# Latchmere Academy Trust

# Scheme of Delegation 2023-2024

## **Purpose**

This document explains the Trust’s chosen governance structure. It explicitly establishes who carries out which governance functions and who can therefore make decisions associated with that function. This document sits alongside the Trust’s Articles of Association and other government guidance documents.

The Trust’s ethos is one of working together with the common purpose of ensuring all our pupils receive a high standard of education in a safe, supportive and inclusive environment. We purposefully have different layers of governance, focused on different responsibilities to help us be more effective in our role and meet the statutory and regulatory obligations placed on the governance function.

We operate in a culture of honesty, transparency and accountability; observing the Nolan Principles of public life. All members, trustees and governors are expected to always behave in a professional manner and to follow the code of conduct we sign to undertake each year.

## **Approach to Governance**

The Trust currently comprises two academies, Latchmere School and Nelson Primary School which joined the Trust in September 2017.

The governance structure for the Trust has been developed to support both the culture of the schools and the effective management of a small organisation. It is based around the following principles:

* Our schools operate with the same level of delegated governance responsibility. This is on the basis that the school committees have a good mix of governors with the appropriate skills and experience on their committees, undertake the necessary training to support their roles and conduct themselves in the appropriate way. Where the Trustees feel that the capacity for local decision-making is limited or an issue arises, they will step in to change the delegation responsibilities. They will also take steps to increase the capacity for local decision-making so that delegation can once again take place.
* The Trust is committed to having different individuals on each tier in the governance structure, to demonstrate transparent decision making and prevent bias and conflicts from emerging, thus strengthening the governance checks and balances within the trust.
* The Trust Board is accountable to the Secretary of State for all schools within the MAT and responsible for compliance with government and ESFA requirements, company law and charity law. Whilst the Trust Board will always remain accountable, this Scheme allows for the delegation of decision making where appropriate.
* The governance structure should reinforce clearly defined roles and responsibilities through complementary and non-duplicative roles for the board, committees, local governance and MAT leaders in holding school-level leaders to accounts. Every level of governance must add value.
* All actions and decisions of, by and regarding all levels of governance must be undertaken to further the principles, vision and values of the Trust.
* Appointees at all levels of governance should conduct themselves in line with the Vision and Values of the Trust, the Trust’s Code of Conduct and in accordance with the seven principles of public life.

# Three Layers of Governance

There are three clear layers of governance and oversight within Latchmere Academy Trust:

1. Members

2. Trustees

3. Committees

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# Role of Memebers

* The members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective.
* LAT appoints a maximum of five members, the majority of whom are not to be trustees. It is anticipated that the Chair of Trustees will be a member.
* Members are not permitted to be employees of the academy trust.
* The members agree the Trust’s articles of association, appoint trustees and appoint the trust’s external auditors.
* The members receive information about the Trust’s performance and receive the annual report and accounts.
* If they have concerns that the Trust is not carrying out its charitable objective, members can remove trustees who are failing to fulfil this responsibility.

*For additional information see Appendix 1: Members and Trustee Terms of Reference*

# Role of Trustees

* The Trust is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006).
* Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and the funding agreement are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.
* The Trust Board focuses on the three core functions of governance:

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

* The board of trustees approves this written scheme of delegation and committee terms of reference to delegate some governance responsibilities to other parts of the governance structure. The Trustees review this scheme of delegation at least annually and can make amendments to what decisions are delegated.
* The trustees are committed to open and transparent communication and want to ensure there is clear communication between the Trust Board, the School Committees and the Executive Headteacher. This is to enable information to be exchanged and allow the School Committees to share with them any concerns and risks or celebrations they may have. These include:
  + Link Trustees that work with Link Governors from the School Committees on key areas of oversight; Safeguarding, PPG, SEN, Wellbeing and Estates/Health & Safety.
  + The Link Trustee/Governor teams will be focused on monitoring individual schools within a common Trust framework that draws on governance best practice. Risks and concerns will be passed back to the Trust Board via monitoring reports made by the Link Governors.
  + A regular meeting will take place between the Trust Board Chair and the Chairs of the other committees to exchange information, agree priorities, areas of focus and identify any issues.
* The trustees will review each year the training needs for all involved in the governance of the trust and provide opportunities for all levels of governance to develop.

