public benefit;• comply with the charity's governing document and the law;• act in the charity's best interests;	Company Law: <ul style="list-style-type: none">• act within their powers;• promote the success of the company;• exercise independent judgment;• exercise reasonable care, skill and diligence;
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<ul style="list-style-type: none"> • manage the charity's resources responsibly; • act with reasonable care and skill; and • ensure the charity is accountable. 	<ul style="list-style-type: none"> • avoid conflicts of interest; • not to accept benefits from third parties; and • declare any interest in proposed transactions or arrangements.
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Committees and sub-committees

8. The Board of Trustees shall establish the following committees in accordance with the Articles of Association:
- a. A Curriculum and Standards Committee;
 - b. A Finance and Resources (F+R) Committee;
 - c. An Audit and Compliance (A+C) Committee;
 - d. A Strategy Committee;
 - e. A Pay Committee;
 - f. A Local Governing Body for Ruislip High School;
 - g. A Local Governing Body for Ryefield Primary School; and
 - h. A Local Governing Body for Vyners School.
9. The terms of reference for each committee is outlined in Appendix Two. Appendix Three outlines Panels that will be convened as required. Appendix Four outlines the minimum governance requirements for each LGB. It has been agreed that each LGB will determine its committee and meeting cycle in accordance with these requirements.

Executive Headteacher, Headteachers and staff

10. The Board must designate a named employee as its Accounting Officer. The Accounting Officer is responsible to the Board for the overall management of the Trust and personally responsible to Parliament for the resources under their control. The Accounting Officer will fulfil the role of Chief Executive for the purposes of the Articles of Association (but shall be referred to as Executive Headteacher).
11. In accordance with the requirements of the Academies Financial Handbook, the Trust shall appoint a Chief Finance Officer (CFO) to lead the Finance Department.
12. The Executive Headteacher (referred to as the Chief Executive in the Articles of Association) is responsible for the internal organisation, management and control of the Trust, for advising on and implementing the Trust's strategic framework, and for the implementation of all policies approved by the Trustees.
13. Headteachers are responsible for the internal organisation, management and control of their local school, for implementing policies approved by the Trustees or the relevant LGB, and for the direction of the teaching and the curriculum locally.
14. The Executive Headteacher will work with Headteachers to recommend Trust-wide strategy and policy to the Trustees and to ensure that the Trust fulfils its charitable objects.
15. The Executive Headteacher will comply with any direction by the Board. Headteachers will comply with any direction by the Board, Executive Headteacher, or LGB (in that order of priority).
16. The Executive Headteacher and Headteachers will agree and monitor appropriate delegations of authority with other staff.

5. Performance and Risk based approach to delegation

17. The Trust believes that delegation of functions and levels of delegation should relate to the performance and risk associated with the delegation. High performing schools, with strong and stable leadership, should have the higher levels of delegation.

18. Accordingly, Appendix Six includes ‘standard’ delegations and ‘variable’ delegations. Schools that are performing well and with normal levels of risk will receive the ‘standard’ delegation. If schools are not performing as well, or are considered higher risk, they may have reduced delegation in specified areas to reflect their current situation.
19. The Board may vary the level of financial delegation from the ‘standard’ delegation that is set out in Appendixes Six and Seven.
20. The Board will determine the appropriate levels of delegation for each LGB or postholder.
21. The Board will make its decisions based upon any or all of the following:
- a. External evaluations, which may be of educational performance (such as Ofsted), financial management (such as audit processes or the ESFA), or operational management (such as Health and Safety inspections);
 - b. Information available within the Trust, such as student progress, financial monitoring, staffing information etc;
 - c. Changes in staffing at a school, in particular of its senior leadership – for example, the change from an experienced Headteacher to a first-time Head of School could increase the risk associated with the school for a period while the new Head of School becomes established;
 - d. The advice of the Executive Headteacher.
22. The table below details the current areas of ‘variable delegation’ applying to each school. These will be reviewed as appropriate, and at least annually through the review of this Scheme of Delegation.

School	Areas of variable delegation
Ruislip High LGB	None
Ryefield LGB	None
Vyners LGB	None

Appendix One: Articles of Association

The following are the relevant clauses from the Articles of Association that outline what can, and cannot, be delegated.

- Article 93: “*Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company shall be managed by the Trustees who may exercise all the powers of the Company.*”
- Article 100: “*Subject to these Articles, the Trustees:*
 - *may appoint committees to be known as Local Governing Bodies for each local school (and the same Local Governing Body may be appointed for more than one school); and*
 - *may establish any other committee.”*
- Article 101: “*Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Trustees. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.”*
- Article 105: “*The Trustees may delegate any of their powers or functions (including the power to sub-delegate) to any Trustee, committee (including any Local Governing Body), the Chief Executive Officer or Principals or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the Trustees may impose, and may be revoked or altered.”*
- Article 105A: “*A Trustee, committee (including any Local Governing Body), the Chief Executive Officer, the Principals or any other holder of an executive office to whom a power or function of the Trustees is delegated under Article 105 may further sub-delegate those powers or functions (or any of them) to a further person. Where any power or function of the Trustees is sub-delegated by any person to whom it has been delegated, that person must inform the Trustees as soon as reasonably practicable which powers and functions have been further delegated and to whom, and any such sub-delegation shall be made subject to any conditions the Trustees may impose, and may be revoked or altered.”*
- Article 106: “*Where any power or function of the Trustees has been exercised by any committee (including any Local Governing Body), any Trustee, the Chief Executive Officer or Principals or any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trustees immediately following the taking of the action or the making of the decision.”*
- Article 107: “*The Trustees shall appoint the Chief Executive Officer and the Principals of the Academies. The Trustees may delegate such powers and functions as they consider are required by the Chief Executive Officer and the Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees) and for the direction of the teaching and curriculum at the Academies.”*

Appendix Two: Committee Terms of Reference

General notes

All committees have the following responsibilities. To:

- receive reports from members of staff about matters relating to any of the issues listed in their terms of reference;
- contribute to, monitor and evaluate relevant parts of the Trust or Trust self-assessment and improvement / development plans;
- contribute to, monitor and evaluate the policies allocated to them, reporting or making recommendations to the LGB or Board of Trustees as appropriate;
- consider recommendations from relevant external reviews for example audit, Ofsted or local authority review, to agree the actions needed to address any issues identified and to monitor and evaluate regularly the implementation of any plan agreed, reporting or making recommendations to the LGB or Board of Trustees as appropriate;
- consider the views of students when these have been sought;
- consider the impact on equality, and act with regard to the equality duty at all times. This includes referencing the protected characteristics as appropriate and particularly when making recommendations and when reviewing/drafting policies;
- take appropriate action on any other relevant matter referred by the Local Governing Body.

The General Equality Duty

In accordance with the Equality Act, whereby the Trust is a public body, all committees must have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The following are the protected characteristics within the Equality Act:

- Age (not pupils)
- Disability
- Ethnicity and race
- Gender
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Religion and belief
- Sexual identity and orientation

Nolan 7 principles of public life

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 behaviours. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.*

All Members, Trustees and Governors are expected to submit a signed declaration of business interests no less than annually and to adhere to a Code of Conduct for Members, Trustees and Governors.

a) Board of Trustees

Purpose

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

- setting the vision and strategy for the Trust;
- ensuring the quality of educational provision within the Trust;
- challenging and monitoring the performance of each school within the Trust;
- managing the Trust's resources effectively;
- appointing the Executive Headteacher, Headteachers, Chief Operating Officer and Chief Finance Officer;
- ensuring that the Trust complies with charity and company law;
- ensuring that the Trust and each school complies with the Funding Agreements; and
- exercising reasonable skill and care in carrying out its duties.

Membership, Meetings and Quorum

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

Quorum: As set out in Articles 117 and 119 of the Articles of Association, although it is expected that significant decisions are only taken when at least five trustees are present.

Meetings: As set out in Appendix Four, noting that Article 109 of the Articles of Association requires at least three a year, with additional meetings as required.

Eligibility: As set out in the Articles of Association

Conflicts of Interest: Managed as set out in the Articles of Association and Trust Finance Policy.

Trustee expertise and appointment process

The Board expects Members (and Trustees when co-opting Trustees) to appoint individuals who between them have many of the following skills / experiences:

- Leadership / governance of secondary education
- Leadership / governance of primary education
- Special educational needs and disabilities
- Financial management / oversight, accountant / auditor
- Procurement / commercial expertise
- Property management / capital project / construction
- Human resources
- Law
- Broader children's services (including safeguarding)
- Marketing / communications
- Programme / change management
- Non-executive / governance experience
- Local community expertise

Reserved Decisions

The following Reserved Decisions will not be delegated to any Committee or individual:

- Approval of the vision and strategy for the Trust;
- Approval of the annual budget for the Trust;
- Approval of the accounts for the previous financial year and Annual Report;
- Approval of acquisition or disposal of freehold or leasehold interests in land;
- Approval of any proposals for other schools to join the Trust (whether these are existing schools or Free School applications), or for any school to leave the Trust;
- Appointment of the Executive Headteacher, Chief Operating Officer (COO), and Chief Finance Officer (CFO), designation of the Chief Executive (for the purposes of the Articles of Association)

- and the appointment decision about Headteachers on the advice of the appropriate selection panel;
- Approval of all LGB appointments at local school level; and
 - Approval of the policies reserved to the Board, including this Scheme of Delegation, Financial Regulations / Policies, employment policies, and policies relating to child protection / safeguarding and health and safety.

