



**COLLABORATIVE
LEARNING TRUST**

Working Together to Secure Success

SCHEME OF DELEGATION

Approved by the Trust Board

Date of next review: September 2022

1. INTRODUCTION

- 1.1 As a charity and company limited by guarantee, the Collaborative Learning Trust (the “Company”) is governed by a Board of Trustees (the “Trustees”) who are responsible for, and oversee, the management and administration of the Company and the academies operated by the Company.
- 1.2 The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. The Trustees of the Company are also company law directors whose appointments and retirements must be registered at Companies House and who are subject to Companies legislation.
- 1.3 Where an individual academy is a designated Church of England academy, the Trustees are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure 1991, and to the Site Trustees (as that term is defined in the Articles as the Trustees of Church of England school sites) to ensure that the Academy is conducted as a Church of England school.
- 1.4 In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on a board (referred to in the Articles as “Local Governing Bodies” but called “Local Governing Committees” or LGCs, on a day to day basis). The Local Governing Bodies (referred to as Local Governing Committees or LGCs for the remainder of this document) are committees of the Company who exercise the powers delegated to them by the Trustees under a Scheme of Delegation. They have been established to ensure the good governance of each Academy.
- 1.5 This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Trustees and the members of the Local Governing Committee and the commitments to each other to ensure the success of the Academy.
- 1.6 This Scheme of Delegation has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Company’s Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles. If there is a conflict between the terms of the Articles and the terms of the Scheme of Delegation, the terms of the Articles will prevail.
- 1.7 As of the 1st September 2019, the Trust Board has established 1 committee to the local governing committees:
 - The Audit and Finance Committee

2. VISION OF THE TRUST

- 2.1 Our vision is to be recognised as a highly successful learning community that provides outstanding, sustainable, and inclusive (non-selective) ‘nursery to 19’ education for young people of all abilities. Students will leave Collaborative Learning Trust schools having enjoyed their education and developed into lifelong independent learners with the creativity, adaptability, resilience and leadership skills to contribute to, and succeed in, our 21st century society.

2.2 Collaborative Learning Trust schools will provide:

- Education for the common good of the whole community – supporting the development of lifelong independent learners with the creativity, adaptability, resilience and leadership skills to contribute to society
- Education for dignity and respect – a focus on equality for all, trust, integrity, respect and an appreciation of diversity
- Education for wisdom, knowledge and skills – high quality teaching and learning designed to secure the ‘all round’ education of young people and engender a passion and enthusiasm for learning
- Education for hope and aspiration – a culture of aspiration and success (in students, staff and governance)

2.3 This will be achieved through:

- A commitment to a genuinely collaborative approach to ensure sustained school improvement towards the vision
- Strong ethical leadership and behaviour at all levels
- Autonomous ethos and identity for each school, whilst sharing core values and vision across both church and non-church schools
- Effective staff professional development and opportunities for excellent practitioners to develop their career

3. **MEMBERS’ POWERS AND RESPONSIBILITIES**

- 3.1 The Members of the Trust provide challenge to and scrutiny of the Trustees in relation to the governance and operation of the Trust. The Members also have the power to appoint Trustees and remove those Trustees, as provided in the Articles of Association. The Members operate independently of the Trustees and have a limited financial liability to the Trust in the event that it is wound up.
- 3.2 The Trust has 5 members, who have been appointed on the basis that they have the skills, experience and independence required to serve the needs of all the academies operated by the Trust in the best interests of the young people they care for. To reflect the fact that the Company comprises both schools designated with a Church of England character and those not designated with a Church of England character, the Member comprise of Church of England representatives and Members not connected to the Church.
- 3.3 Subject to the Articles, Members will meet as often as required, but at least on an annual basis at the Annual General Meeting of the Trust.

4 **TRUSTEES POWERS AND RESPONSIBILITIES**

- 4.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

- 4.2 The Trustees have a duty:
- i. To comply with any lawful directions issued to the Trust;
 - ii. To act in the fulfilment of the Trust's objects; and
 - iii. To have regard to the advice of the Diocesan Board of Education (DBE) generally and in particular in respect of upholding the Trust's objects.
 - iv. To act within their powers conferred by the Articles of Association and Government legislation
- 4.3. Trustees will have regard to the interests of all the other academies for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.
- 4.4 The Collaborative Learning Trust's Articles (clause 100) provides for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the functions of the Trustees, including the appointment of Local Governing Committees to manage the work of each academy.
- 4.5 In accordance with Article 101, the constitution, membership and proceedings of the Local Governing Committee is determined by the Trustees and this Scheme of Delegation expresses such matters as well acknowledges the authority delegated to the Local Governing Committee in order to enable the Local Governing Committee to run the Academy and fulfil the Academy's mission.
- 4.6 In recognition of the Trustees' power under Article 105, the Summary Scheme of Delegation (Appendix 4) details the functions delegated to each committee and Local Governing Committees established by this Scheme. It notes that functions can also be de-delegated by the Trustees Board if required, particularly if delegated committees and Local Governing Bodies fail to fulfil their responsibilities. Further details of the roles and responsibilities for each committee are included in Terms of Reference in Appendix 2 and 3.

5 CONSTITUTION OF THE LOCAL GOVERNING COMMITTEES

5.1 Members of the Local Governing Committees

- 5.1.1 The number of people who shall sit on the Local Governing Committee shall be not less than three but, unless otherwise determined by the Trustees, shall be subject to any maximum of 11.
- 5.1.2 Unless the Trustees resolve otherwise, the Local Governing Committee shall have the following members:
- 5.1.2.1 Up to 5 governors, appointed under clause 5.2.1;
 - 5.1.2.2 1 staff member, appointed under clause 5.2.2;
 - 5.1.2.3 At least 2 parent members elected or appointed under clause 5.2.5;
 - 5.1.2.4 The Headteacher of the Academy

- 5.1.3 The Local Governing Committee may also have up to 3 co-opted members appointed under clause 5.3.
- 5.1.4 Up to 25% of the members of a former VC school LGC, or a majority plus two at former VA school sites should be appointed with the consent of the DBE or nominated by the DBE as "Foundation Members".
- 5.1.5 The Trustees (all or any of them) shall also be entitled to serve on the Local Governing Committee and attend any meetings of the Local Governing Committee. Any Trustee attending a meeting of the Local Governing Committee shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution considered.
- 5.1.6 All persons appointed or elected to the Local Governing Committee shall give a written undertaking to the Trustees and the DBE to uphold the objectives of the company.

