

Compass Learning Partnership: Scheme of Delegation

Key points and summary

This document outlines:

- The requirements of the Articles of Association regarding delegation;
- The principles of decision making within the academy trust;
- The scheme of delegation within the academy trust; and
- The respective roles of the Trustees, Governors, Executive Headteacher, and Headteachers / Heads of School.

The Academy Trust uses the terms:

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

Approved by:	Board of Trustees
Approved on:	2 nd and 4 th July 2018 (Woodfield and The Village School respectively)
Next Review date:	Summer 2019 for 2019/20 academic year
Responsibility for review:	Executive Headteacher

This policy becomes operational on the date that The Village School joins Compass Learning Partnership.

Contents

Key points and summary	1
Contents	2
1. Introduction and statement of intent	3
2. Scope and applicability	3
3. The Articles of Association	3
4. Responsibilities under the policy	3
<i>Members</i>	3
<i>Board of Trustees</i>	3
<i>Committees and sub-committees</i>	4
<i>Executive Headteacher, Headteachers and staff</i>	4
5. Performance and Risk based approach to delegation	5
Appendix One: Articles of Association	6
Appendix Two: Committee Terms of Reference	7
<i>General notes</i>	7
<i>a) Board of Trustees</i>	9
<i>b) Finance and Resources Committee of the Board of Trustees</i>	12
<i>c) Audit and Risk Committee of the Board of Trustees</i>	13
<i>d) Local Governing Body</i>	14
<i>e) Pay Committee (one for the Board and one per LGB)</i>	18
<i>f) Executive Headteacher Performance Review Committee</i>	19
<i>g) Headteacher Performance Review Committee</i>	19
Appendix Three: Panels	20
Appendix Four: Meeting agendas	21
Appendix Five: Expectations of Members, Trustees, and Governors	24
<i>The Role of a Member</i>	24
<i>The Role of a Trustee</i>	26
<i>The Role of a Governor</i>	30
Appendix Six: Decision and Responsibility Matrix	34
<i>Governance</i>	35
<i>Financial management</i>	36
<i>HR / Staffing</i>	39
<i>Educational provision and student matters</i>	42
Appendix Seven: Summary of financial delegations	43
Appendix Eight: Policy grid	44

1. Introduction and statement of intent

1. The Academy Trust believes that:
 - a. Members of the Trust should appoint effective Trustees and hold them to account for the performance of the Trust;
 - b. The Board of Trustees should focus upon strategy and policies for the overall trust that would enhance student performance, operational efficiency, or learning between schools as well as the Reserved Matters set out in the Trustees' Agreement;
 - c. A Local Governing Body (LGB) should focus upon the culture / ethos, educational performance, and operational oversight of the school(s) that it is responsible for as well as their involvement in the Reserved Matters as set out in the Trustees' Agreement;
 - d. Operational and managerial decisions should be delegated to the Executive Headteacher and Headteachers / Heads of School; and
 - e. The Executive Headteacher and Headteachers / Heads of School should delegate operational decisions among their staff with a view to keeping decision making as close to the operational impacts as possible.

2. Scope and applicability

2. This policy applies to all Members, Trustees, Governors, and staff.
3. This document is reviewed annually, including involvement of Governors and JCC where significant changes are being considered, for approval at the Board meeting in July. Further revisions may take place during an academic year if required.

3. The Articles of Association

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

4. Responsibilities under the policy

Members

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

Board of Trustees

6. In accordance with Article 93, the Board of Trustees is able to exercise all of the powers of the Academy Trust. It is responsible for the performance of the Trust.
7. The responsibilities for Trustees / Directors under charity and company law are to:

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

Committees and sub-committees

8. The Board of Trustees shall establish the following committees in accordance with the Articles of Association:
 - a. A Finance and Resources Committee;
 - b. An Audit and Compliance Committee.
 - c. A Local Governing Body for The Village School; and
 - d. A Local Governing Body for Woodfield School.
9. From the beginning of the 2018/19 academic year, each Local Governing Body shall follow the meeting schedule set out in Appendix Four and neither Local Governing Body shall have standing sub-committees.
10. The terms of reference for each committee is outlined in Appendix Two. Appendix Three outlines Panels that will be convened as required. Appendix Four outlines the annual meeting cycle and key agenda items.