Terms of Reference

The Board will make strategic and key financial / operational decisions to enable the Trust to perform as effectively and efficiently as possible. The Board will make decisions and receive monitoring / evaluation reports (with actions / decisions as necessary) regarding:

- The leadership and management of the Trust, including the effective deployment of resources (including money, staff, and infrastructure such as site / buildings and ICT);
- The performance of the Trust, including appropriate targets and measures of educational, financial, and operational performance; and
- The compliance of the Trust with its legal and contractual obligations, including safeguarding (including prevent), health and safety, equalities (including in relation to pay and educational provision), and the approach to risk identification and management.

Chair's Action

In accordance with Article 102 of the Articles of Association it is recommended that in the event that the Chair, or Vice Chair if the Chair is unavailable, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Trust, any school within the Trust, any pupil or their parent or a person who works at the Trust, then they may exercise any function of the Company which can be delegated to an individual or any function relating to the exclusion of pupils.

b) Curriculum and Standards Committee of the Board of Trustees

Purpose

The role of the Curriculum and Standards Committee is to focus upon the performance of schools within the Trust, including comparisons and benchmarking within and beyond the Trust to identify and share best practice.

The Curriculum and Standards Committee's operational responsibilities/duties are set out in Appendices Six, Seven and Eight.

Membership, Meetings & Quorum

The membership will consist of at least three Trustees, including the Executive Headteacher. Each LGB has a standard right for a Governor to attend as Associate Members. All Headteachers / Heads of School have a standing right of attendance.

The Committee will be quorate if three Trustees are present.

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

The Committee shall meet at the frequency set out in Appendix Four with additional meetings as required.

Terms of Reference

The duties of the Curriculum and Standards Committee are to:

- Have an overview of the curriculum available at each school, including ensuring that LGBs and Headteachers / Heads of School have appropriate processes to check statutory compliance and check the suitability of the curriculum for all groups of pupils
- For secondary schools, have an overview of the qualifications available to students;
- Review and understand the progress and outcomes data for schools, in particular reviewing outcomes at the ends of Key Stages, including the performance of specific groups of pupils (including SEND, PPG, and LAC) and across different subjects;
- Understand and challenge the targets proposed by schools for pupil progress and outcomes;
- Understand and challenge the Self-Evaluation Form and School Development Plans proposed by schools;
- Understand any judgements reached by external assessors, and ensure that the responses proposed by Headteachers and LGBs are appropriate; and
- Input into the self-evaluation and development plan for the Trust.

The LGBs will undertake detailed analysis of school performance; this Committee will focus upon comparative performance to understand any variations in performance, and to enable identification of best practice and areas for development.

c) Finance and Resources Committee of the Board of Trustees

Purpose

The role of the Finance and Resources Committee is to ensure that the staffing, financial, and infrastructure (buildings and ICT) resources of the Trust are effective, safe, efficient, and support the objective of maximising student outcomes at every school.

The Finance and Resources Committee's operational responsibilities/duties are set out in Appendices Six, Seven and Eight.

Membership, Meetings & Quorum

The membership will consist of at least three Trustees, including the Executive Headteacher. The Lead Governor for Finance and Resources from each LGB has a standing right of attendance as Associate Members.

The Committee will be quorate if three Trustees are present.

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

The Committee shall meet at the frequency set out in Appendix Four with additional meetings as required.

Terms of Reference

The duties of the Finance and Resources Committee are to:

- Approve the banking arrangements for the Trust, including keeping the bank mandate and credit cards under regular review;
- Approve the budget framework for the development of the budget for the following financial year;
- Challenge the proposed Trust budget for the following financial year and then recommend the budget to the Board of Trustees for approval;
- Regularly receive, review, and challenge budget monitoring reports detailing the financial position of the Trust and the schools within it, including actual revenue and expenditure, commitments, virements and current budget, forecast outturns, and any decisions taken by LGBs or staff under delegated authority;
- Make financial decisions regarding expenditure and virements in accordance with Appendices Six and Seven;
- Review and recommend treasury management to the Board;
- Assign receipts from the trading arm to individual schools across the Trust;
- Maintain the stability of the Trust's financial position by monitoring cashflow;
- Ensure adequate insurance arrangements are in place for the Trust;
- Be responsible for central procurement strategy and in approving central Trust contracts (within the scheme of delegation);
- Oversight of capital expenditure plans and the Trust's strategy for the ongoing maintenance and management of assets;
- Oversight of staffing within the Trust, with particular focus upon leadership, succession planning and efficiency; and
- Approve policies as required by the Scheme of Delegation.

d) Audit and Compliance Committee of the Board of Trustees

Purpose

The role of the Audit and Compliance Committee is to maintain an oversight of the Trust's governance, compliance, risk management, and internal control frameworks.

Membership, Meetings & Quorum

The membership will consist of three members of the Board of Trustees, excluding the Chair of Trustees and the Accounting Officer who may not be members of the Committee. The Responsible Officer, where one is appointed by the Trust, will be a non-voting member of this Committee. The Lead Governor for Audit and Compliance from each LGB has a standing right of attendance as Associate Members. The committee may co-opt up to two external members.

The Audit and Compliance Committee will be quorate if three Trustees are present.

The meeting schedule will be as set out in Appendix Four with additional meetings as required.

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

Terms of Reference

The duties of the Audit and Compliance Committee are to:

- Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, compliance, risk management, and internal control systems / frameworks;
- Advise the Board of Trustees on the appointment, re-appointment, dismissal and remuneration of the external and regularity auditor;
- Advise the Board of Trustees on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to ensure that the Trust meets its legal and contractual requirements;
- Advise the Board of Trustees on an appropriate programme of work to be undertaken through the inspection, audit and assurance processes. This programme of work will be derived from the Committee's regard of the key risks faced by the Trust, the assurance frameworks in place and its duty to report to the Board of Trustees;
- Receive reports from the external auditor, from any other external contractors commissioned by the Trust in the area of compliance, and reports or information from other bodies, for example the ESFA and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action;
- Monitor outstanding audit and inspection recommendations from whatever source and ensure any delays to implementation dates are reasonable;
- Review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately;
- Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
- Ensure oversight of the management of data security, data protection and ensure ICT systems have adequate protection against cyber threats;
- Have oversight of the management of potential conflicts of interest across the Trust;
- Manage the Trust risk register, ensuring that appropriate management controls are in place to reduce risks once identified;
- Ensure that each school has, maintains and responds to its own risk register, and that there is appropriate escalation of key school risks to the Trust risk register;
- Review compliance with Health and Safety requirements across the Trust, including programs for inspections at each school and implementation of key priorities from these inspections, making recommendations to the Board or other committees as appropriate;

- Oversee the delivery of safeguarding and child protection training across the Trust. They will be assisted in this by the work of the operational Safeguarding Forum (made up of DSLs, and lead Governors / Trustees with responsibility for safeguarding);
- Ensure Health and Safety policy and practice complies with legislative requirements and DfE / ESFA guidance for academies; and
- Approve policies as required by the Scheme of Delegation.

e) Strategy Committee of the Board of Trustees

Purpose

The committee is responsible for developing and reviewing the Trust's strategic action plan (SAP), including Trust expansion, and self-evaluation.

Membership, meetings and quorum

The strategy committee will comprise of four trustees, the Executive Headteacher (EHT) and the Chief Operating Officer (COO).

- The quorum is three trustees. The committee can only vote if the majority of the committee members present are trustees.
- The EHT does not have voting rights.
- The chair of the strategy committee will have a casting vote if required.
- The committee will meet as necessary, but at least twice a year, and more frequently if necessary.
- In the absence of the chair, the members of the committee entitled to vote will elect an acting chairperson for that meeting. If the chair is recording an absence in advance of the meeting, an acting chairperson will be elected prior to the meeting.
- An agenda will be sent to the members of the committee at least five working days in advance of the meeting along with supporting documents.
- Each meeting will be minuted. The minutes will record any questions by trustees, decisions taken, recommendations made and any actions outstanding. The minutes will be circulated to the board of trustees (BoT) before its next meeting.
- The clerk shall ensure that a copy of the draft minutes/signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the company secretary of the trust.
- Any member of the committee who has direct or indirect pecuniary interest in any matter which is the subject of consideration by the committee, shall at the meeting disclose the fact and withdraw from the meeting during such consideration.

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

Terms of reference

The committee's principal function is to oversee and develop the Trust's strategy in terms of future priorities and expansion plans. In order to carry out this duty, the committee will:

- Contribute to the Trust's strategic action plan (SAP) through the consideration of future priorities and proposals in conjunction with the EHT and COO:
 - considering financial resources required to support the SAP;
 - making recommendations to the BoT regarding changes that could impact on individual schools;
 - having clarity regarding how agreed priorities will be measured and evaluated;
 - referring to the scheme of delegation (SoD) regarding the SAP in terms of delegated decisions.
- Contribute to the Trust's self-evaluation form (SEF) through the consideration of the current position and future priorities in conjunction with the EHT and COO:
 - considering financial resources required for areas identified for improvement outlined in the SAP;
 - making recommendations to the BoT regarding areas of concerns, both at Trust and individual school level;
 - referring to the scheme of delegation regarding the SEF in terms of delegated decisions.