*For additional information see Appendix 1: Members and Trustee Terms of Reference*

# Role of Board Committees

* Trustees delegate some governance functions to board committees. Finance & Resources Committee advises on the financial management of the Trust. Audit & Risk Committee, advises on the adequacy of the Trust’s controls and risks. Curriculum & Standards Committee advises on the educational performance of the Trust and individual schools within the Trust.
* Board committees must have at least three trustees in membership, and trustees must be in the majority for voting purposes; the school committees are encouraged to nominate a governor to attend each committee to represent the individual schools.

*For additional information see Appendix 2: Trust Board Committees Terms of Referenc**e*

# Role of the Executive Headteacher

* The trustees delegate the strategic and operational management of the Trust to the Executive Headteacher (EHT), who is the Trusts Chief Executive Officer (CEO).
* The EHT is also the Accounting Officer and so is not only responsible for the performance of the trust but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the board about compliance with the funding agreement and the Academies Financial Handbook.
* The EHT will be responsible for the leadership and management of the central executive team and the heads of school and will report to the Trust Board and its committees.
* The Trust board formally manage the performance of the EHT via a small group of Trustees who form a performance management panel twice a year. On a day-to-day basis the Chair of the Trust board manages the EHT.

*For additional information see Appendix 3: Executive Leaders Terms of Reference*

# Role of the Trust Business Manager

* The Trust Business Manager IS THE Trusts Chief Financial Officer (CFO), and provides financial leadership of the Trust.
* They secure financial probity and value for money including compliance with the Academies Financial Handbook.
* The Business Manager prepares and maintains the Trust’s Financial Regulations and Procedures Manual and procures contracts as required by this.
* They report termly to the Finance and Resources Committee and prepare the budget for the Trust, including allocation of funds for centrally maintained services.

*For additional information see Appendix 3: Executive Leaders Terms of Reference*

# Role of the Head of School

* The EHT delegates the day-to-day management of the Trust’s schools to a Head of School, line managing them in accordance with the Trust’s appraisal and performance management policies.
* The Head of School shares information about how the Trust is managing the school with the school committee so that governors build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

*For additional information see Appendix 3: Executive Leaders Terms of Reference*

# Role of School Committees

* Trustees delegate some governance functions to the School Committees (Nelson and Latchmere).
* The Trust Board approves the appointment of the school committee chairs.
* Parent representation is at school level within LAT with up to 4 parents elected to sit on the school committees
* The school committees are close to and representative of the community the school serves so they are:
  + a valued point of consultation and representation in the development of Trust policies
  + the recipients of detailed information about how their schools are being managed
  + tasked by the Trust board with scrutinising management information thus providing assurance to trustees that the school is:
    - operating within the ethos and values of the trust and creating a positive climate for all stakeholders
    - working within agreed policies
    - meeting the agreed targets
    - engaging with stakeholders
    - acting as an ambassador for the trust

*For additional information see Appendix 4: Local Committees Terms of Reference*

# Table of Delegation

|  |  |
| --- | --- |
| **R** | **RESPONSIBLE** |
| **A** | **ADVISE** |
| **P** | **Propose** |
| **C** | **Consult** |

**Key:**

M: Members

TB: Trust Board

TBC: Trust Board Committee – F = Finance and Resources, R = Risk, C = Curriculum and Standards

CEO: Executive Headteacher/Chief Executive Officer (“CEO”)

CFO: Business Manager/ Chief Financial Officer (“CFO”)