5.2 Appointment of members of the Local Governing Committee

- 5.2.1 The Trustees may appoint up to 5 persons to serve on the Local Governing Committee, having regard to any recommendations and views of the Local Governing Committee in relation to ensuring that the people serving on the Local Governing Committee between them have an appropriate range of skills and experience and due attention is given to succession planning.
- 5.2.2 The Trustees may appoint persons who are employed at the Academy to serve on the Local Governing Committee through such process as they may determine, provided that the total number of such persons (including the Headteacher) does not exceed one third of the total number of persons on the Local Governing Committee. The positions held by those employed at the Academy (e.g. teaching and non-teaching) may be taken into account when considering appointments.
- 5.2.3 In appointing persons to serve on the Local Governing Committee who are employed at the Academy the Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Headteacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees.
- 5.2.4 The Headteacher shall be treated for all purposes as being an ex officio member of the Local Governing Committee.
- 5.2.5 Subject to clause 5.2.9, the parent members of the Local Governing Committee shall be elected by parents of registered pupils at the Academy and he or she must be a parent of a pupil at the Academy at the time when he or she is elected.
- 5.2.6 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent members of the Local Governing Committee, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of the Local Governing Committee which is contested shall be held by secret ballot.
- 5.2.7 The arrangements made for the election of the parent members of the Local Governing Committee shall provide for every person who is entitled to vote in the election to have an

opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.

- 5.2.8 Where a vacancy for a parent member of the Local Governing Committee is required to be filled by election, the Local Governing Committee shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 5.2.9 The number of parent members of the Local Governing Committee required shall be made up by persons appointed by the Local Governing Committee if the number of parents standing for election is less than the number of vacancies.
- 5.2.10 In appointing a person to be a parent member of the Local Governing Committee pursuant to clause 5.2.9, the Local Governing Committee shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.
- 5.2.11 The first parent and staff members of the Local Governing Committee shall be those people who filled those positions on the Governing Body of the predecessor School at its closure (provided they remain eligible under this Scheme of Delegation), who shall serve on the Local Governing Committee for the remainder of the terms of office for which they were elected to the predecessor Governing Body.

5.3 Co-opted members of the Local Governing Committee

- 5.3.1 The Local Governing Committee may appoint up to 3 persons to be “Co-opted” to the Local Governing Committee. A person who shall be “Co-opted” to the Local Governing Committee means a person who is to serve on the Local Governing Committee without having been appointed or elected to serve on the Local Governing Committee. The Local Governing Committee may not co-opt a person who is employed at the Academy if thereby the number of persons employed at the Academy serving on the Local Governing Committee would exceed one third of the total number of persons serving on the Local Governing Committee (including the Headteacher).

5.4 Term of office

- 5.4.1 The term of office for any person serving on the Local Governing Committee shall be 4 years, save that this time limit shall not apply to the Headteacher, who as ‘ex officio’ holds the post for as long as they remain in position. Persons who are “Co-Opted” to the Local Governing Committee shall serve for 2 years.
- 5.4.2 Subject to remaining eligible to be a particular type of member on the Local Governing Committee, any person may be re-appointed or re-elected (including being “Co-opted” again) to the Local Governing Committee for a maximum of 3 terms.

5.5 Resignation and removal

- 5.5.1 A person serving on the Local Governing Committee shall cease to hold office if he resigns his office by notice to the Local Governing Committee (but only if at least three persons will remain in office when the notice of resignation is to take effect).

- 5.5.2 A person serving on the Local Governing Committee shall cease to hold office if he is removed by the person or persons who appointed him. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Local Governing Committee by a person or persons who appointed him, any failure to uphold the values of the Company and/or the Academy or to act in a way which is appropriate in light of this Scheme of Delegation will be taken into account. The Trustees may remove a governor from the Local Governing Committee after they have given due regard to any representations by the Local Governing Committee.
- 5.5.3 If any person who serves on the Local Governing Committee in his capacity as an employee at the Academy ceases to work at the Academy then he shall be deemed to have resigned and shall cease to serve on the Local Governing Committee automatically on termination of his work at the Academy.
- 5.5.4 Where a governor resigns his office or is removed from office, that person or, where he is removed from office, those removing him, shall give written notice thereof to the Local Governing Committee who shall inform the Trustees.

5.6 Disqualification of members of the Local Governing Committee

- 5.6.1 No person shall be qualified to be a member of the LGC unless he or she is aged 18 or over at the date of his or her election or appointment. No current pupil or current student of any of the Academies shall be a Director.
- 5.6.2 A person serving on the Local Governing Committee shall cease to hold office if he or she becomes incapable by reason of illness or injury of managing or administering his or her own affairs.
- 5.6.3 A person serving on the Local Governing Committee shall cease to hold office if he or she is absent without the permission of the Directors from all their meetings held within a period of six months and the LGC members resolve that his or her office be vacated.
- 5.6.3 A person shall be disqualified from holding or continuing to hold office as a member of the LGC if:
- (a) his or her estate has been sequestered and the sequestration has not been discharged, annulled or reduced; or
 - (b) he or she is the subject of a bankruptcy restrictions order or an interim order.
- 5.6.4 A person shall be disqualified from holding or continuing to hold office as a person serving on the Local Governing Committee at any time when he or she is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 5.6.5 A person serving on the Local Governing Committee shall cease to hold office if he or she ceases to be a LGC member by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- 5.6.6 A person shall be disqualified from holding or continuing to hold office as a person serving on the Local Governing Committee if he or she has been removed from the office of charity

trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.