Executive Headteacher, Headteachers / Heads of School and staff

11. The Board must designate a named individual as its accounting officer. The accounting officer is responsible to the Board for the overall management of the Trust and personally responsible to Parliament for the resources under their control. Kay Charles shall be the accounting officer of the Academy Trust and will fulfil the role of Chief Executive as set out in the Articles of Association (but shall be referred to as Executive Headteacher).
12. The Trust shall designate an individual to fulfil the role of Chief Finance Officer (CFO) as set out in the Academies Financial Handbook. Chris Eracleous shall be the Chief Finance Officer (but shall be referred to as Business Manager).
13. The Executive Headteacher (referred to as the Chief Executive in the Articles of Association) is responsible for the internal organisation, management and control of the Academy Trust, for advising on and implementing the Trust’s strategic framework, and for the implementation of all policies approved by the Trustees.
14. Headteachers / Heads of School are responsible for the internal organisation, management and control of their school, for implementing policies approved by the Trustees or the relevant LGB, and for the direction of the teaching and the curriculum within the academy.
15. The Executive Headteacher will work with Headteachers / Heads of School to recommend trust-wide strategy and policy to the Trustees and to ensure that the trust fulfils its charitable objects.
16. The Executive Headteacher will formulate aims and objectives and policies and targets for the academy trust in consultation with the Headteachers / Heads of School, and these will be

considered by Trustees and Governors as appropriate. Headteachers / Heads of School will report to the Executive Headteacher, Governors and Trustees on progress.

17. The Executive Headteacher will comply with any direction by the Board. Headteachers / Heads of School will comply with any direction by the Board, Executive Headteacher, or LGB (in that order of priority).
18. The Executive Headteacher and Headteachers / Heads of School will agree and monitor appropriate delegations of authority with other staff.

5. Performance and Risk based approach to delegation

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

School	Areas of variable delegation
The Village School	None
Woodfield School	None

Appendix One: Articles of Association

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

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

Appendix Two: Committee Terms of Reference

General notes

All committees have the following responsibilities. To:

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

The General Equality Duty

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

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

The following are the protected characteristics within the Equality Act:

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

Nolan 7 principles of public life

1. Selflessness – holders of public office should act solely in terms of the public interest.
2. Integrity – holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity – holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability – holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness – holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty – holders of public office should be truthful.
7. Leadership – holders of public office should exhibit these principles in their own behaviours. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

a) Board of Trustees

Purpose

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

- setting the vision and strategy for the Trust;
- ensuring the quality of educational provision within the Trust;
- challenging and monitoring the performance of each school within the Trust;
- managing the Trust's resources effectively;
- appointing the Chief Executive, Headteachers, and Chief Finance Officer;
- ensuring that the Trust complies with charity and company law;
- ensuring that the Trust and each school complies with the Funding Agreements;
- any considerations of Reserved Matters as set out in the Trustees' Agreement, including acting in accordance with the requirements of the Trustees' Agreement; and
- exercising reasonable skill and care in carrying out its duties.

Membership, Meetings and Quorum

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

Quorum: As set out in Articles 117 and 119 of the Articles of Association.

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

Eligibility: As set out in the Articles of Association

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

Trustee expertise and appointment process

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

- Leadership / governance of special educational needs and disabilities
- Leadership / governance experience of school or colleges
- Financial management / oversight, accountant / auditor
- Procurement / commercial expertise
- Property management / capital project / construction
- Human resources
- Law
- Broader children's services (including safeguarding)
- Marketing / communications
- Programme / change management
- Non-executive / governance experience
- Knowledge, expertise, and ability to represent the local and school communities

Trustees' Agreement

The Academy Trust and the Trustees have signed a Trustees' Agreement and established an Academy Rule that means that certain Reserved Matters would require a different process before a decision could be made to change the existing policy.