SC: School Committees

HOS: Head of School

SEC: Company Secretary/Clerk

COLUMN MARKED: Action to be undertaken at this level. Where more than one column is marked, the decision is taken at the higher level following consultation at the other marked levels

| **Key Function** | **Task** | **M** | **TB** | **TBC** | **CEO** | | **CFO** | | **SC** | **HOS** | **SEC** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Governance | Approve changes to the Governance structure, Terms of Reference, Schemes of Delegation |  | R |  |  | |  | |  |  |  |
| Approve changes to the Articles or Funding Agreement (with EFA approval sought) | R |  |  |  | |  | |  |  |  |
| Appoint and remove the Chair and Vice Chair of the Board |  | R |  |  | |  | |  |  |  |
| Establish Trust committees |  | R |  |  | |  | |  |  |  |
| Establish LGB committees |  | R |  |  | |  | |  |  |  |
| Appoint and remove the Chairs of Committees |  | R |  |  | |  | |  |  |  |
| Appoint and remove the Chairs of Local Governing Bodies |  | R |  |  | |  | |  |  |  |
| Appoint and remove Trust Board members | R |  |  |  | |  | |  |  |  |
| Complete a skills audit and propose Trustee appointments based on this |  | R |  |  | |  | |  |  |  |
| Appoint the Clerk |  | R |  | R | |  | |  |  |  |
| Review performance of the Board | R | R |  |  | |  | |  |  |  |
| Review performance of Board committees and LGBs |  | R |  |  | |  | |  |  |  |
| Review committee membership to ensure each have a diverse and appropriate skill set |  | R |  |  | |  | |  |  |  |
| Ensure access to training for TB and LGB members and monitor take-up |  | R |  |  | |  | |  |  |  |
| Change of Trust name | R | P |  |  | |  | |  |  |  |
|  | | | | | | | | | | | |
| Finance | Approve Financial Scheme |  | R |  |  | |  | |  |  |  |
|  | Scrutinise and review all schools’ budgets for the financial year |  |  | F-R |  | |  | |  |  |  |
|  | Approve the overall Trust budget for financial year |  | R |  | P | | P | |  |  |  |
|  | Review the Trust and schools’ budget throughout the financial year |  |  | F-R |  | |  | |  |  |  |
|  | Allocate budgets to each school |  | R |  |  | |  | |  |  |  |
|  | Approve use of school reserves |  | R |  | P | | P | |  |  |  |
|  | Review and approve banking arrangements |  | R |  |  | |  | |  |  |  |
|  | Financial and procurement policies |  | R |  | P | | P | |  |  |  |
|  | Maintain register of business interests |  |  |  |  | |  | |  |  | R |
|  | Fillings at Companies House and the Charity Commission |  |  |  |  | |  | |  |  | R |
|  | Approve the appointment of external auditors | R | P |  | P | A | P | A |  |  |  |
|  | Compensation payments for loss of office |  | R |  |  | |  | |  |  |  |
|  | | | | | | | | | | | |
| Staff & Performance Management | Appoint, review, suspend, dismiss the CEO (in accordance with policies and procedures) |  | R |  |  | |  | |  |  |  |
| Appoint, suspend, dismiss the HoS (in accordance with policies and procedures) |  | R |  | R | |  | |  |  |  |
| Performance Review HoS |  |  |  | R | |  | |  |  |  |
| End the suspension of the CEO or HT/HoS (in accordance with policies and procedures) |  | R |  |  | |  | |  |  |  |
| Appointment/dismissal of other staff (in accordance with policies and procedures) |  |  |  | R | |  | |  |  |  |
| Propose staff, HR, pay, performance and disciplinary policies |  |  |  | R | | R | |  |  |  |
| Implementation of capability policy (in accordance with policies and procedures) |  |  |  | R | |  | |  |  |  |
| Approve staff, HR, pay, performance and disciplinary policies |  | R |  |  | |  | |  |  |  |
| Approve changes to school staffing structures including recruitment and terms and conditions (within agreed budget) |  |  |  | R | | R | |  |  |  |
| Approve changes to school staffing structures including recruitment and terms and conditions (outside of agreed budget) |  |  | F- R |  | |  | |  |  |  |
| Approve re-grading of job roles |  |  |  | R | |  | |  |  |  |
| Approve re-grading of job roles to go through the threshold to UPS |  |  | F-R | P | |  | |  |  |  |
| Approve redundancies and staff restructures |  | R |  |  | |  | |  |  |  |
| Approve appointments of central Trust posts |  | A |  | R | |  | |  |  |  |
|  | | | | | | | | | | | |
| Performance and Curriculum | School Development Plan |  | R |  | P | |  | | A | P |  |
| Review progress across against all School Development Plans |  |  | C-R |  | |  | | A | P |  |
| Trust 3 year Strategic Plan |  | R |  | P | |  | |  |  |  |
| Trust curriculum plan |  |  | C-R | P | |  | |  |  |  |
| Pupil outcomes |  | R |  | R | |  | |  |  |  |
| Review pupil progress |  |  | C-R | R | |  | |  |  |  |