- Take the lead on Trust expansion in conjunction with the EHT and COO:
 - making recommendations to the board regarding schools that could join the Trust;
 - ensuring consideration has been made to the capacity of the Trust to expand through a detailed plan on staffing required for Trust expansion;
 - ensuring there is a robust process in terms of due diligence, including stakeholder engagement;
 - checking that the joining instructions are aligned with the Trust's vision and values as well as SoD
- Consider restructuring proposals for centralised staff and/or ones that could lead to staff redundancies in individual schools in conjunction with the EHT and COO:
 - reviewing consultation documents;
 - considering financial and reputational aspects of restructuring;
 - referring large-scale (more than 20 staff) restructuring proposals to the BoT.

f) Local Governing Body of an open school

Purpose

- To set the curriculum for the school and monitor standards to ensure that every pupil makes good progress and achieves well;
- To set the School Development Plan and monitor its implementation to ensure that provision continues to improve;
- To assume responsibility for the operational delivery of day-to-day school functions of finance, HR, Health and Safety and premises management, including the establishment and timely review of local procedures and the performance of other responsibilities as specified in the Scheme of Delegation; and
- To make decisions in accordance with Appendices Six, Seven, and Eight.

Membership, Meetings & Quorum

Membership: As approved by the Board of Trustees. The Executive Headteacher has a standing right of attendance, but is not a voting governor (unless they are also a substantive Headteacher in the school). The LGB may invite other members of staff to attend in a non-voting capacity. There must always be at least two governors who were, at the time of their appointment, parents of children at the school; if the LGB is unable to recruit parent governors in two consecutive processes of seeking nominations (as set out below), the Board delegates to the LGB to appoint individuals in accordance with Articles 54A and 56.

The following LGB structure will apply:

Ruislip High LGB	1 Headteacher (ex officio) Up to 2 staff Between 2 and 4 parents Up to 6 appointed by the Board Up to 3 co-opted by the LGB
Ryefield LGB	1 Headteacher (ex officio) Up to 2 staff Between 2 and 4 parents Up to 4 appointed by the Board Up to 4 co-opted by the LGB
Vyners LGB	1 Headteacher (ex officio) Up to 2 staff Between 2 and 4 parents Up to 6 appointed by the Board Up to 3 co-opted by the LGB

When appointing Board appointed or Co-opted Governors, the appointing body shall seek to appoint individuals with appropriate skills and experience to support the priorities of the LGB and the School Development Plan. This is likely to involve the LGB seeking to have many of the following skills / experiences:

- Educational leadership / governance expertise, including SEND expertise
- Expertise in other public services delivering to our community (i.e. health, children's services)
- Financial understanding
- Legal expertise
- Commercial / contracts expertise
- Property expertise (such as surveyor, construction, architect)
- Human Resources expertise
- Marketing and business development expertise
- Local community knowledge and expertise

This list is not exhaustive

Appointment:

- Headteacher – ex-officio
- Parents: Parent governors shall be appointed by the following process:
 - Seeking nominations from all parents (including, where relevant, stating any particular skill sets that the LGB would benefit from);
 - If there are fewer nominations than vacancies, and if the nominees have appropriate skills sets, the nominees are appointed by the LGB, and the LGB then seeks to appoint additional parents with appropriate skills as parent governors to fill any vacancies (posts can be held vacant until the following term where the LGB considers this appropriate, such as to enable parents of an incoming year group to be eligible);
 - If there are more nominations than vacancies, Governors will develop a shortlist of the nominations who have appropriate skill sets (and this process may involve meeting nominees), and an election will be held where the parents / carers of each child attending the school on the date that the election starts are entitled to vote (one vote per child) for the shortlisted nominees. The nominee with the largest number of votes will be appointed by the LGB; if there was more than one vacancy this process shall be repeated until all vacancies are filled (i.e. if two vacancies, the two nominees with the most votes shall be appointed).
- Staff: The Board shall appoint following nominations being sought on the basis of required skill sets. If there are not suitable nominees, the Board may approach and, with their consent, appoint eligible individuals. If there are more nominations, the Board shall determine which individual shall join the LGB.
- LGB Co-opted: Co-opted by ordinary decision of those Governors who are not themselves co-opted based on the skills / experience that is required by the LGB to ensure its effectiveness.
- Board appointed: Appointed by ordinary resolution of the Board based on the skills / experience that is required by the LGB to ensure its effectiveness.

Term of office:

- Headteacher / Head of School: Ex-officio
- Parent / Staff Governors: 4 years
- LGB Co-opted: LGB to specify a term of no longer than 4 years
- Board appointed: 4 years. The Board may remove a ‘Board appointed governor’ at any time (even during their term of office) if they believe that the person has not adequately fulfilled the role of Governor.

Individuals will be eligible for re-election or re-appointment. It would be generally expected that individuals would not serve more than two full terms.

All Governors must comply with the provisions within the Articles of Association for ineligibility as if they were Trustees of the Trust.

Governors of the school must declare conflicts of interest in accordance with the Articles of Association as if they were Trustees of the Trust.

Meetings: Each LGB shall determine their own committee structure, delegations / terms of reference, and meeting schedule in order to meet the minimum requirements set out in Appendix Four. Each LGB shall meet as a full LGB at least three times each academic year.

Meetings of the LGB (and any sub-committees) will be quorate if 3 or one-half of Governors are present (whichever is the greater); this provision applies to every part of the meeting.

Each Governor shall have one vote and shall not be able to vote by proxy. All decisions require a majority of the persons present and entitled to vote. The Chair will have a second and casting vote if necessary. Resolutions can be passed in writing, signed by all eligible Governors, and this will be as effective as if the resolution had been passed at a meeting.

Chair and Vice-Chair: Elected by the LGB at the first meeting each school year for a term of office until the first meeting of the following school year. The Chair and Vice-Chair must not be employees of the Trust.

Terms of Reference

Subject to the provisions of the Articles, this Scheme of Delegation and the Reserved Decisions, the LGB may make any decision necessary to provide high quality education within the school. The objectives of the LGB are to ensure that:

- Student performance, progress and outcomes are maximised;
- Resources of the school are used effectively; and
- The school complies with statutory regulations and the Funding Agreements.

This includes requiring the LGB to:

- Approve the School Development Plan and monitor its implementation, ensuring that it focuses upon:
 - Maintaining and, where necessary, improving the quality of teaching;
 - Closing any identified gaps in performance, be these subjects or identified groups of students;
 - Continuous Professional Development of staff;
- Approve the curriculum and monitor its delivery;
- Recommend educational targets to the Board of Trustees and, once approved, monitor progress towards those targets;
- Oversee the operational leadership and management of the school;
- Determine and implement the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice;
- Monitor staff and financial resources in accordance with this Scheme of Delegation;
- Ensure that Governors have the appropriate skills and knowledge to perform their role, including undertaking training as required; and
- Review and adopt policies in accordance with this Scheme of Delegation.

Regarding educational provision and quality, the LGB will:

- Review, challenge and advise on the school's curriculum policy;
- receive regular reports on progress towards achieving performance targets;
- monitor school based, local and national performance data and reports (e.g. ASP – Analyse School Performance and DfE / Ofsted data dashboards), evaluating levels of progress, attainment and achievement and analysing the performance of different groups and subjects;
- monitor provision to ensure that the school fulfils its responsibilities for pupils with special educational needs and with disabilities;
- monitor the provision for and evaluate the progress and attainment of vulnerable groups e.g. children eligible for FSM (including use of pupil premium), looked after children, young carers, and evaluate the effectiveness of intervention strategies;
- monitor the quality of teaching and learning and evaluate its impact;
- determine, monitor and evaluate the range and the impact of extended activities on pupil learning;
- monitor application of child protection and other policies relevant to safeguarding;
- monitor incidences of bullying, discrimination, etc and advise on appropriate strategies;
- monitor attendance, punctuality and exclusions;
- monitor application of the school's behaviour and discipline policies;
- ensure students are supported to make informed decisions for a healthy lifestyle – physically, emotionally and socially; and
- Review and approve policies as set out in the Scheme of Delegation.

Regarding leadership, management and resources, the LGB will:

- Monitor and challenge the school's financial position, including developing a proposed school budget for the next year, preparing three year forecast budget, receiving reports detailing the financial performance and situation of the school (including management accounts and in-year outturn forecasts, details of any virements and decisions taken by the HT or staff under delegated authority), benchmarking the performance of the school, and ensuring compliance with the Trust's financial procedures;
- Authorise expenditure / virements as required by the Scheme of Delegation;
- Monitor staffing information, including ensuring that the staffing structure is effective and efficient, monitoring vacancy / agency levels and recruitment, monitoring staff leaving and the reasons for this, monitoring staff attendance, and monitoring the implementation of performance management and the pay policy;
- Maintain a risk register for the school, ensure that identified risks are being appropriately controlled and that the register is reviewed at least on a termly basis;
- Monitor the infrastructure at the school, including that the site and buildings are safe and fit for purpose (and seek funds for any necessary works), that the ICT infrastructure and equipment functions and improves the effectiveness and / or efficiency of the school, and monitoring major service contracts (such as catering, cleaning, grounds maintenance); and
- Review and approve policies as set out in the Scheme of Delegation.

A LGB may set up a Committee structure or establish Working Groups. At the time of its establishment, the LGB shall establish Terms of Reference for each Committee or Working Group, including membership and any delegated authority (if it is to have delegated authority, the majority of individuals on the Working Group and at any meeting making a decision must be Governors, there must be three Governors present at any meeting making decisions).

The LGB may make a recommendation to the Board (or an appropriate committee of the Board) about any topic.

g) Pay Committee (one for the Board and one per LGB)

Purpose

The Committee is responsible for determining the pay and undertaking the pay review for staff in accordance with the Pay Policy.