- 5.6.7 A person shall be disqualified from holding or continuing to hold office as a person serving on the Local Governing Committee where he or she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.
- 5.6.8 After the first Academy has opened, a person shall be disqualified from holding or continuing to hold office as a person serving on the Local Governing Committee if he or she has not provided to the chair of the LGC a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the chair or the Chief Executive Officer confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
- 5.6.9 Where, by virtue of these Articles a person becomes disqualified from holding, or continuing to hold office as a person serving on the Local Governing Committee; and he or she is, or is proposed, to become a member of the LGC, he or she shall upon becoming so disqualified give written notice of that fact to the Clerk.
- 5.6.10 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Committee; and he was, or was proposed, to so serve, he shall upon becoming so disqualified give written notice of that fact to the Local Governing Committee who shall inform the Trustees.
- 5.6.11 This clause 5.6 and paragraph 2 of the Appendix shall also apply to any member of any committee of the Local Governing Committee who is not a member of the Local Governing Committee.
- 5.6.12 Where a person who serves on the Local Governing Committee resigns their office or is removed from office, that person or, where they are removed from office, those removing them, shall give written notice thereof to the Trustees.
- 5.6.13 The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any Local Governing Committee Member by written notice to the Local Governing Committee.

6. Operational Matters

- 6.1 The Local Governing Committee shall comply with the obligations set out in the Appendix which deals with the day to day operation of the Local Governing Committee.
- 6.2 The Local Governing Committee will adopt and will comply with all policies of the Trustees and the DBE communicated to the Local Governing Committee from time to time.

- 6.3 Both the Trustees and all members of the Local Governing Committee have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 6.4 The Local Governing Committee will review its policies and practices on a regular basis, having regard to recommendations made by the Trustees and the DBE from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.
- 6.5 The Local Governing Committee shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 6.6 The Local Governing Committee shall submit to any inspections by the Trustees and any inspections pursuant to section 48 of the Education Act 2005.
- 6.7 The Local Governing Committee shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Committee under this Scheme of Delegation in such circumstances.

7. ANNUAL REVIEW

- 7.1 This Scheme of Delegation shall operate from the Effective Date.
- 7.2 The Trustees will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.
- 7.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Committees.

APPENDIX 1

FUNCTIONING OF THE LOCAL GOVERNING COMMITTEE

1. CHAIRMAN AND VICE-CHAIRMAN OF THE LOCAL GOVERNING COMMITTEE

- 1.1 The members of the Local Governing Committee shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from among their number to serve until a successor is appointed or a vacancy occurs as envisaged in paragraph 1.3. Neither a person who is employed by the Company (whether or not at the Academy) nor a person who is at the time of election already a Trustee of the Company (except where such person is a Trustee by virtue of being the incumbent chairman) shall be eligible for election as chairman or vice-chairman, noting for the avoidance of doubt that once elected the chairman will be eligible to serve as a Trustee of the Company.
- 1.2 Subject to paragraph 1.4, the chairman or vice-chairman shall hold office as such until his successor has been elected in accordance with this clause 1.
- 1.3 The chairman or vice-chairman may at any time resign his office by giving notice in writing to the Local Governing Committee. The chairman or vice-chairman shall cease to hold office if:
 - 1.3.1 he ceases to serve on the Local Governing Committee;
 - 1.3.2 he is employed by the Company whether or not at the Academy;
 - 1.3.3 he is removed from office in accordance with this Scheme of Delegation; or
 - 1.3.4 in the case of the vice-chairman, he is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of chairman.
- 1.4 Whereby reason of any of the matters referred to in paragraph 1.3, a vacancy arises in the office of chairman or vice-chairman, the members of the Local Governing Committee shall at its next meeting elect one of their number to fill that vacancy.
- 1.5 Where the chairman is absent from any meeting or there is at the time a vacancy in the office of the chairman, the vice-chairman shall act as the chair for the purposes of the meeting.
- 1.6 Where in the circumstances referred to in paragraph 1.5 the vice-chairman is also absent from the meeting or there is at the time a vacancy in the office of vice-chairman, the members of the Local Governing Committee shall elect one of their number to act as a chairman for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company whether or not at the Academy nor a Trustee.
- 1.7 A Trustee shall act as chairman during that part of any meeting at which the chairman is elected.
- 1.8 Any election of the chairman or vice-chairman which is contested shall be held by secret ballot.
- 1.9 The chairman or vice-chairman may only be removed from office by the Trustee at any time or by the Local Governing Committee in accordance with this Scheme of Delegation.
- 1.10 A resolution to remove the chairman or vice-chairman from office which is passed at a meeting of the Local Governing Committee shall not have effect unless:
 - 1.10.1 it is confirmed by a resolution passed at a second meeting of the Local Governing Committee held not less than fourteen days after the first meeting; and

- 1.10.2 the matter of the chairman's or vice-chairman's removal from office is specified as an item of business on the agenda for each of those meetings.
- 1.11 Before a resolution is passed by the Local Governing Committee at the relevant meeting as to whether to confirm the previous resolution to remove the chairman or vice-chairman from office, the person or persons proposing his removal shall at that meeting state their reasons for doing so and the chairman or vice-chairman shall be given an opportunity to make a statement in response.
2. CONFLICTS OF INTEREST
 - 2.1 Any member of the Local Governing Committee who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a member of the Local Governing Committee shall disclose that fact to the Local Governing Committee as soon as he becomes aware of it. A person must absent himself from any discussions of the Local Governing Committee in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
 - 2.2 For the purpose of paragraph 2.1, a person has a Personal Financial Interest if he is in the employment of the Company or is in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or the Academy.
 - 2.3 In any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.
 - 2.4 Any disagreement between the members of the Local Governing Committee and the Principal or any subcommittee of the Local Governing Committee shall be referred to the Trustees for their determination.
3. THE MINUTES
 - 3.1 The minutes of the proceedings of a meeting of the Local Governing Committee shall be drawn up and kept by the purpose by the person authorised to keep the minutes of the Local Governing Committee; and shall be signed (subject to the approval of the members of the Local Governing Committee) at the same or next subsequent meeting by the person acting as chairman thereof. The minutes shall include a record of:
 - 3.1.1 all appointments of officers made by the Local Governing Committee; and
 - 3.1.2 all proceedings at meetings of the Local Governing Committee and of committees of the Local Governing Committee including the names of all persons present at each such meeting.
 - 3.2 The chairman shall ensure that copies of minutes of all meeting of the Local Governing Committee (and such of the subcommittees as the Trustees shall from time to time notify) shall be provided to the Trust Board as soon as reasonably practicable after those minutes are approved.
4. COMMITTEES
 - 4.1 Subject to this Scheme of Delegation, the Local Governing Committee may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be

determined by the Local Governing Committee but having regard to any views of the Trustees. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on the Local Governing Committee, provided that a majority of the members of any such subcommittee shall be members of the Local Governing Committee or Trustees. The Local Governing Committee may determine that some or all of the members of a subcommittee who are not Trustees or who do not serve on the Local Governing Committee shall be entitled to vote in any proceedings of the subcommittee. No vote on any matter shall be taken at a meeting of a subcommittee unless the majority of members of the subcommittee present either are Trustees or who serve on the Local Governing Body.