| Pupil premium plan |  |  | C-R | P | |  | | A | P |  |
|  | | | | | | | | | | | |
| Discipline/  Exclusions | Pupil behaviour policies |  |  | C-R | P | |  | | A |  |  |
| Review of exclusions in accordance with statutory requirements (via LGB exclusions sub-committee where one exists) |  | R |  |  | |  | |  |  |  |
| Establish Independent Review Panels for permanent exclusions |  | R |  |  | |  | |  |  |  |
| Review permanent exclusion on reference from Independent Review Panel (via LGB exclusions sub-committee where one exists) |  | R |  |  | |  | |  |  |  |
|  | | | | | | | | | | | |
| Admissions | Consult annually before setting an Admissions Policy |  | R |  |  | |  | |  |  |  |
| Admissions policy |  | R |  | P | |  | |  |  |  |
| Admissions application decisions (via SC admissions sub-committee where one exists) |  | R |  |  | |  | |  |  |  |
| Establish Independent Admission Appeal Panels |  | R |  |  | |  | |  |  |  |
|  | | | | | | | | | | | |
| Premises &  Insurance | Premises-related polices |  |  | F-R | P | |  | | A |  |  |
| Estate Statutory Compliances |  |  |  |  | | R | |  |  |  |
| Estate premises and capital strategy |  |  | F-R | P | | P | |  |  |  |
| Approve appropriate insurance cover for all schools in the Trust |  |  | F-R |  | | P | |  |  |  |
|  | Application for Capital Funding Bids |  |  |  | R | | R | | C |  |  |
|  | | | | | | | | | | | |
| Risk and Health & Safety | Health & Safety Policy |  | R |  | P | | P | |  |  |  |
| Risk Management Plan |  |  |  | R | | R | |  |  |  |
| Trust Risk register |  | R |  | R | | R | |  |  |  |
| Report on Risks to Board |  |  |  | R | |  | |  |  |  |
| School Risk Register |  |  |  |  | |  | | R |  |  |
| Asset Management policy and plan |  | R |  | P | | P | |  |  |  |
|  | | | | | | | | | | | |
| School Organisation | Approve times of school day and dates of school terms and holidays |  | R |  |  | |  | |  |  |  |
| Extended services on site |  |  |  | R | | R | |  |  |  |
| School uniform |  |  |  | R | |  | |  |  |  |
| Trust website |  |  |  | R | |  | |  |  |  |
| School website |  |  |  | R | |  | |  | R |  |
|  | | | | | | | | | | | |
| Policy | Attendance Policy |  | R |  | R | |  | |  |  |  |
| Religious Education policy |  | R |  | R | |  | |  |  |  |
| Educational Visits policy (including charging and remissions) |  | R |  | R | |  | |  |  |  |
| Letting policy |  |  | F-R | R | | R | |  |  |  |
| Expenses policy |  |  | F-R | R | | R | |  |  |  |
| Gifts and hospitality policy |  |  | F-R | R | | R | |  |  |  |
| Pay policy |  | R |  | R | | R | |  |  |  |
| Whistle blowing policy |  | R |  | R | | R | |  |  |  |
| Statutory Policies | Charging and Remissions |  |  | F-R |  | | P | |  |  |  |
| Data Protection |  | R |  | P | |  | |  |  |  |
| Protection of Biometric Information of Children in Schools |  | R |  | P | |  | |  |  |  |
| Register of Pupils’ Admission to School and Attendance (live document) |  |  |  |  | |  | |  | R |  |
| School Complaints |  | R |  | R | |  | |  |  |  |
| Capability of Staff |  | R |  | R | |  | |  |  |  |
| Early Career Teachers |  | R |  | R | |  | |  |  |  |
| Staff Discipline, Conduct and Grievance |  | R |  | R | |  | |  |  |  |
| Single Central Record of Recruitment and Vetting Checks (live document) |  |  |  |  | |  | | R |  |  |
| Statement of Procedures for Dealing with Allegations of Abuse Against Staff |  | R |  | R | |  | |  |  |  |
| Accessibility Plan (every 3 years) |  |  |  |  | |  | | R |  |  |
| Child Protection Policy and Procedures |  |  | C-R | R | |  | |  |  |  |
| Children with Health Needs who CAN NOT Attend School |  |  | C-R |  | |  | |  |  |  |
| Early Years Foundation Stage |  |  |  |  | |  | | R |  |  |
| Special Educational Needs and Disability |  |  | C-R |  | |  | |  |  |  |
| Supporting Pupils with Medical Conditions |  |  | C-R |  | |  | |  |  |  |
| Relationships and Sex Education |  |  | C-R |  | |  | |  |  |  |
| Behaviour in Schools |  |  | C-R |  | |  | |  |  |  |
| School Exclusion |  |  | C-R |  | |  | |  |  |  |
| Health and Safety |  |  | F-R |  | |  | |  |  |  |
| First Aid in Schools |  |  | C-R |  | |  | |  |  |  |
| Premises Management Documents (check) |  |  |  |  | |  | | R |  |  |
| Equality information and Objectives (public sector equality duty) Statement for Publication (Every 4 years) |  |  | C-R |  | |  | |  |  |  |
| Register of Business Interests of Headteachers and Governance (Live document) |  |  |  |  | |  | |  |  |  |
| Careers Guidance: details of careers programme and a provider access statement |  |  |  |  | |  | |  |  |  |
|  |  |  |  |  | |  | |  |  |  |