Membership, Meetings and Quorum

Membership: 5 Governors / Trustees, with no Governors / Trustees who are employees being eligible for this Committee due to conflicts of interest.

Quorum: 3 Governors / Trustees who are entitled to vote.

Meetings: As set out in Appendix Four with additional meetings as required.

Terms of Reference

The committee's principal duty is to determine the pay and undertake the pay review for staff (see Note below) in accordance with the relevant Pay Policy. In order to carry out this duty, the committee will:

1. Determine as set out in the Pay Policy:
 - a. taking account of the recommendation of the Headteacher, the pay progression of each eligible teacher at the annual review carried out by the Pay committee in accordance with the Pay Policy;
 - b. taking account of the recommendation of the Headteacher the award of points on the Leadership Pay Spine;
 - c. progression onto and on the Upper Pay Range;
 - d. all other discretionary payments as set out in the Pay Policy;
2. Report to the Trust Finance and Resources Committee:
 - a. that a meeting has taken place and the general purpose and outcome of that meeting without identifying specific individuals;
 - b. in respect of its decisions in relation to staff pay without identifying specific individuals so that the annual pay budget can be determined from time to time;
3. Have regard to the Trust / School Development Plan and any budget information (including views of the Trust Finance and Resources Committee) when determining discretionary payments;
4. Minute clearly the reasons for all decisions and report the fact of these decisions (on an anonymised basis) to the next meeting of the Trust Finance and Resources Committee;
5. Provide anonymised information to the LGB and Trust Finance and Resources Committee from the last three years, which shows the patterns of progression of teachers.
6. Oversight of Pay and Conditions policies and PMR policies for the Trust.

Note:

The Pay Committee of the Board of Trustees will consider the salary of the Chief Executive, Headteachers and staff employed in any central shared services, where it is deemed to be their main role. The recommendations will be made by the relevant appraisal committee for the Chief Executive and Headteachers; central Trust staff will be appraised by the Chief Executive and his/her line manager if applicable and the Chief Executive will make recommendations to the Trust's Pay committee.

The Pay Committee of each LGB will consider the staff employed principally at that school and who are under the direction of the Headteacher. The Chief Executive will contribute to the appraisal process if appropriate.

h) Admissions Committee (one per LGB)

Purpose

The Committee is responsible for ensuring that the admissions arrangements for the school are implemented correctly and for recommending to the LGB any changes to the admissions arrangements.

Membership, Meetings and Quorum

Membership: 3 Governors.

Quorum: 2 Governors.

Meetings: As set out in Appendix Four with additional meetings as required.

Terms of Reference

The committee's principal duty is to ensure that admissions arrangements are compliant with the School Admissions Code and to ensure that they are implemented correctly. In order to carry out this duty, the committee will:

1. Recommend any changes to the admissions arrangements to the LGB (including for consultation if required by the School Admissions Code);
2. Ensure that there are arrangements for the prioritisation of the on-time applications received for the main entry points (Nursery, Reception, Year 7, Year 12) that correctly prioritise applications in accordance with the determined admissions arrangements;
3. Approve the prioritised admissions applications for the main entry point in accordance with the School Admissions Code;
4. Ensure that there are arrangements for prioritising applications received for main entry points after the main 'on-time' deadline;
5. Ensure that there are arrangements for managing waiting lists and in-year admissions in accordance with School Admissions Code;
6. Ensure that there are arrangements for the prioritisation of Sixth Form admissions (if applicable for the school);
7. Ensure that there are arrangements in place for school admission appeals that comply with the requirements of the School Admissions Appeal Code; and
8. Receive reports from the Headteacher about the operation of the admissions arrangements, appeal arrangements and the Fair Access Protocol operated by the Local Authority.

i) Executive Headteacher Performance Review Committee

Two or three Trustees to meet annually with an external reviewer to set and review objectives for the Executive Headteacher and to make a recommendation to Trustee's regarding the Executive Headteacher's, Chief Operating Officer's and Chief Financial Officer's salary.

j) Headteacher Performance Review Committee

Two Trustees or governors to meet annually with the Executive Headteacher and School Improvement Partner to set and review objectives for the Headteacher and to make a recommendation to Trustee's regarding the Headteacher's salary.

Appendix Three: Panels

The following Panels may be convened as required and are expected to generally function at LGB level:

1. Complaints Panel – convened as required and subsequent report to the next LGB meeting, including any lessons learned for the school and / or recommendations for policies or procedures.
2. Employment Appeals Panels – convened as required for grievance, dismissal, or dismissal appeal hearings and report and report to the next LGB / Board meeting as appropriate, including any lessons learned for the school and / or recommendations for policies or procedures.
3. Pupil Exclusions Panel – convened as required and report to the next LGB meeting, including any lessons learned for the school and / or recommendations for policies or procedures.

In each situation, the Panel will include the appropriate number of Governors (as specified in the relevant policy or, if not specified, three Governors) who have not previously been involved with the incident and have no prior knowledge of the incident concerned. For complaint hearings, the panel shall include an individual who is independent from the management and running of any school within the Trust. Any Panel can include suitably trained Governors, irrespective of which LGB those individuals are a member of, so long as they meet the requirement to have not previously been involved with the incident and have no prior knowledge of the incident concerned.

Each Panel will have an appropriately qualified clerk.

The Panel will follow procedures as set down in the relevant policy or as set out in law as appropriate.

If a second or appeal Panel is required, this shall include three different Governors, none of whom shall have previously been involved with the incident and have no prior knowledge of the incident concerned.

If a Headteacher or the Executive Headteacher is the subject of the staffing issue or complaint, the roles above undertaken by governors will instead be undertaken by Trustees.

Appendix Four: Governance requirements

Members, Board of Trustees and Trust-wide committees

This appendix will apply for the 2019/2020 academic year.

Autumn term	Spring term	Summer term
Board Strategy 1 Board Pay Board C&S 1 Board of Trustees 1	Board C+S 2 Board of Trustees 3 Board Strategy 2	BoT A&C 3 Board of Trustees 5
Half-term		
Board A&C 1 Board F+R 1 Board of Trustees 2 Members 1	Board A+C 2 Board F&R 2 Board of Trustees 4	Board F&R 3 Board of Trustees 6 Members 2

All meetings may have policy reviews in accordance with the requirements of Appendix Eight.

The dates and timings of each committee and sub-committee meeting will be determined prior to the start of each academic year (in accordance with Appendix Four) to maximise attendance and effectiveness. The Clerk to the Board will coordinate setting the schedule of meetings.

The Clerk to the Board of Trustees, in conjunction with the Executive Headteacher and Chair of the Board will put together an annual schedule of reporting requirements to both the Board of Trustees its committees and the Local Governing Bodies. The schedule will clearly specify who is responsible for preparing each paper.

The list of agenda items included below are the minimum requirement at each meeting. A committee may add extra items as they feel is appropriate in order for them to remain well informed and to enable them to fulfil their responsibilities.

Each Board meeting will be given access to copies of the minutes of any LGB or committee meetings that have taken place since the previous Board meeting. Any AOB items must be notified to the clerk / Chair in advance of the meeting.

All Trustees and the Chairs of each LGB will be invited to and able to speak at all Member meetings to ensure that there is dialogue between all three levels of governance within the Trust.

LGBs

In addition to complying with the annual schedule of reporting requirements, each LGB shall ensure that their Admissions Committee and Pay Committee meet at appropriate times of the year.

LGBs may add as many additional items for discussion as they see fit, so long as they are not counter to the aims and ethos of the Trust.

Trust reporting templates

The Trust has developed template reports to ensure that information is available in a consistent format for Governors and Trustees. All committees shall use these template reports.

These template reports cover:

- **Outcomes review [once a year]:** primary (EYFS, phonics, KS1, KS2) and secondary (KS4 and KS5)
- **Pupil profile and targets [once a year]:** pupil profile by year group (SEND, PPG, LAC/CP/CiN, prior attainment, gender) + targets for outcomes (primary = EYFS, phones, KS1, KS2; secondary = KS4 and KS5), targets for progress, targets for attendance

- **Comparative key performance indicator (KPIs report [termly]):** KPIs for students and staff data, school improvement, governance and stakeholder feedback
- **Finance Report [monthly to chair of trustees and EHT and six times a year to trustees]:** management accounts actuals, commitments against budget, variance and projected outturn
- **End of Year Management Accounts [once a year]:** performance against budget (original and any variance) with commentary regarding implications
- **Compliance [termly]:** Risk management, accident statistics, statutory compliance, H&S commentary from individual schools

Trust level reports will focus upon significant exceptions as well as comparative performance within and beyond the Trust.

Appendix Five: Expectations of Members, Trustees, and Governors

The Role of a Member

The Members fulfil a role similar to that of shareholders - their main role is to appoint Trustees, but they also have to approve changes to the name of the Trust and the Articles of Association.

Each Member is liable for up to £10 if the Trust becomes insolvent.