5. DELEGATION

5.1 Provided such power or function has been delegated to the Local Governing Committee, the Local Governing Committee may further delegate to any person serving on the Local Governing Committee, the Headteacher / Principal or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Trustees or the Local Governing Committee may impose and may be revoked or altered.

5.2 Where any power or function of the Trustees or the Local Governing Committee is exercised by any subcommittee, any Trustee or member of the Local Governing Committee, the Principal or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Committee in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Committee immediately following the taking of the action or the making of the decision.

6. MEETINGS OF THE LOCAL GOVERNING COMMITTEE

6.1 Subject to this Scheme of Delegation, the Local Governing Committee may regulate its proceedings as the members of the Local Governing Committee think fit.

6.2 The Local Governing Committee shall meet at least three times in every school year. Meetings of the Local Governing Committee shall be convened by the clerk to the Local Governing Committee. In exercising his functions under this Scheme of Delegation the clerk shall comply with any direction:

6.2.1 given by the Trustees or the Local Governing Committee; or

6.2.2 given by the chairman of the Local Governing Committee or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman of the Local Governing Committee, so far as such direction is not inconsistent with any direction given as mentioned in 6.2.1 above.

6.3 Any three members of the Local Governing Committee may, by notice in writing given to the clerk, requisition a meeting of the Local Governing Committee; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.

6.4 Each member of the Local Governing Committee shall be given at least seven clear days before the date of a meeting:

6.4.1 notice in writing thereof, signed by the clerk, and sent to each member of the Local Governing Committee at the address provided by each member from time to time; and

- 6.4.2 a copy of the agenda for the meeting;
- provided that where the chairman or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.
- 6.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- 6.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Committee shall not be proposed at a meeting of the Local Governing Committee unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- 6.7 A meeting of the Local Governing Committee shall be terminated forthwith if:
- 6.7.1 the members of the Local Governing Committee so resolve; or
- 6.7.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.10, subject to paragraph 6.12.
- 6.8 Where in accordance with paragraph 6.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the secretary as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- 6.9 Where the Local Governing Committee resolves in accordance with paragraph 6.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Committee shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the secretary to convene a meeting accordingly.
- 6.10 Subject to paragraph 6.12, the quorum for a meeting of the Local Governing Committee, and any vote on any matter thereat, shall be any three of the members of the Local Governing Committee, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the Local Governing Body at the date of the meeting.
- 6.11 The Local Governing Committee may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- 6.12 The quorum for the purposes of:
- 6.12.1 appointing a parent member;
- 6.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;
- 6.12.3 any vote on the removal of the chairman of the Local Governing Committee;
- shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- 6.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Committee shall be determined by a majority of the votes of the persons present

and entitled to vote on the question. Every member of the Local Governing Committee shall have one vote.

6.14 Subject to paragraphs 6.10 – 6.12, where there is an equal division of votes, the chairman of the meeting shall have a casting vote in addition to any other vote he may have.

6.15 The proceedings of the Local Governing Committee shall not be invalidated by

6.15.1 any vacancy on the board; or

6.15.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Body.

6.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Committee or of a subcommittee of the Local Governing Committee, shall be valid and effective as if it had been passed at a meeting of the Local Governing Committee or (as the case may be) a subcommittee of the Local Governing Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Committee and may include an electronic communication by or on behalf of the Local Governing Committee indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Committee in writing of the email address or addresses which the member will use.

6.17 Subject to paragraph 6.18, the Local Governing Committee shall ensure that a copy of:

6.17.1 the agenda for every meeting of the Local Governing Committee.

6.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as chairman of that meeting.

6.17.3 the signed minutes of every such meeting; and

6.17.4 any report, document or other paper considered at any such meeting,
are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.

6.18 There may be excluded from any item required to be made available in pursuance of paragraph 6.17, any material relating to:

6.18.1 a named teacher or other person employed, or proposed to be employed, at the Academy;

6.18.2 a named pupil at, or candidate for admission to, the Academy; and

6.18.3 any matter which, by reason of its nature, the Local Governing Committee is satisfied should remain confidential.

6.19 Any member of the Local Governing Committee shall be able to participate in meetings of the Local Governing Committee by telephone or video conference provided that:

6.19.1 he has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.19.2 the Local Governing Committee has access to the appropriate equipment if after all reasonable efforts it does not prove possible for the person to participate by telephone or

video conference the meeting may still proceed with its business provided it is otherwise quorate.

7. NOTICES

7.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In these Articles, "Address" in relation to electronic communications, includes a number or address used for the purposes of such communications.

7.2 A notice may be given by the Local Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Body by the member. A member whose registered address is not within the United Kingdom and who gives to the Local Governing Body an address within the United Kingdom at which notices may be given to him, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him at that address, but otherwise no such member shall be entitled to receive any notice from the Local Governing Body.

7.3 A member of the Local Governing Body present, either in person or by proxy, at any meeting of the Local Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

7.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

8. INDEMNITY

8.1 Subject to the provisions of the Companies Act 2006 every member of the Local Governing Body or other officer or auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

Appendix 2

Local Governing Committees – Terms of Reference

Overview

The Scheme of Delegation gives Collaborative Learning Trust schools the opportunity to work with autonomy, as a committee of the Board of Trustees. A supportive and supporting structure ensures rigour and challenge, driving school improvement whilst encouraging the individual schools to retain their unique identity, engaging within their local communities, promoting their school and the Trust in a positive light.