## Appendix 1: Members and Trustee Terms of Reference

## **Members Terms of Reference**

## The Members have overall nominal responsibility for the Trust but they exercise their functions through the TB. Each Member guarantees to contribute £10 if the Trust were to become insolvent and be wound up – that is the “guarantee” implied by the term “company limited by guarantee”.

## They play a limited but crucial role in safeguarding the academy trust governance.

## The main powers and duties of the Members in broad terms are:

## To appoint and remove Trustees taking account of the competencies required by the DfE Competency Framework accessible at: <https://www.gov.uk/government/publications/governance-handbook>

## Through a collaborative process to monitor and evaluate the performance of the TB

## To maintain the Membership and to appoint Members

## To approve any proposed changes to amend the Articles of Association

## To appoint and remove auditors

## To receive the annual accounts of the Trust

## **Trust Board Terms of Reference**

## The Trust Board (TB) focuses on the three core functions of governance:

## Ensuring clarity of vision, ethos and strategic direction.

## Holding the Executive Head to account for the educational performance of the academies and their pupils, and the performance management of staff; and

## Overseeing the financial performance of the Trust and making sure its money is well spent.

## Composition:

## up to 9 Trustees appointed by the Members

## the EHT if the Members appoint and the EHT agrees to act

## any Trustees co-opted by those Trustees who are not themselves co-opted Trustees

## Elected Parent Trustees (if any) as determined by the Members in certain circumstances

## Quorum: One-third of the total number of Trustees in post or 3 if higher

## Meetings: At least three each year convened on seven clear days’ notice except in emergency as determined by the Chair

## Responsibilities retained by the TB

## Deciding upon major strategic and legal aspects such as:

## Establishing a new academy

## Discontinuing or merging existing ones

## Disposal of land otherwise than for operational letting or hire purposes

## Recommending amendments to the Articles of Association

## Adopting the strategic plan for the Trust which will include individual strategic plans for each school and strategic plans for general community development

## General oversight of strategic and operational risk identification and management

## Procurement of any contract as required by the Trust’s Financial Regulations and Procedures Manual

## Approving the overall budget for the Trust and its devolution to each school

## Approving the annual accounts of the Trust and ensuring they are submitted in a timely manner

## Ensuring that all regulatory requirements are met

## Recommending appointment of Members, Trustees and members of school committees (SCs) and co-opting additional Trustees including conducting skills audits as required

## Securing that all Trustees and members of SCs are appropriately trained

## Approving all policies that the Trust by law is required to maintain.  All policies originate from the EHT and are considered at the appropriate committee.