Obligations of Members

To use their skills, knowledge, and experience to:

1. Ensure that Members are actively involved in their decision making, including that General Meetings are quorate, and that Members who are inactive and so hinder the ability of Members to act are removed;
2. Appoint additional suitable individuals as Members in accordance with the Articles of Association to ensure that there are at least five Members. Where there is a vacancy amongst the Members, the Members shall consult with the Board of Trustees about the skills / experience / knowledge that a new Member should have given the needs and priorities of the Trust prior to making any appointment;
3. Remove Members in accordance with Article 16 of the Articles of Association, in accordance with other provisions of the Articles (such as Article 12 requiring there to be not less than three members, and Article 12A which prevents any employee being a Member) and in accordance with prevailing DfE policy;
4. Appoint individuals as Trustees in accordance with the Articles of Association who bring skills, knowledge and / or experience to the Board of Trustees that will improve the ability of the Board to lead the Trust effectively. When there is a vacancy for a Member appointed Trustee, the Board will undertake a skills and experience audit, identify the skills / experience desired in a new Trustee in order for the Board to have appropriate skills to meet its obligations / responsibilities and to deliver the medium term strategy for the Trust, and identify a suitable shortlist of candidates. The Members will then interview and appoint the individual that they consider to be most appropriate;
5. Remove Member appointed Trustees where they cease to be eligible to remain as Trustees in accordance with the Articles of Association;
6. Review performance of the Board of Trustees, including Member appointed Trustees, and challenge, and if necessary remove, Member appointed Trustees where those individuals have not, in accordance with the Articles or in the reasonable opinion of the Members, contributed sufficiently to the leadership of the Trust;
7. Consider requests from the Board for decisions reserved to Members (such as changing the name of the Trust, changing the Articles of Association of the Trust); and
8. Challenge the strategy and performance of the Board through General Meetings.

Requirements of Members

The five requirements of Members are to:

1. Understand the strategy of the Trust and the broader educational context that it is operating within;
2. Understand the requirements of the Member role and appoint suitable individuals as Members, or remove Members if that is necessary;
3. Understand the requirements of the Trustee role and appoint suitable individuals as Member appointed Trustees, or remove Member appointed Trustees if that is necessary. Members' are expected to take account of the skills, knowledge and experience already on the Board when appointing Trustees, and also to consider the skills that are most necessary in order to deliver the strategy of the Trust;
4. Attend General Meetings, and ensure that they have read any associated reports in advance and so are able to contribute effectively; and
5. Be involved in other processes that require Member decisions, whether by General Meeting or written resolution.

Likely Time Commitment for Members

In terms of the time commitment, it is likely to be:

1. Attendance at two scheduled General Meetings a year
2. Involvement in processes for appointing or removing Members or Trustees, which may involve attending a General Meeting or completion of written resolutions – this is likely to have a limited time requirement.
3. Involvement in other processes that require Member resolutions – this is likely to have a limited time requirement.

Person Specification for Members

An effective Member will demonstrate:

1. A commitment to securing the best educational outcomes for all children;
2. A commitment to the vision, values, and objectives of the Trust;
3. An ability to question effectively;
4. An ability to appoint effective Trustees, with appropriate skill sets, to ensure the success of the Trust; and
5. The decisiveness to remove Trustees where they are ineffective.

The Role of a Trustee

The individuals on the Board of Trustees are called Trustees (while the individuals on a Local Governing Body are called Governors).

The Board of Trustees is accountable for the performance of the Trust. It is responsible for the leadership of the Trust, and for establishing delegations to LGBs and to Headteachers for the day to day operational management of the schools within the Trust.

To discharge its accountability the Board will retain responsibility for:

1. setting the vision and strategy for the Trust;
2. ensuring the quality of educational provision within the Trust;
3. challenging and monitoring the performance of each school within the Trust;
4. managing the Trust's resources effectively;
5. appointing the Executive Headteacher / Chief Executive, Headteachers, and Chief Finance Officer;
6. ensuring that the Trust complies with charity and company law;
7. ensuring the Trust complies with other statutory requirements, including in relation to safeguarding and Health and Safety
8. ensuring that the Trust and each school complies with the Funding Agreements; and
9. Exercising reasonable skill and care in carrying out its duties.

The role of a Trustee is not to manage operations – this is the role of Executive Headteacher and senior staff; the role of Trustees is to set strategy and hold the Executive Headteacher to account for delivery of the strategy and overall Trust performance (including compliance).

The Board of Trustees is a corporate body, which means:

- No Trustee can act on their own without proper authority from the Board of Trustees;
- All Trustees carry equal and collective responsibility for decisions made; and
- The overriding concern of all Trustees is to the success of the Trust overall.

Obligations of Trustees

It is important that Trustees understand their responsibilities under both company and charity law, as well as the role of being the legal Governing Body for all schools within the Trust.

The DfE 'Governance Handbook' identifies the three key roles of the Governing Body as being:

1. Ensuring clarity of vision, ethos and strategic direction;
2. Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff; and
3. Overseeing the financial performance of the school and making sure its money is well spent.

The responsibilities for Trustees / Directors under charity and company law are to:

<p>Trustee responsibilities are to:</p> <ul style="list-style-type: none">• ensure the charity is carrying out its purposes for the public benefit;• comply with the charity's governing document and the law;• act in the charity's best interests;• manage the charity's resources responsibly;• act with reasonable care and skill; and• ensure the charity is accountable	<p>Director responsibilities are to:</p> <ul style="list-style-type: none">• act within their powers;• promote the success of the company;• exercise independent judgment;• exercise reasonable care, skill and diligence;• avoid conflicts of interest;• not to accept benefits from third parties; and• declare any interest in proposed transactions or arrangements.
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Requirements of Trustees

There are four key requirements for each Trustee:

Be compliant

1. Ensure that you are, and remain, compliant with the requirements of the Articles of Association and DfE regarding eligibility to be a Trustee.
2. Ensure that you at all times comply with these expectations for Trustees.
3. Ensure that you comply with policies of the Trust that apply to Trustees, including the Scheme of Delegation, the Financial Procedures, and the policy and practice regarding conflicts of interest.

Be prepared

1. Get to know the Trust through reading, discussion, and meeting the Chief Executive and Chair of Trustees.
2. Read the legal framework for the Trust and the operations of the Trust by reading material issued to you (Articles of Association, Funding Agreement, Scheme of Delegation, Ofsted inspection framework) and seek clarification where necessary.
3. Reading educational news articles in the press.
4. Commit to training and development opportunities organised by or through the Trust.

Actively participate

1. Attend meetings of the Board of Trustees, and any committees or working groups that you are part of.
2. Read all papers for meetings in advance of the meetings and then ask questions that are either clarifications or that aid further understanding of the issues and so help discussion about the decisions required.
3. Contribute at meetings, ensuring that you speak, act, and vote in what you believe to be the best interests of the Trust.
4. Agree to undertake a 'Lead Trustee' role and fulfil it diligently.

Act appropriately

1. Work as a member of a team.
2. Respect confidentiality of information and opinions and the need for the Board to have in-depth and private discussions.
3. Act within the framework of the policies of the Trust and its legal obligations.
4. Respect all Board decisions and support them in public.

Lead Trustee roles

In addition to being part of the Board, Trustees will be expected to have a 'Lead Trustee' role which will involve developing a greater understanding of a particular aspect of the Trust. The Trustee will be expected to meet relevant staff and ask questions and seek evidence (including dip-sampling / audit of information) to ensure that policies and procedures are being followed and that performance is as reported to the Board and is acceptable.

The anticipated Lead Trustee roles are:

1. Chair of the Board – to support and challenge the Chief Executive and Leadership Team; to liaise with Headteachers and Chairs of LGBs; to be responsible for relationships with major partners; to lead and provide direction to the Board of Trustees;
2. Chair of Curriculum and Standards – to lead the Committee in understanding and challenging the effectiveness and efficiency of the use of the Trust's resources, including finance, staffing, and infrastructure, to ensure that these are deployed to support the objectives of the Trust;
3. Chair of Finance and Resources – to lead the Committee in understanding and challenging the effectiveness, safety and efficiency of the use of the Trust's resources, including finance, staffing, and infrastructure;
4. Chair of Strategy Committee – to lead the Committee in the development, consideration, and refinement of Trust strategy;

5. SEND and vulnerable pupils – to review provision for and progress of pupils with SEND or who are vulnerable to underperformance, and contribute to reviews of Trust policies to ensure that provision remains effective; to co-ordinate an annual workshop / training session for Lead Governors with oversight of for SEND and vulnerable pupils;
6. Child protection and safeguarding – to review child protection issues / cases, to ensure that statutory and Trust policies are being followed, and contribute to reviews of Trust policies to ensure that they remain effective, and understand and challenge the Trust's relationship with external agencies; to co-ordinate an annual workshop / training session for Lead Governors with oversight of child protection and safeguarding;
7. HR – to understand the staffing establishment, issues, and opportunities for the Trust, including seeking evidence for any trends, to be involved in engagement with the recognised trade unions and professional associations, to chair the Trust Pay and Personnel Committee, and to contribute to the review of HR policies; and
8. Chair of Audit and Compliance Committee – to lead the Committee in ensuring that adequate inspection and audit regimes are in place to ensure compliance and for the identification, consideration and response to risks; to co-ordinate an annual workshop / training session for Lead Governors with oversight of compliance.

The role of the Chair of Trustees

The Chair of Trustees has a key strategic role. In addition to the obligations and requirements upon all Trustees that are outlined above, the Chair of Trustees will:

1. Meet with the Executive Headteacher regularly to understand and challenge current performance, issues and opportunities;
2. Be available for the Executive Headteacher as required in the event of urgent situations, and – where necessary – authorise Chairs' Action;
3. Liaise with the Executive Headteacher and Clerk to set the agenda for Board meetings and to ensure that decisions taken at meetings are implemented and that actions are undertaken;
4. Support the Executive Headteacher in engagement with major partners, such as the Local Authority, including attendance at and contribution to events organised for Chair of Governors / Trustees;
5. Support the Executive Headteacher in engaging with schools that may join the Trust *;
6. With the Executive Headteacher, lead engagement with the Members, including regarding any vacancies on the Board to ensure that Members understand the necessary skills / knowledge / experience that the Board requires;
7. Meet with each new Trustee as part of their induction and ensure that they are able to quickly add value to the Board;
8. Agree annual priority areas for focus for each of the Trustees, and have an individual annual meeting with each Trustee to review their contribution and agree areas for focus and development during the following year;
9. Meet with the Chairs and Vice Chairs of each LGB with appropriate regularity to ensure effective engagement, understanding, support and challenge within the Trust;
10. Items marked with an asterisk (*) may be undertaken by or with the Vice Chair by agreement. All items may be undertaken by the Vice Chair in the absence of the Chair.