The Reserved Matters are:

1. Article 46 of the Articles of Association;
2. the Academy Rule;

3. the addition or removal of a SEN designation of any Academy as stated in the Funding Agreement for each Academy;
4. that teaching staff will be employed in accordance with the provisions of the School Teachers Pay and Conditions Document and the Burgundy Book, save that teaching staff employed on the Leadership Scale and who are required to work across more than one school will have their salary band determined by a fair and reasonable interpretation of the principles of the School Teachers Pay and Conditions Document;
5. that support staff will be employed in accordance with the provisions and payscales of the NJC / GLPC agreements and the Green Book;
6. that the Academy Trust shall offer continuity of service, for the purposes of determining eligibility and terms and conditions for maternity or sickness absence, to any member of staff who joins directly and without a break in service from another maintained school or academy school;
7. that trade unions recognised on 1 September 2018 and their successors will continue to be recognised and consulted through a Joint Consultative Committee in accordance with the Trade Union Recognition and Facilities Agreement that took effect on 1 September 2018, and any change to that agreement proposed by the Academy Trust shall be a Reserved Matter;
8. any terms of the Trustees' Agreement other than the Reserved Matters; and
9. the following harmonised policies for the Academy Trust following their adoption by 31st December 2018 following consultation with the Joint Consultative Committee and all staff at all schools within the Trust as at 1st December 2018, save that changes to these policies that are required to ensure compliance with legislation, statutory guidance including that for maintained schools, and case law shall not be a Reserved Matter, and minor administrative changes shall not be a Reserved Matter; changes from either of the origins shall be able to be adopted by the Board of Trustees without following the processes set out in this Agreement. For any other changes to any of the policies listed below, the then current LB Brent recommended policies for schools and then current model policies of the recognised trade unions shall be used for benchmarking purposes. If another school joins the Academy Trust, the Academy Trust shall propose that staff at that school will become subject to these policies from the date of admission to the Academy Trust where they are non-contractual; if contractual, the Academy Trust will use reasonable endeavours to transfer staff to the Academy Trust policies within a year of admission. The policies are:
 - a. Appraisal / Performance Management
 - b. Capability
 - c. Collective Grievance
 - d. Continuing Professional Development
 - e. Disciplinary
 - f. Family friendly policies (maternity, paternity, adoption, parental leave)
 - g. Grievance
 - h. Leave of Absence
 - i. Managing Organisational Change (including redundancy provisions)
 - j. Pay policy
 - k. Punctuality
 - l. Supporting Staff Attendance
 - m. Whistleblowing

This process would be:

- 1) All Trustees must sign the Trustees' Agreement (or a Deed of Adherence for future Trustees).
- 2) For all Reserved Matters, the Board of Trustees could not agree a change unless the meeting is called with 21 days' notice (including notice of the Reserved Matter to be discussed), quoracy is 50% of Trustees, and a vote in favour requires 80% of trustees present and eligible to vote.
- 3) In addition:

- For Reserved Matter 3: Consultation with parents, staff and LGB at affected school(s) prior to the Board decision [noting that it would also require Secretary of State approval as a variation to the Funding Agreement];
- For Reserved Matters 4, 5, 6, 7, and 8: JCC meeting before relevant staff consultation (3+ weeks and ending 10 days before Board meeting); each LGB needs to vote in favour (28 days' notice, 50% quoracy, 80% vote) prior to Board meeting; and
- For Reserved Matter 9: JCC meeting before relevant staff consultation (3+ weeks and ending 10 days before Board meeting); each LGB needs to vote in favour (7 days' notice, 50% quoracy, majority vote) prior to Board meeting.

Decisions reserved to the full Board of Trustees

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

- Approval of the vision and strategy for the Trust;
- Approval of the annual budget for the Trust;
- Approval of the accounts for the previous financial year and Annual Report;
- Approval of acquisition or disposal of freehold or leasehold interests in land;
- Approval of any proposals for other schools to join the Trust (whether these are existing schools or Free School applications), or for any school to leave the Trust;
- Appointment of the Executive Headteacher and Chief Finance Officer, and the appointment decision about Headteachers / Heads of School on the advice of the appropriate selection panel; and
- Approval of the policies reserved to the Board as set out in this Scheme of Delegation, following Governor involvement as set out in Appendices 6 and 8.

Terms of Reference

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

- The leadership and management of the trust, including the effective deployment of resources (including money, staff, and infrastructure such as site / buildings and ICT);
- The performance of the trust, including targets and measures of educational, financial, and operational performance; and
- The compliance of the trust with its legal and contractual obligations, including safeguarding (including prevent), health and safety, equalities, and the approach to risk identification and management, including receiving information from within and external to the trust including from the Health and Safety Committee of the JCC.