## Determining each year, the scheme of delegation and terms of reference including approving the membership of all committees

## Determining admission arrangements for each school

## Ensuring and monitoring compliance with Admissions Code

## Establishing arrangements for independent appeals against refusals to admit pupils to an academy

## Establishing arrangements for independent review panels to review permanent exclusions

## Appointment of:

## EHT

## Trust Business Manager

## HT

## HoS

## Appointment of a Company Secretary or equivalent person having regard to the DfE Clerking Competency Framework accessible at : <https://www.gov.uk/government/publications/governance-handbook>

## **Chair’s Emergency Powers**

## The Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any academy within the Trust, any student or employee of the Trust or any other member of the school community in circumstances where in the opinion of the Chair it would not be reasonably possible to convene a meeting of the TB or a relevant Committee or School Committee in the time necessary to protect such interests

## Appendix 2: Trust Board Committee Terms of Reference

## **Finance & Resources Committee (F&R) Terms of Reference**

## Composition:

## a minimum of four Trustees and the Business Manager/ CFO exofficio

## governors from the School Committees can be additionally co-opted onto the Committee, to attend with no voting rights.

## Quorum: three Trustees

## Disqualification:

## Any employee of the Trust other than the Headteacher is disqualified when the subject for consideration is the pay or performance review of any person employed to work within the Trust.

## Employees of the trust should not be audit & risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions. Employees should not participate as members when audit matters are discussed.

## The Chair of Trustees should not be Chair of the F&R committee because the Chair of Trustees should not be the Chair of the Audit and Risk committee.

## Meetings: at least three a year

## Delegated responsibilities:

## Detailed consideration of the annual budget including:

## The extent to which funds are retained for central services not directly related to individual schools

## The allocation of central funds to each individual school to be applied at the discretion of the HT, where appointed

## The setting of a budget and overseeing financial management in relation to the nursery element of early years provision

## Detailed consideration of the three-year financial plan, ensuring it is a balanced budget. Considering priorities of the trust and school improvement plans, roll projection and signals from central government and LA regarding future years’ budgets, within the constraints of available information.

## Receive management accounts at least 6 times a year and monitoring the financial performance of the Trust, holding the Trust Business Manager to account for this

## Detailed consideration of those policies within its remit

## Dealing with all aspects of the Trust’s estates save to the extent that these may be delegated to a school committee

## Monitoring all Human Resource aspects

## Determination of staff pay and conditions, ensuring the approach to pay and benefits is transparent, proportionate and justifiable

## Procurement of any contract as required by the Trust’s Financial Regulations and Procedures Manual

## Performance management of Executive Headteacher

## Disciplinary, capability and grievance aspects relating to Executive Headteacher

## Review list of going concerns and establish opportunities and strategies for additional income generation and monitor outcomes

## Dealing with any formal complaints against an academy, which fall within the committee’s remit, in accordance with the Trust complaints policy

## Reporting back to the TB and alerting the board of any potential problems or significant anomalies at an early date.

## The Finance and Resources Committee will form the Pay and Review Committee, comprising of 3 Trustees, which will:

## Ensure a review of the whole school pay policy to take account of local and national developments and make appropriate recommendations to the Trust Board.

## Ensure an annual review of teachers’ salaries in line with current arrangements in the School Teachers’ Pay and Conditions Document\*\*

## Ensure an annual review of support staff salaries in line with current arrangements in the NJC for local government or other appropriate bodies

## Consider the recommendation of the Executive Head’s performance review group in relation to the Executive Head’s annual performance review\*\*\*

## Consider and approve (on behalf of Trust Board) any proposed ex gratia payments by the Executive Headteacher to ensure compliance with Trust policy and prior approval is obtained from the ESFA.

## 

## \*\*Anyone employed to work at the school other than the Executive Head must withdraw from this item

## \*\*\*Anyone employed to work at the school including the Executive Head must withdraw from this item

## The Finance and Resources Committee will form the Audit & Risk Committee, comprising of 3 trustees, which will:

## Provide assurances to the TB that all risks are being adequately identified and managed with regard to:

## Reviewing the risks to internal financial and non-financial controls and risk management arrangements

## Agreeing a programme of work to address, and provide assurance on, those risks

## Ensure that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims completed by the trust and by constituent academies, is accurate and in compliance with funding criteria.