The LGC Terms of Reference are extracted from the Scheme of Delegation Matrix (enhanced for the purpose of clarifying the LGC's responsibilities) and are also linked to the LGC Agenda Planner. It is the responsibility of the LGC to advise the CEO / Chair of the Trust Board of any concerns or recommendations that may arise during the course of their duties.

Procedural

1. Ensure Declarations of Interest forms are completed annually and that any new interests are declared as soon as they occur, with all interests reported to the Trust's Finance Director for the central register.
2. Ensure any membership changes are reported to the Trust's Finance Director so that they can be reflected in 'Get Information About Schools' within 14 calendar days of the change.
3. Elect the Chair and Vice Chair and appoint Committee members with specific responsibilities.
4. Review the membership of the Committee ensuring vacancies are filled, through the Clerk.
5. Agree and approve an annual meeting schedule in line with Trust Board requirements.
6. Agree and approve authorised signatories for financial levels and limits in line with Trust Board requirements.
7. Review and approve minutes of meetings, instructing the Clerk to forward copies to the CEO's PA.

Strategic Planning and School Improvement

1. Ratify the School Improvement Plan and agree pupil performance targets, in line with Trust Board requirements.
2. Review and monitor progress against next steps for improvement, as identified through inspection(s), SIP priorities and pupil performance data at every meeting (either through the Headteacher's Report or presented separately).
3. The Headteacher's Report, circulated prior to every meeting, offers governors the opportunity to seek additional information or clarification about all areas of school life, for

example celebrations of achievement, health & safety management and staffing-related reports, summaries of parental concerns and complaints.

Key Focus Areas

The opportunity to raise questions following presentations from SLT attendance at LGC meetings aids governors' reassurance that the highest quality education for each individual child is provided and statutory duties are upheld.

Presentations on the following focus areas are recommended:

- Annual results and performance appraisal arrangements
- Pupil behaviour and attitudes, including attendance
- Review of the curriculum and assessment
- Pupils' personal development, including equality and diversity, SMSC, FBV, SRE
- SEND policy, provision and impact
- Disadvantaged students' strategy, provision and impact, including use of PP funding
- Pupil voice
- Parent, community and all other stakeholders voice
- Review of Safeguarding policy and procedures, ensuring full compliance
- The impact of the school's vision on pupils and adults

Finance and Budget

1. Recommend the annual budget for approval to the Trust Board in June.
2. Review the latest budget monitoring report, provided by the Central Finance Team, at each meeting.
3. Recommend the year end outturn in November for approval by the Trust Board.
4. If required by the Trust Board, monitor Deficit Action Plans in line with Trust expectations.
5. Authorise the acquisition and disposal of assets within the limits specified in the Trust's Financial Regulations.

Staffing and HR

1. Ensure all Trust HR policies are implemented, seeking advice from the CEO on sensitive matters such as disciplinary, capability, redundancy, where governors' hearings may need to be convened.
2. Advised by the Headteacher, agree the staff complement within agreed budget. Recommend proposed changes to the staff structure to the CEO / Trust Board for approval, should budget implications demand.
3. Assist with the appointments of teaching and support staff as requested by the Headteacher.
4. Monitor staff wellbeing, sickness / absence statistics, vacancies, cover costs, staff turnover.

Performance Appraisal

1. Undertake the robust performance appraisal of the Headteacher, with the support of external expertise plus the CEO and / or MAT Trustees as appropriate.
2. Ensure robust performance appraisal of all school staff takes place.

Development of the Local Governing Committee

1. Positively seek and engage with governor development opportunities.
2. Record training undertaken through the Clerk.
3. Ensure self-evaluation is undertaken, as guided by the Trust Board.

Policies and Statutory Legislation

1. Ensure Trust Board approved policies are made available to governors for information.
2. Propose amendments to the Admissions Policy to the Trust Board for approval.
3. Approve school-based policies in line with the school's policy review schedule.
4. Make available to the Trust Board copies of all current school policies and the schedule for their review.
5. Monitor the implementation of data protection legislation, ensuring GDPR compliance.
6. Review the use of exclusion, deciding whether or not to confirm all permanent exclusions.

Community Engagement

1. Agree and approve the dates of school terms and holidays, ensuring the school meets the statutory requirements for sessions in a school year.
2. Monitor the content of the school website to ensure compliance, in line with Trust advice.
3. Undertake visits to the school, as guided by the Chair and Headteacher.
4. Review feedback received from parents and all other stakeholders and recommend any actions needed in response to feedback.
5. Actively promote the school and the Trust throughout the community.

Appendix 3

Board of Trustees – Terms of Reference

1. Expectations of Trustees

All Trustees are required to:

- Follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life (see Annex 1)
- Comply with:
 - The Articles of Association
 - These Terms of Reference
 - The Scheme of Delegation
 - The Conflicts of Interest policy
 - The Governors' Code of Practice (see Annex 2)
- Ensure they understand their duties, rights and responsibilities, have a passion for education and a commitment to continuous school improvement.
- Act in the Academy Trust's interests only and without regard to their own private interests.
- Not misuse information gained in the course of their Trusteeship for personal gain, nor seek to use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations.
- Take proper professional advice on matters on which they are not themselves competent.
- Not take personal benefit from the Academy Trust unless expressly authorised by the Articles or the Charity Commission.
- Participate actively in any relevant training.

2. Powers, functions and responsibilities of Trustees

The Trustees are responsible for the governance and supervision of the Academy Trust and its committees (including Local Governing Bodies).

In summary the Trustees are responsible for:

- Carrying out the three core functions:
 - Ensuring clarity of vision, ethos and strategic direction;
 - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff;
 - Overseeing the financial performance of the Academy Trust and making sure its money is well spent.