Likely Time Commitment for Trustees

In terms of the time commitment, for those Trustees other than the Chair and Vice Chair it is likely to be:

- Attendance at approximately six to eight Board or Committee meetings as well as two meetings a year with the Members, including preparation time to read associated paperwork;
- Attendance at any additional ad-hoc Trustee meetings required during the year;
- A termly visit as part of your Lead Trustee role to meet with the relevant member(s) of staff (monthly for the Chair to meet with the Executive Headteacher);
- Attendance at any agreed training sessions;
- Attendance at any necessary Trustee Panels – these are set up as required and are not expected to be required often; and

- The Executive Headteacher may request attendance from Trustees at events for staff or students and Trustees at one school or combined between several schools within the Trust and Trustees are encouraged to attend if possible.

Person Specification for Trustees

An effective Trustee will demonstrate:

- A commitment to securing the best educational outcomes for all children;
- A commitment to the vision, values, and objectives of the Trust;
- Strong communication skills in listening, speaking and writing;
- An ability to evaluate and make use of a wide range of information and data;
- The capacity to develop specific knowledge and understanding of the Trust and its community;
- The ability to question in a manner that encourages reflection and helps move discussion forward;
- A sense of fairness;
- A commitment to equalities;
- Tact and diplomacy;
- An ability to work as a member of a team;
- An ability to respect confidentiality; and
- A commitment to participate in training and self-evaluation.

The Role of a Governor

The individuals on a Local Governing Body are called Governors (while the individuals on the Board of Trustees are called Trustees).

The Local Governing Body is collectively accountable to the Trustees for the performance of the school that it oversees, and is accountable for decisions that it makes under delegated authority from the Trustees.

The objectives of the LGB are to ensure that:

- The local Headteacher and leadership team are held to account;
- Student performance, progress and outcomes are maximised;
- Resources of the school are used effectively; and
- The school complies with statutory regulations and the Funding Agreements.

This includes requiring the LGB to:

- 1) Approve the School Development Plan and monitor its implementation, ensuring that it focuses upon:
 - a) Maintaining and, where necessary, improving the quality of teaching;
 - b) Closing any identified gaps in performance, be these subjects or identified groups of students;
 - c) Continuous Professional Development of staff;
- 2) Approve the curriculum and monitor its delivery;
- 3) Recommend educational targets to the Board of Trustees and, once approved, monitor progress towards those targets;
- 4) Oversee the operational leadership and management of the school;
- 5) Determine and implement the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice;
- 6) Monitor staff and financial resources in accordance with this Scheme of Delegation; and
- 7) Review and adopt policies in accordance with this Scheme of Delegation.

The role of a Governor is not to:

- Manage operations – that is the role of the Headteacher and senior staff; the role of Governors is to set strategy and hold the Headteacher to account for delivery of that strategy and performance
- Assess the quality of teaching, or the quality of individual staff – that is the role of the Headteacher through teaching and learning and performance management processes; the role of Governors is to ensure that students are making appropriate progress and that educational and HR policies are appropriate and being implemented

Requirements of Governors

There are four key requirements for each Governor:

Be compliant

1. Ensure that you are, and remain, compliant with the requirements of the Articles of Association and DfE regarding eligibility to be a Trustee as if you were a Trustee.
2. Ensure that you at all times comply with these expectations for Governors.
3. Ensure that you comply with policies of the Trust that apply to Governors, including the Scheme of Delegation, the Financial Procedures, and the policy and practice regarding conflicts of interest.

Be prepared

1. Get to know the school through reading, discussion, and meeting the Headteacher and Chair of Governors.

2. Read the legal framework for the school and the operations of the Trust by reading material issued to you (Articles of Association, Funding Agreement, Scheme of Delegation, Ofsted inspection framework) and seek clarification where necessary.
3. Reading educational news articles in the press.
4. Commit to training and development opportunities organised by or through the Trust.

Actively participate

1. Attend meetings of the Local Governing Body, and any working groups that you are part of.
2. Read all papers for meetings in advance of the meetings and then ask questions that are either clarifications or that aid further understanding of the issues and so help discussion about the decisions required.
3. Contribute at meetings, ensuring that you speak, act, and vote in what you believe to be the best interests of the school (while some Governors are elected by a particular part of our community, the responsibility of all Governors is to the school as a whole).
4. Agree to undertake a 'Lead Governor' role and fulfil it diligently.

Act appropriately

1. Work as a member of a team.
2. Respect confidentiality of information and opinions and the need for the LGB to have in-depth and private discussions.
3. Act within the framework of the policies of the Trustees, Local Governing Body and legal requirements.
4. Respect all Local Governing Body decisions and support them in public.

Lead Governor roles

In addition to being part of the LGB, Governors may be asked to assume a 'Lead Governor' role which will involve developing a greater understanding of a particular aspect of school life. The Governor will be expected to meet relevant staff and ask questions and seek evidence (including dip-sampling / audit of information) to ensure that policies and procedures are being followed and that performance is as reported to the LGB / Board and is acceptable. If the LGB establishes a committee structure, the 'Lead Governor' for an area would be the chair of the relevant committee.

The Lead Governor roles are:

- Chair of the LGB – to support and challenge the Headteacher and Leadership Team, liaise with the Board of Trustees, and provide leadership and direction to the LGB;
- Child protection and safeguarding – to review child protection issues / cases, to ensure that statutory and Trust policies are being followed, and contribute to reviews of Trust policies to ensure that they remain effective;
- SEND and vulnerable pupils and SEND – to understand the strategy/ies for supporting pupils vulnerable to educational underperformance including those with SEND; to monitor performance of those pupils and seek evidence for the effectiveness of the school support for these pupils; and to contribute to the review of SEND provision and strategies;
- Curriculum and standards;
- Finance and resources – to understand and challenge the school budget and Management Accounts, to have oversight of significant procurement processes and contracts, to understand the staffing structure, and to understand the infrastructure of the school; and
- Audit and Compliance – to have oversight of, and undertake assurance of, the approach to ensuring compliance and management of risk, including relating to educational visits, health and safety, and premises inspections; to seek evidence of implementing recommendations and learning lessons.

The role of the Chair of Governors

The Chair of Governors has a key role within the LGB. In addition to the obligations and requirements upon all Governors that are outlined above, the Chair of Governors will:

1. Meet with the Headteacher monthly to understand and challenge current performance, issues and opportunities;
2. Be available for the Headteacher as required in the event of urgent situations;
3. Liaise with the Headteacher and Clerk to set the agenda for LGB meetings and to ensure that decisions taken at meetings are implemented and that actions are undertaken *;
4. Support the Headteacher in engagement with major partners, such as the Local Authority, including attendance at and contribution to events organised for Chair of Governors *;
5. With the Headteacher, lead engagement with the Trustees, including regarding any Board appointed vacancies on the LGB to ensure that Trustees' understand the necessary skills / knowledge / experience that the LGB requires;
6. Meet with each new Governor as part of their induction and ensure that they are able to quickly add value to the LGB;
7. Agree annual priority areas for focus for each of the Governors, and have an individual annual meeting with each Governor to review their contribution and agree areas for focus and development during the following year;
8. Meet with the Chairs and Vice Chairs of the other LGBs and the Chair and Vice Chair of Trustees with appropriate regularity to ensure effective engagement, understanding, support and challenge within the Trust *
9. Items marked with an asterisk (*) may be undertaken by or with the Vice Chair by agreement. All items may be undertaken by the Vice Chair in the absence of the Chair.

Likely Time Commitment for Governors

In terms of the time commitment, for those Governors other than the Chair and Vice Chair it is likely to be:

- Attendance at LGB and committee meetings each year, including preparation time to read associated paperwork;
- A termly visit into school as part of your Lead Governor role to meet with the relevant member(s) of staff;
- Attendance at any agreed training sessions;
- Attendance at any necessary Governor Panels (such as for staff or student matters) – these are set up as required and are not expected to be required often; and
- The Headteacher may request attendance from Governors at school events for staff or students and Governors are encouraged to attend if possible (such as new parents' evenings, school shows, staff training days).

Person Specification for Governors

An effective Governor will demonstrate:

- A commitment to securing the best educational outcomes for all children;
- A commitment to the vision, values, and objectives of the school;
- Strong communication skills in listening, speaking and writing;
- An ability to evaluate and make use of a wide range of information and data;
- The capacity to develop specific knowledge and understanding of the school and its community;
- The ability to question in a manner that encourages reflection and helps move discussion forward;
- A sense of fairness;
- A commitment to equalities;
- Tact and diplomacy;
- An ability to work as a member of a team;
- An ability to respect confidentiality; and
- A commitment to participate in training and self-evaluation.

Appendix Six: Decision and Responsibility Matrix

This Appendix sets out significant decisions and responsibilities. For each thematic section, text introduces the philosophy and ethos of the trust, which sets the context for the subsequent decisions / accountabilities.