## Secure that the outcome of the committee’s work informs the governance statement that accompanies the trust’s annual accounts and so far, as is possible, provides assurance to external auditors.

## Lead the appointment of the external and internal auditor, the audit fee and any questions of resignation or dismissal.

## Oversee and approve the Trust’s programme of internal scrutiny

## Discuss with the external and internal auditor before any audit commences the nature and scope of the audit.

## Develop and keep under review risk management and measurement strategies across the Academy Trust together with the procedures for monitoring the adequacy and effectiveness of those processes.

## Annual review of risk register and escalation of finance and resources risks to the TB on an ongoing basis

## Review the action and implementation of risk management policy across the Trust.

## Consider the Trust's risk profile relative to current and future Academy Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change.

## Receive and review risk management and relevant regulatory information and reports

## Consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence.

## **Curriculum & Standards Committee (C&S) Terms of Reference**

## Composition:

## a minimum of four Trustees.

## governors on a School Committee can be additionally co-opted onto the Committee, to attend with no voting rights.

## Quorum: three Trustees

## Meetings: at least three a year

## Delegated responsibilities:

## All aspects of curriculum offer and curriculum delivery

## All aspects of early years provision other than finance

## All aspects of Safeguarding

## Ensure all pupils have equal opportunities

## Monitoring and evaluating the effectiveness of leadership and management

## Monitoring and evaluating the quality of teaching

## Monitoring pupil issues including behaviour and exclusions

## Monitoring and evaluating pupil progress and are readiness for the next stage of education for all groups of pupils

## Set priorities for improvement, and evaluate impact of improvement plans following risk reporting from the School Committees

## Ensuring the requirements of all children with SEN are met as laid out by the Code of Practice and monitoring reports received from school committees on a termly basis

## Monitoring and evaluating provision for all groups of vulnerable children (e.g.looked after children) and ensure their needs have been identified and addressed

## Approve annual plans for use of Pupil Premium Grant and monitoring effectiveness of measures taken

## Monitoring the use of the pupil premium and other earmarked or dedicated funds for curriculum purposes

## Consider and monitor risk reporting from School Committees on the following areas

## Safeguarding including British Values and the operation of the Prevent strategy

## Educational outcomes of all pupils including using external data such as ASP

## SEN

## Equality aspects including the Public Sector Equality Duty

## Readiness for inspection

## Community development

## Detailed consideration of those policies within its remit

## Consider recommendations from external reviews of the schools and agree actions. Receive monitoring reports from school committees on any action plans agreed

## Dealing with any formal complaints against an academy, which fall within the committee’s remit, in accordance with the Trust complaints policy

## Reporting back to the TB and alerting the board of any potential problems or significant anomalies at an early date

## 

## Appendix 3: Executive Leaders Terms of Reference

## **Executive Headteacher/ CEO**

## Provide strategic and operational leadership of the Trust

## Considering strategic risk elements and advising the TB

## Performing the function of Accounting Officer in accordance with the Academies Financial Handbook

## Responsible for the internal organisation management and control of each of the academies and specifically:

## Development of Trust-wide strategies and strategies for individual academies for Trust Board approval

## Determining and implementing curriculum provision and assessment

## Performance management (including progression) of all staff

## Disciplinary, capability and grievance aspects relating to all staff

## Securing compliance with the Master Funding Agreement and each Supplemental Funding Agreement

## Ensuring the proper discharge of all statutory functions including in relation to admission appeals and reviews of permanent exclusion

## Procurement of any contract as required by the Trust’s Financial Regulations and Procedures Manual

## Reporting termly to the Trust Board

## Responsibility for regularity, propriety, and value for money and for assuring the board about compliance with the funding agreement and handbook

## **Trust Business Manager/ CFO**

## Provide financial leadership of the Trust

## Secure financial probity and value for money including compliance with the Academies Financial Handbook

## Prepare and maintain the Trust’s Financial Regulations and Procedures Manual

## Prepare budget for the Trust, including allocation of funds for centrally maintained services, determining envelope of funding allocated to individual academies and determining sums to be delegated to each School Committee for local spending, for Trust Board approval