- Ensuring that the Academy Trust operates in accordance with the objects of the Academy Trust as set out in the Articles of Association.
- Safeguarding the assets of the Academy Trust.
- Designing strategy and structure for the operation of the Academy Trust.
- The delegation of the day to day running of the Academies in line with the Scheme of Delegation.
- Ensuring sound management and administration of the Academy Trust by the executive leaders, and ensuring that they are equipped with the relevant skills and guidance.
- Ensuring good financial management and effective internal controls for the Academy Trust in accordance with the provisions of the Academies Financial Handbook. They should receive and consider information on financial performance at least three times a year and take appropriate action to ensure ongoing viability against agreed budgets.
- Setting standards of conduct and values, monitoring performance and the achievement of objectives and ensuring that plans for improvement are acted upon.
- Risk management, that is identifying, quantifying and devising systems to minimise the major risks affecting the Academy Trust.
- Holding the CEO and other executive leaders to account. They should offer support and constructive advice, but also challenge, ask questions, seek information and improve proposals where appropriate in the best interest of the Academy Trust.
- Driving up educational standards, including rigorous analysis of pupil progress and attainment information with comparison against local and national benchmarks and over time.
- Ensuring the Academy Trust and the Academies are conducted in compliance with the general law.

3. Chair of Trustees

The Board shall appoint an individual from among their number to act as Chair. The Chair of Trustees shall be appointed at the beginning of each school year.

The main role of the Chair is to chair meetings of the Trust Board. He or she also provides leadership to the Trustees and acts as the main point of contact between the Trustees and the CEO and other executive leaders.

Apart from any special responsibilities or powers given to the Chair in the Articles of Association (e.g. the right to chair meetings of the Trust Board and to have a second or casting vote in any case of an equality of votes at a meeting of the Trust Board), the Chair has no special powers or rights over any other Trustee. If the Chair is to carry out certain specific functions (for example, the power to approve an overspend in a certain area of the budget) then this must be expressly delegated to him or her by the Board.

4. Meetings of Trustees

The Board shall appoint a suitably qualified Clerk to the Trust Board. In consultation with the Chair, the Clerk to the Trust Board shall prepare an annual plan for the meetings of the Trustees.

There will be a minimum of three meetings of the Trustees each academic year. Meetings shall be convened and conducted as provided by the Articles.

In determining the agenda for Board meetings and committee meetings, the Trustees will have regard to the requirement on them to comply with the Funding Agreement and the current version of the Academies Financial Handbook (or successor documents).

5. Recruitment and training of Trustees

It is essential that the Trust Board has a proper mix of skills and experience. The Trustees must therefore be able to identify potential new Trustees in order to plan for succession, which combines continuity of experience and expertise with new ideas and energy.

The Board as a whole is responsible for ensuring that:

- The skills of any new Trustee fit in with the Academy Trust's requirements in the short, medium and longer term.
- Each new Trustee is not disqualified from acting as a Trustee by any provision of the Academy Trust's Articles of Association.
- There is a system in place which ensures that all relevant checks, including enhanced DBS check are completed before or as soon as practicable after a Trustee takes up position; and
- The new Trustee understands the responsibility he / she is taking on and consents to act as a Trustee.
- The Board has the skills and experience needed to perform its functions effectively and that Trustees are kept up to date with development in the legal and regulatory framework.
- There is a system in place for evaluating Trustees, with a view to identifying potential gaps in their skills and any requirements for training. Such evaluation shall be carried out annually.

6. Stakeholder voices

Trustees should ensure that there are mechanisms in place to enable the Board to listen, understand and respond to the voices of stakeholders, especially parents/carers, pupils and staff.

The duties and responsibilities of Trustees are explained further detail in *The Essential Trustee* (Charity Commission), *DfE Governors Handbook* (March 2019) and the *DfE Competency Framework for Governance* (January 2017)

The Trustees shall also have regard to the *Academies Financial Handbook*, which shall be circulated to all Trustees annually.

Appendix 4

Audit and Finance Committee – Terms of Reference

Responsibilities

Multi Academy Trusts are required to establish a committee, appointed by the Board of Trustees, to provide assurance over the suitability of, and compliance with, its financial systems and controls, subject to requirements of the Academies Financial Handbook and the Funding Agreement.

The Audit & Finance Committee undertakes such activities as deemed necessary in order to provide assurance to the Trust Board regarding the management and identification of risk, and the sound management and control of the MATs finances and other resources, ensuring regularity and propriety, best value for money and ongoing financial health in all individual schools within the MAT. The committee takes delegated responsibility on behalf of the Trust Board for ensuring that there is a framework for accountability, for examining and reviewing all systems and methods of financial control, including risk analysis and risk management, and for ensuring the Trust is complying with all aspects of applicable law, relevant ESFA requirements, accounting and reporting regulations and statements of recommended practice. The committee further advises on the appointment of external auditors and actively reviews the external audit action plan (including audit status and approach, materiality and areas of audit focus), audit discussion points, closing reports and reports on accounting and internal control systems.

Composition

The Audit and Finance Committee will consist of no fewer than three Trustees and in addition may appoint local governors with appropriate skills and expertise, approved by the Trust Board. The chair of the committee must be a Trustee. The quorum shall consist of two committee members. The Committee will meet five times in each academic year.

Committee functions must be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance. Because of this, staff employed by the Trust should not be members of the committee, however the Accounting Officer and Finance Director are expected to attend to provide reports and guidance and participate in discussions.

Overall Assurance

The committee must identify the risks to internal financial control across the Academy and agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors.

The committee must ensure that there is a continuous and sufficient review of risk, including regular review of the risk register. It should drive the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Academy's assets and reputation for probity are in place.