The key to the table is:

BoT – Board of Trustees or a committee with delegated powers

LGB – Local Governing Body with delegated powers

EHT – Executive Headteacher

AO – Accounting Officer

HT – Headteacher of a local school within the Trust

COO – Chief Operating Officer

CFO – Chief Finance Officer via the Accounting Officer

BM - Business or Finance Manager at a local school via the Headteacher or CFO.

A = Accountable via delegated powers from Board of Trustees

R = Responsible for undertaking the activity and reporting to the Accountable individual / Committee

Note: Actions taken by a properly constituted committee, or delegated to an individual director or to CEO / Headteacher, are taken on behalf of the Board of Trustees.

Governance

The Board is accountable for all decisions of the Trust, and the performance of all schools within the Trust. The EHT is accountable to the Board for performance of the Trust and effective use of public funds. Each LGB and Headteacher is responsible for the performance of their school(s).

The Board of Trustees approves the Scheme of Delegation for the Trust, which is reviewed at least annually. The Scheme of Delegation allows for the Trustees to vary the delegation to each LGB or office holder in response to the performance of and risk associated with that school.

Each committee elects its own chair and determines its detailed working arrangements within the framework set by the Scheme of Delegation.

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	CFO	Other	
Appointing / removing Members						Members	
Appointing / removing Member appointed Trustees						Members	
Approving the Articles of Association						Members and Sec of State	
Approving change to Funding Agreement	✓					DfE approval	
Approving a change of name of the Trust						Members	
Appointing / removing the Chair and Vice-Chair of Board of Trustees	✓						
Appointing / dismissing the clerk to the Board	✓						
Appointing / dismissing the clerk to a Committee						BoT or LGB (as relevant)	
Appointing the Chair of a committee or Local Governing Body						Each committee	Board appoint Chair of LGB / Committees
Appointing / removing co-opted Trustees	✓						
Appointing / removing Board appointed Governors	✓						
Appointing / removing LGB Co-opted Governors		✓					Remove this ability
Management of Risk Registers		Local				A+R (Trust)	
Establishing additional committees or Working Groups etc (including Terms of Reference and membership)	✓	✓	School level				Board remove LGB ability to sub-delegate / create committees etc.
Approving the Scheme of Delegation (including the committee structures, delegations, and "policy grid")	✓						
Approving the Annual Report and Accounts	✓					Members receive	
Determine whether other school(s) should join, or whether any school(s) should leave, the Trust	✓						
Approving policy and procedure for identifying and managing potential conflicts of interest	✓					A&R oversight	

Financial management

The Board is accountable for the financial performance of the Trust, including receipt of all income due to the Trust and for the effective and efficient expenditure of public funds. The Accounting Officer is accountable to the Board and DfE for expenditure of public money, and the Chief Finance Officer leads the finance function to ensure that the financial policies and procedures approved by the Board are implemented consistently. The Board will approve assurance work to verify that these controls operate appropriately.

It is expected that the budget setting and budget monitoring processes are a combination of 'bottom up' and 'top down' processes – i.e. the Board would set the approach to central service charge and the delegated funds for each school (which would be expected to be the remainder of the funds provided for that school via the GAG and other government funding streams), each school would then develop a budget within its delegated funds in conjunction with the CFO and EHT, and the overall budget for the Trust would then be approved by the Board. Budget monitoring would similarly be undertaken at school and Trust level and reported to CFO/EHT, LGBs and the Board throughout the year, with a focus upon any potential variances and actions required to ensure that expenditure is within approved levels.

The Accounting Officer is accountable to the Board for compliance of the Trust with the Funding Agreements and the Academies Financial Handbook; the CFO is responsible for ensuring this compliance.

	Standard delegation							Potential variation
	BoT	BoT F&R	LGB	EHT / AO	HT	CFO	Other	
Maintaining a register or pecuniary and business interests of staff, governors, Trustees and Members (and ensuring this register is posted publically)							Clerk for BoT / LGB / Members / SLT	
Approving financial procedures (including treasury and accounting policies) in accordance with Appendix Eight	✓	✓						
Adhering to accounting policies and guidelines issued by the ESFA	✓	✓	✓	✓	✓	✓	✓	
Maintaining accurate, reconciled and up-to-date records that provide financial and statistical information				✓	✓	✓		
Availability of records and documents for inspection by external auditor and responsible officer						✓	Finance Departments	
Approving appointment of external auditors	✓ (A&C)							
Approving programme of extended assurance	✓ (A+C)							
Approving actions following external audit recommendations / findings	✓ (A&C)	✓	✓			✓		

			(for relevant academy)				
Approving banking arrangements including bank mandates and credit cards	✓	✓					
Oversight and maintenance of all cash across the Trust	✓	✓			✓		
Approving the approach to cross-charging / central service charge		✓					
Approving the budget each financial year in accordance with DfE timeframes (including use of any historic accumulated reserves)	✓						
Monitoring actual year-to-date income and expenditure against budget, including variants (at least termly for BoT, BoT F&R, LGB, at least monthly for EHT, HT, CFO)	✓	✓	✓	✓	✓	✓	
Approving the submission of applications for revenue or capital grants							As set in Appendix Seven
Approving lettings policy and fees			✓				
Approving applications for business / procurement cards					✓		
Submitting HMRC returns as required					✓		
Authorising expenditure for approved budgets, where financial procedures (such as procurement) have been followed						As set in Appendix Seven	Alter level of financial authority of Headteacher and / or LGB
Approving procurement waivers						As set in Appendix Seven	Alter level of financial authority of Headteacher and / or LGB
Approving the use of a projected in year underspend (Vs approved budget)	✓ if Trust		✓ if school				Board to retain decisions
Approving virements between budgets						As set in Appendix Seven	Alter level of financial authority of Headteacher and / or LGB
Approving expenses	Chair for EHT.		Chair for HT	EHT for other Trust staff		Local budget manager for all other staff	Alter level of financial authority of Headteacher and / or LGB
Approving any disposal of non-land assets						As set out in financial procedures	Alter level of financial authority of Headteacher and / or LGB

							As set out in financial procedures	Alter level of financial authority of Headteacher and / or LGB
Approving any writing off of debts								
Entering into or granting a freehold or leasehold interest in land	✓							
Investigating potential financial irregularities (not involving a Headteacher, or CFO or EHT)				✓				
Investigating financial irregularities (involving a Headteacher, or CFO or EHT)	✓							
Complying with VAT and Corporation Tax regulations						✓		
Reviewing Insurance cover in response to risk assessment and analysis	✓			✓	✓	✓		

HR / Staffing

For the Executive Headteacher (who fulfils the role of CEO for the purposes of the Articles) and Headteachers, the Articles require that Trustees make those appointments, but for Headteacher appointments it is expected that the selection panel would include the EHT, Local Governors and Trustees, and that this selection panel would make a recommendation to the Trustees about whether to appoint and, if so, who.

For Leadership and TLR posts, it is expected that any posts that become vacant would be discussed at a wider Trust level so that the needs of the individual school and the overall Trust can be taken into consideration. Headteachers would make recruitment decisions for other staff within their schools, with an expectation that they would – through Trust SLT – collaborate with other schools to ensure a staffing structure that is as effective, efficient, and resilient as possible; this may include establishing new joint posts across two or more schools.

For other HR decisions, the principle is that decisions should generally be made by Headteachers where they affect that school only, and by the CEO where they affect the overall Trust, with Local Governors and Trustees involved for decisions regarding leadership posts or staff in those posts.

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	COO / CFO	Other	
Approving the staffing establishment for central Trust services	✓						
Approving overall terms and conditions of employment for Trust staff, including annual cost of living pay award	✓						
Approving the staffing establishment for a school		✓					Require Board approval
Appointing the EHT, COO and CFO	✓	Involved	Lead (COO / CFO)	Involved			
Appointing Headteachers	Decision	Involved	Involved				
Performance management of the EHT	✓						
Performance management of the Headteachers (including salary)	✓ Salary	Involved	Lead			SIP involved	
Performance Management of DHTs and other leadership posts				✓			
Performance management of the COO and CFO			✓				
Approving the commencement of recruitment for Deputy Headteacher posts		Involved	Involved	✓			EHT decision
Approving the commencement of recruitment for posts that are within the approved staffing establishment (i.e. like for like replacements or approved new posts), other than posts appointed by the Board or EHT or that require EHT approval before recruitment can commence		Involved (for MLT / SLT)	Involved (for SLT)	✓			EHT decision
Appointing staff who directly report to the EHT or Headteacher (including Deputy Headteachers)	Involved if Trust	Involved if school	✓ (Trust) Involved if school	✓ (School)			EHT decision
Appointing other teaching staff (including NQTs)				✓			EHT decision
Appointing other support staff			✓ Trust	✓ School		CFO / FM involved as necessary	EHT decision
Approving HR policies	✓						
Authorising payroll					✓ For Trust payroll	Business Manager for each school	
Initiating a review of staffing structures / arrangements			✓	✓			EHT or HT to initiate as appropriate (EHT approval if

							include Leadership or central Trust posts)
Approval to implement changes to staffing structures / arrangements (including commencement of redundancy consultation)	✓	✓	✓	✓			Board if include redundancies within Leadership / central team; LGB if include other redundancies; EHT or HT if no redundancies (EHT if includes Leadership / central Trust)
Suspending or dismissing the EHT, COO, CFO or a Headteacher(s)	✓	Involved				LGB involved as appropriate	
Suspending staff besides the EHT, COO, CFO or a Headteacher		Involved	Involved	✓			EHT decision
Dismissing EHT, COO, CFO, or a Headteacher	✓						
Dismissing staff besides the EHT, CFO, or a Headteacher		Involved	✓ if Leaders hip / TLR	✓ (school unless TLR or above)	✓ (COO if Trust staff)		Note: This line is indicative – need to ensure compliance with HR policies which may differentiate between policy (i.e. disciplinary or capability) and / or staff involved (such as seniority or probation)
Approving any leaving payments (redundancy, dismissal, early retirement) in accordance with Trust policy			✓	✓		Report to LGB / BoT as appropriate	CEO decision

Educational provision and student matters

It is expected that the LGB and Headteacher of a school will determine the educational provision and student matters, with accountability to the EHT and Board for progress and performance of students. The LGB will recommend targets to the Board.