## Procurement of any contract as required by the Trust’s Financial Regulations and Procedures Manual

## Reporting to each Finance & Resources Committee

## Providing Management Accounts to the Chair of Trustees monthly and all trustees at least six times a year

## **Head of School**

## Responsible for the internal organisation management and control of the specific school other than the allocation and application of the financial budget

## Such other duties as may be delegated by the CEO

## Appendix 4: Local Committees Terms of Reference

## **School Committees (SC) Terms of Reference**

## *Note:  all decisions taken under delegated authority MUST be reported to the next available Trust Board meeting.  This should routinely be done by way of a minute of the decision or of the meeting at which the decision was taken.*

## Membership: Membership of the School Committee for each school shall be determined by the SC in accordance with the following:

## Composition:

## a minimum size of six and a maximum size of ten.

## to include at least two elected parent governors, up to a maximum of four

## a maximum of four co-opted governors and two staff governors (one ex-officio and one teaching staff)

## Quorum: three or one-third of governors (whichever is the greater)

## Meetings: once every half term, at least six a year

## Delegated responsibilities:

## Recommend for approval to the TB the:

## School Self Evaluation Form

## School Development Plan

## Targets for school improvement

## Reporting to the Trust Board on the overall performance of the school and progress against the School Development Plan (SDP) and any School Improvement Plans

## Monitoring of educational outcomes for all pupil groups in the school

## Monitoring all aspects of safeguarding, SEN, vulnerable pupils, equality, health and safety and student welfare/wellbeing

## Reporting to the Curriculum & Standards Committee on the following areas:

## Safeguarding including British Values and the operation of the Prevent strategy

## Educational outcomes of all pupils including using external data such as ASP

## SEN

## Equality aspects including the Public Sector Equality Duty

## Readiness of inspection

## Community development

## Monitoring and managing all aspects of risk, including with reference to the Risk Register, in relation to the school in collaboration with the HoS and Trust Business Manager. Reporting to the C&S and F&R committees on a [termly basis] with updates and identifying any new or changing risks or control measures.

## Consider recommendations from any external reviews of the school and propose actions to the C&S committee. Provide monitoring reports to C&S on any action plans agreed.

## Dealing with the regulatory requirements of admissions and exclusions through designated committees of the school committee

## Liaising with the Trust Board, CEO and CFO on all aspects of policy setting as they may respectively require

## Arranging election of elected members of the LGBC in accordance with the Articles of Association

## Determination of the annual spend of any part of the Trust budget delegated to be managed by the school

## Procurement of any contract as required by the Trust’s Financial Regulations and Procedures Manual

## The school committee may sub-delegate any of its functions to a sub-committee of the school committee or to an individual local governor or to the HoS.

## 

## **Admissions Sub-Committee of the School Committees**

## Composition: All school committee members and such others as may be appointed by the Trust Board

## Quorum: 2 for decisions on individual admission applications, 3 for all other meetings

## Meetings:  As required on seven days’ notice other than meetings to determine individual admission applications which may be convened without notice

## Delegated responsibilities:

## To advise the Trust Board on any aspects of admissions and the admission arrangements for the school that may be relevant including reporting on admission patterns and matters of concern

## To respond when required by the Trust Board to any proposal to amend the admission arrangements

## To manage any local consultation required in relation to any proposed amendment to the admission arrangements or otherwise to secure compliance with the Admissions Code

## To consider and decide upon each application for a place at the school including reviewing and confirming the ranking of applications as advised by the local authority at the points of normal entry to the academy, i.e. at Year R

## **Pupil Exclusions Sub-Committee of the School Committee**

## Composition: All school committee members other than employees of the Trust and such others as may be appointed by the Trust Board

## Quorum: 3

## Meetings: In accordance with statutory requirements

## Delegated responsibilities:

## To consider all parental representations in relation to any pupil exclusion

## To meet to review all fixed period exclusions individually or in aggregate in excess of five days and all permanent exclusions whether or not parents make representations or exercise the right to attend