The committee encourages a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the organisation, and is able to take any concerns or worries to an appropriate member of the Trust central team or, in exceptional circumstances, directly to the chair of the committee;

Specific Duties

- advise the Trust Board on the minimum and optimum level of internal and external audit arrangements;
- monitor internal control reviews and to advise the Trust Board accordingly;

- question on behalf of the Board any financial or administrative matter which may put the Trust at risk;
- consider the appropriateness of executive action following internal control reviews and to advise any additional or alternative steps to be taken;
- ensure that there is co-ordination between internal audit, external audit and any other review bodies that have been set up;
- recommend to the Trust Board the appointment or re-appointment of the auditors;
- review the findings of the external auditors and agree any action plan arising from them;
- review and consider the auditor's management letter in order to ensure it is based on a good understanding of the Trust's business and to establish whether any recommendations have been acted upon;
- ensure the annual accounts are filed with Companies House, and all other ESFA returns are submitted in a timely manner;
- recommend the annual budget to the Trust Board for approval;
- review the Risk Register regularly, agreeing a programme of work that will address risks identified by the most appropriate methods;
- recommend the budget forecast outturn to the Trust Board for approval;
- scrutinise financial performance against agreed budgets through monthly management accounts, addressing variances and recommending action to ensure ongoing viability;
- consider cashflow reports and the management of investments ensuring tight control of both;
- consider financial due diligence reports as required, as new schools apply to join the Trust, advising the Trust Board of the findings accordingly;
- authorise the acquisition and disposal of Trust central assets, above limits set;
- approve the 'School Resource Management Self-Assessment';
- review the Trust's IT strategy annually;
- review the costs, capacity and efficiencies of the MAT central team annually;
- monitor the central Trust charge, advising changes to the Trust Board as appropriate;
- monitor the compliance of GDPR legislation;
- ensure adequate insurance cover is in place;
- review financial policies, financial schemes of delegation and the asset register, according to the policy schedule and recommending to the Trust Board for approval;
- monitor the risks and opportunities associated with the Trust's estate, reporting to the Trust Board;
- review HR statistics across the Trust, as provided by the Chief Executive Officer;
- provide minutes of all committee meetings for review at meetings of the Trust Board.

APPENDIX 5: SCHEME OF DELEGATION MATRIX

GENERAL PRINCIPLES:

The aim is to establish a MAT that gives Trust schools an opportunity to work with autonomy in a supportive and supporting structure. The governance structure will ensure rigour and challenge to drive school improvement, whilst allowing schools in the Trust to retain their identity; their parent voice; their community engagement and all other things that make their school special.

- The Trust Members have ultimate responsibility for the strategic oversight of the Trust but they delegate the operation of the academies in the Trust to the Trustees.
- The Board of Trustees and Local Governing Body (LGB) will work collaboratively and in partnership at all times*.
- The LGB is considered, in legal terms, to be a committee of the Board of Trustees and, as such, has clear Terms of Reference and delegations as detailed in this Scheme of Delegation.
- The Board of Trustees will make decisions, following consultation with all LGBs, on matters that affect all schools in the Trust. The LGB will make decisions on matters that affect their individual school.
- The Trust will operate the principle of 'earned autonomy'. The LGB and Headteacher of each school will have maximum delegation of responsibility and decision making for the day-to-day operation of their school (as set out below) unless there is a cause for concern*.
- The Board of Trustees will put in place effective arrangements for monitoring and evaluating the performance of LGBs and schools within the Trust. The Board will take action, including full or partial withdrawal of delegated authority to individuals, groups and the LGB should the individual, group or LGB fail to carry out their duties and responsibilities effectively*.
- Each LGB has a responsibility to contribute to the overall development and success of the Trust, including contribution to joint working and shared best practice.

Key To Matrix

Accountable (A)	Those ultimately answerable for the correct and thorough completion of the task, and the one who delegates the work to those responsible	Consulted (C)	Those whose opinions are sought, who may provide input into the task and with whom there is two-way communication
Responsible (R)	Those responsible for the task, who ensure that it is done	Support (S)	Those who are a resource to those responsible. Support will help complete the task
Informed (I)	Those who are kept up to date on progress		

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
Teaching and Learning	1	To develop a curriculum policy for the school	A	I	C	R (I)
	2	To implement the curriculum policy	A	I	S	R
	3	To prohibit radicalisation and promote equality and diversity and tolerance, ensuring the balanced treatment of political issues	A	R	R	R
			R			
	4	Ensuring provision of Religious Studies to meet statutory requirements and in line with the school's basic curriculum	A	I	S	R
	5	To discharge statutory duties in respect of students with SEND	A	I	S	R
	6	To ensure high quality teaching, learning and assessment	A	S (I)	S	R
	7	To ensure high quality education for each individual child in the school	A	S	S	R
	8	To ensure student outcomes are secured	A	S (I)	S	R
	9	To produce an agreed and approved Post Inspection action plan	A	S (I)	C	R (I)
Performance Appraisal	1	To ensure that a robust Performance Appraisal policy is approved and in place, annual review	A	R (S)	C	C
	2	To secure the robust Performance Appraisal of the CEO	A	I	I	I
			R			
	3	To secure the robust Performance Appraisal of the Headteacher	A	S (I)	R	I
	4	To ensure the robust Performance Appraisal of all school staff	A	I	I	R
Structures	1	To determine the scope of central services to be delivered by the Trust, including budget plan	A	S	C	C (I)
			R			
	2	To identify additional services to be procured on behalf of the schools in the Trust	A	R	C	C (I)

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
	3	To ensure centrally produced services provide value for money	A	R	C	C
	4	To set times of school sessions and the dates of school terms and holidays	A C	S (I)	C	R (I)
	5	To ensure that the school meets the statutory requirements for sessions in a school year	A	R	S	S
	6	To consider requests from other schools to join the Trust	A R	S	C	C (I)
Ways of Working	1	Develop overall vision, ethos and strategic direction of the Trust	A R	S (C)	C	C
	2	Responsibility for school culture and ethos	A	C (I)	S	R
	3	Responsible for strategic direction of the school in line with overall Trust vision and strategy	A	S	R	C
	4	To propose targets for student achievement	A	S (I)	S	R (I)
	5	To agree targets for student achievement	A	R (I)	C	C (I)
	6	To establish a behaviour policy	A	S (I)	S	R (I)
	7	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions	A	I	R	S (I)
	8	Production of School Improvement Plan	A	C/S	S	R (C)
	9	Agree the School Improvement Plan	A	R (I)	R	S
	10	To draw up governing documents and any amendments	A	R (I)	C	C (I)
	11	To approve governing documents and any amendments	A R	I	I	I
	12	Set up a Register of Trustees and Governors' Business Interests, Gifts and Hospitality	A	R	S	I