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	CFO	Other	
Ensuring compliance with safeguarding requirements	✓	Oversee	Oversee	Lead		✓	The School's DSL and safeguarding governor also have an important role to play
Ensuring compliance with regulations and Funding Agreement regarding educational provision	✓	Oversee	Oversee	Lead			
Lead Ofsted preparations and inspection			Represent MAT	✓			
Propose and determine changes to the school age-range, or the addition / removal of nursery or SEN provision		✓					Board make these decisions
Approving the school day and year		✓					Board make these decisions
Making changes to the timings of the school day		✓					
Excluding a pupil (fixed term)				✓			EHT decision or require EHT involvement
Excluding a pupil (permanently)			Notified	✓			
Consulting on and determining an admissions policy for the school		✓					
Determining who will be offered a place in accordance with the admissions policy for the main entry year (i.e. YR, Y7, or Y12)		✓					
Approving in-year admissions in accordance with the admissions policy				✓			
Objecting to a SEN Statement / EHCP naming the school				✓			EHT decision or require EHT involvement
Overseeing performance and welfare of SEN / DA / vulnerable students	✓	✓					
Approving any actions required following any external assessments of school performance	✓	✓					
Approving the attendance, progress and attainment targets for the school	✓	✓	Approve	Propose			

Appendix Seven: Summary of financial delegations and accounting policies

Topic	Item	Process / authorisation
Purchasing	Below £1k (or site / IT purchases under £3k)	No quote required, budget holder approval
	£1k - £3k (non site purchases)	2 quotes required + budget holder approval
	All purchases £3k - £10k	3 quotes required + SLT approval
	All purchases £10k - £50k (revenue) or £10k - £100k (capital)	Tender issued to at least 3 suitable companies + LGB approval
	All purchases £50k - £100k (revenue) or £100k - £250k (capital)	Tender issued to at least 4 suitable companies + Board Finance and Resources approval (or main Board of Trustees). LGB / HTs to be involved in tender scoping / evaluation (via F+R committee); NB: separate LGB approval for contract award not required for joint contracts.
	All purchases over £100k (revenue) or £250k (capital)	Tender issued to at least 6 suitable companies + main Board of Trustees approval.
Budget virements (primary school)	Over OJEU threshold	Follow OJEU rules, main Board of Trustees approval
	Under £10k	Headteacher
	Over £10k but within in-year funding	LGB
Budget virements (secondary school)	Beyond in-year funding	Board of Trustees
	Under £50k	Headteacher
	Over £50k but within in-year funding	LGB
Debt write offs and asset disposals (non land)	Beyond in-year funding	Board of Trustees
	Under £500	Headteacher
	£500 - £2500	LGB
	£2500 - £10k	Board Finance and Resources or main Board of Trustees
Asset disposals (land)	Over £10k	Main Board of Trustees (with ESFA consent as required)
	Any license or lease	Board of Trustees

Accounting policies

Item	Approach
Materiality for accruals	£2k
Capitalisation limit	£1k for individual items, £3k for group items
Depreciation	Freehold land and buildings: 50 years, 2%
	Buildings / building works: 50 years, 2% straight line, nil residual value
	Plant and machinery: 6.66 years, 15% per annum
	Computer equipment and software: 4 years, 25% per annum
	Furniture and equipment: 6 – 10 years, 10-15% per annum
	Motor vehicles: 4 years, 25% per annum straight line, nil residual value

Each school to propose their own signatory mandate, subject to requirement that all payments need two approvers.

Appendix Eight: Policy grid

Trust policies and procedures

Name of Policy	Statutory / Website	Frequency of Review	Date for next review	Approved by
Appraisal Policy (Support staff)		3 years	Sept 18	Board
Appraisal Policy (Teaching staff)		3 years	Sept 17	Board
Articles of Association		Standing doc	As required	Members
Headteachers' Performance Management Policy		Annual	July 20	Board
Central Trust Staff Performance Management Policy		Annual	July 20	Board
Attendance Policy (staff)		3 years	July 18	Board
<i>Annex 1 - Compassionate / Special leave</i>			<i>Updated 2019</i>	
<i>Annex 2 - Flexible working / parental leave policy</i>				
<i>Annex 3 - Maternity / paternity leave policy</i>				
<i>Annex 4 - Teaching staff absence</i>				
<i>Annex 5 - Support staff annual leave / absence</i>				
Capability Policy (support staff)		3 years	Sept 18	Board
Capability Policy (teaching staff)		3 years	Sept 19	Board
Code of Conduct (staff) - NEW.		3 years		Board
Complaints Policy	s/w	3 years	May 22	Board
Data Protection / use of CCTV policy / records management policy -	s/w	2 years	May 20	F+R
Disciplinary Policy (employees)	s	3 years	July 18	Board
Educational targets for each school		Annual	Autumn 19	Board
Equality Statement		4 Years	July 22	Board
Finance Policy.		2 years	July 20	F+R
<i>Annex 1 - Charging and Remissions Policy</i>	s/w			
<i>Annex 2 - Fraud Policy</i>				
<i>Annex 3 - Staff Expenses Policy</i>				
<i>Annex 4 - Governors' Payment of Allowances Policy</i>				

<i>Annex 5 - Traded Services / Income generation Policy</i>				
Freedom of Information Policy	s/w	2 years	May 20	F+R
Grievance Procedure (for employees)	s	3 years	Nov 21	Board
Health & Safety Policy	s	3 years	Nov 21	A+R
<i>Annex 1 – H&S Induction for new Staff</i>				
<i>Annex 2 – Schedule of Minimum H&S training requirements</i>				
<i>Annex 3 - Minibus and Driving Policy</i>				
<i>Annex 4 – DSE / Eye care Policy</i>				
ICT Acceptable Use Policy		2 Years	May 20	F+R
LGPS Pensions Policy		3 years	July 21	F&R
Pay Policy (for central Trust staff)		Annual	July 20	Board
Pay Policy (for all other staff)		Annual	July 20	Board
Probationary procedure for support staff		3 years	Jul 18	Board
Probationary procedure for teaching staff NEW		3 years	Sept 18	Board
Restructuring Policy		3 years	Dec 19	Board
Register of Business Interests		Annual	Autumn 19	
Risk Management Policy		3 years	May 21	A&R
Safeguarding and child protection policy NEW	s	Annual	Sept 18	Board
<i>Allegations against staff procedures</i>				
<i>Safer Recruitment Policy</i>		3 years	Sept 18	Board
Scheme of Delegation inc Governor / Trustee Code of Conduct	w	Annual	Autumn 19	Board
Trust Development Plan		Annual	Autumn 19	Board
Whistleblowing Policy		3 years	July 21	Board

School policies and procedures

Below is a list of the local policies and procedures that local schools are expected to have in place. This is not a definitive list – schools may introduce further local policies in order to ensure the effective running of their schools. The list below is the minimum requirement.

All policies must be subject to regular review by the relevant Local Governing Body, at the given frequency. The Board of Trustees will be seeking assurance from LGB's that this has taken place. All Local Schools are required to keep their own register of local policies, with specific details of when a policy was last reviewed.

Name of Policy	Statutory / Website	Min review frequency
Accessibility		3 years
Admissions (to cover both main point of entry and in year admissions. Sixth Form policies to be included where appropriate). Appeals process to be on each school website.		Annual
Asbestos Management Plan (for those schools with ACM's on site)		3 years
Attendance Policy (Students)		
Student Behaviour (includes anti-bullying, racism, British values, substance misuse etc)	s	3 years
Business Continuity Plan (including procedure for closing the school)		2 years
Collective worship		3 years
Curriculum (including exam entrance policy and appeal process, subject statements)		
Directed time policy for Teaching staff		Annual
Educational visits policy and procedures		3 years
Evacuation arrangements		Annual
Equality objectives	s	Annual
Exclusions		
Finance Manual / list of approved budget signatories		Ongoing
Health and Safety Statement of Local Arrangements		3 years
Home - School Agreement (including parental engagement process)		
Home Learning		
Lockdown procedures		Ongoing
Looked After Children Policy		
Marking and Feedback / Assessment policy		3 years
Permit to Work arrangements		Ongoing
Pupil Premium Policy	s	Annual
Relationships and Sex	s	2 years
Safeguarding and child protection local arrangements, inc written processes for visitor management	s	Annual
School Development Plan		Annual
SEND and Local Offer	s/w	
Single Central Record		Ongoing
Students with medical conditions		Annual
Teaching and Learning policy (to include details of local quality assurance processes, local CPD policy and arrangements for teacher training)		3 years

Uniform		3 years
Work related Learning Policy (inc careers advice) (Secondary schools only)		