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
	13	To appoint (or remove) the chair of the LGB	A	I	R	I
	14	To officially appoint (or dismiss) the clerk to the LGB	A	R (I)	C	I
	15	To appoint, remove and actively seek members of the LGB	A S	S (I)	R	I
	16	To set Terms of Reference and level of delegation to individuals, committees, LGBs, review and amend if necessary	A R	S	C	C (I)
	17	To develop a Safeguarding Policy for the Trust in line with statutory requirements	A	R	C	C (I)
	18	To implement the Trust's Safeguarding Policy (and any other safeguarding procedures specific to school)	A	S	R	R
	19	To determine, on an annual basis, those policies which will be developed centrally and are mandatory for all Trust schools	A R	S	C	C (I)
	20	To make available to the Trust Board copies of all current school policies and procedures and a schedule for their review	A	I	R	S (I)
	21	To develop a Complaints Procedure Policy for the Trust	A	R	C	C (I)
	22	Maintain accurate, effective and secure student records	A	I	S	R
	23	Ensure that there is a robust monitoring and evaluation cycle across the Trust to inform reports to the Trustees	A	R	C	C (I)
	24	Comply with Data Protection legislation and good practice	R	R	R	R
	25	Assemble data for student assessment and other returns	A	S	I	R

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
Student Well-Being	1	To ensure the provision of free school meals to students meeting the criteria	A	I	S	R
	2	To ensure provision of sex education in line with statutory requirements (appropriate policy)	A	I	S	R
Staffing	1	To appoint the CEO and other Directors / Executive Leaders (following HR legal requirements)	A	I (C)	C	I
			R			
	2	To appoint a Headteacher (following HR legal requirements)	A	S (C)	S	I
			R			
	3	To appoint other senior leaders for the school (following HR legal requirements)	A	S	S	R (I)
	4	To develop and agree a Pay Policy for all Trust staff	A	S	C	C
			R			
	5	To exercise pay discretions (within Pay Policy)	A	S	C	R (I)
	6	Establishing disciplinary / capability procedures	A	R	I	I
	7	Suspension of Headteacher	A	S (C)	C	I
			R			
	8	Dismissal of Headteacher	A	S (C)	C	I
			R			
	9	Formulation of Employment Policies for Trust	A	R	C	C (I)
	10	Formulation of Staff Handbook for school	A	R	C	C (I)
	11	Appoint teachers and associate staff (other than Headteacher / senior leaders)	A	I	S	R (I)
	12	Suspension of staff (other than Headteacher)	A	S	C	R (I)
	13	Dismissal of staff (other than Headteacher)	A	S	S	R (I)
	14	Determining staff complement within agreed budget	A	I	C	R (I)

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
Admissions and organisational changes	1	To propose amendments to admissions, consult before setting / amending an admissions policy. Review annually	A	C	C	C (I)
			R			
	2	Admissions application decisions	A	I	C	R
	3	Appeal against LA directions to admit students (where appropriate)	A	I	C	R
	4	To publish proposals to change category of school	A	R	C	C (I)
	5	Establish a Trust policy for attendance and leave of absence	A	R	C	C (I)
The Trust Estate	1	To develop and implement a Health and Safety Policy	A	R	C	C (I)
	2	Ensure health and safety regulations are followed	A	S	S	R
	3	Secure buildings insurance and public liability	A	R	I	C (I)
	4	Develop long term strategy and plan for the Trust estate – including income generation	A	R	C	C (I)
	5	Maintaining the school estate – including a budgeted maintenance plan	A	R	C	C (I)
	6	Day to day premises management and security	A	S	S	R
	7	Develop and implement arrangements for bidding for capital funding for the maintenance, improvement and expansion of the Trust estate	A	R	C	S (I)
Finance	1	To establish financial decision levels and limits, including agreeing 'top slice' for central Trust services	A	S	C	C (I)
			R			

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
	2	To adhere to financial decision levels and limits	A	S	S	R
	3	To receive school budget allocation from the ESFA	A	I	I	R (I)
	4	To develop and submit the individual school budget (including agreed 'top slice' for central Trust services)	A	I	C	R (I)
	5	To approve the individual school budget	A R	S	I	I
	6	To plan, manage and monitor expenditure and identify actual or potential budget overspend/underspend at school level	A	S	S	R (I)
	7	To establish a Charging and Remissions policy for the Trust	A	R	I	I
	8	To establish the Trust's policy and procedures for ordering goods, works and services	A	R	I	I
	9	Selecting the most appropriate software system for financial management, to be used across the Trust	A	R	I	I
	10	To appoint the external and internal auditor for the Trust	A R	S	I	I
	11	To authorise acquisition / disposal of assets within limits specified in the Financial Regulations Manual	A	I	R	S
	12	To maintain proper financial records of each school for presentation to the Trust, including monthly accounts, in line with Trust policy and procedures	A	I	S	R

FUNCTION	No.	ACTIVITY	TRUSTEES	CEO (and OPERATIONAL LEADERSHIP TEAM)	LGB	SCHOOL HT (and ACADEMY STAFF)
	13	To monitor compliance with approved financial procedure	A	R	S	S
	14	Approve all annual returns to the ESFA, Companies House and for publication on the Trust website	A	R	I	I
	15	To develop risk management strategies	A	R	I	I
	16	To decide how to use Pupil Premium funding to best effect in each school	A	I	C	R
Information Sharing	1	To prepare and publish the schools' prospectus	A	C	C	R
	2	To ensure school website is fully compliant	A	R	I	S
	3	Establish an overall policy for Trust marketing and communication	A	R	C	C (I)
	4	To promote the school and the Trust (including website)	R	R	R	R

THE SCHEME OF DELEGATION WILL BE REVIEWED ANNUALLY BY THE TRUST BOARD

*If the school is causing concern or deemed to be 'at risk' then this Scheme of Delegation Matrix will be adjusted by the Trustees in order to meet the circumstances of the school. The Trustees and Executive Leadership Team will be proactive in supporting schools to ensure all schools strive for excellence and continue to improve. However in extreme cases, where governance is seen as a barrier to the school's improvement then Trustees will put in place an Interim Executive Board (IEB) to support the school.