Chair's Action

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

b) Finance and Resources Committee of the Board of Trustees

Purpose

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

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

Membership, Meetings & Quorum

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

The Committee will be quorate if three members are present and a majority of the members present are Trustees.

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

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

Terms of Reference

The duties of the Finance and Resources Committee are to:

- Approve the banking arrangements for the Trust, including keeping the bank mandate and credit cards under regular review;
- Approve the budget framework for the development of the budget for the following financial year;
- Challenge the proposed Trust budget for the following financial year and then recommend the budget to the Board of Trustees for approval;
- Regularly receive, review, and challenge budget monitoring reports detailing the financial position of the Trust and the schools within it, including actual income and expenditure, commitments, virements and current budget, forecast outturns, and any decisions taken by LGBs or staff under delegated authority;
- Make financial decisions regarding expenditure and virements in accordance with Appendices Six and Seven;
- Review and recommend treasury management to the Board;
- Maintain the stability of the Trust's financial position by monitoring cashflow;
- Ensure insurance arrangements are in place for the Trust
- Oversee capital expenditure plans and the Trust's strategy for the management of assets; and
- Approve policies as required by the Scheme of Delegation.

c) Audit and Compliance Committee of the Board of Trustees

Purpose

The role of the Audit and Compliance Committee is to maintain an oversight of the Trust's governance, compliance and risk management, internal control and value for money framework. It will report its findings annually to the Board of Trustees and the Accounting Officer as part of the Trust's annual reporting requirements.

The Audit and Compliance Committee operational responsibilities/duties are set out in Appendices Six, Seven and Eight.

Membership, Meetings & Quorum

The membership will consist of at least three Trustees, excluding the Chair of Trustees and the Accounting Officer who may not be members of the Committee. The Lead Governors for Risk from each LGB would be a member of the committee. The committee may co-opt up to two external members. The majority of members of the committee must be Trustees.

The Committee will be quorate if three members are present and a majority of the members present are Trustees.

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

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

Terms of Reference

The duties of the Audit and Compliance Committee are to:

- Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks.
- Advise the Board of Trustees on the appointment, re-appointment, dismissal and remuneration of the external and regularity auditor.
- Advise the Board of Trustees on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to ensure that the Trust meets its legal and contractual requirements.
- Advise the Board of Trustees on an appropriate programme of work to be undertaken through audit, assurance and compliance processes.
- Review the Trust's compliance with its legislative and contractual obligations, including premises and H&S inspections, and make recommendations as required. This will include receiving information from any joint management and trade unions health and safety committee.
- Review the external auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc) from the external auditor and other bodies, for example the ESFA and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action.
- Monitor outstanding audit or compliance recommendations from whatever source and ensure any delays to implementation dates are reasonable.
- Review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Consider any additional services delivered by the external auditor or other assurance or compliance provider and ensure appropriate independence is maintained.
- Meet with the external auditor, without management present, at least annually.

d) Local Governing Body

Purpose

The role of each LGB is to ensure that student performance, progress and outcomes are maximised; that resources of the school are used effectively; that the school complies with statutory regulations and the Funding Agreements; and that the LGB is involved in consideration of any Reserved Matters as set out in the Trustees' Agreement.

Membership, Meetings & Quorum

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

The following LGB structure will apply:

The Village LGB	1 Headteacher / Head of School (ex officio) 2 elected staff (process set out below) Up to 4 elected parents (process set out below) Up to 3 appointed by the Board Up to 3 co-opted by the LGB
Woodfield LGB	1 Headteacher / Head of School (ex officio) 2 elected staff (process set out below) Up to 4 elected parents (process set out below) Up to 3 appointed by the Board Up to 3 co-opted by the LGB

The LGB expects the Board (when appointing Governors), and itself (when co-opting Governors), to appoint individuals who between them have many of the following skills / experiences:

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

This list is not exhaustive

Appointment process:

- Headteacher – ex-officio
- Parents: Parent governors shall be appointed by the following process:
 - Seeking nominations from all parents of registered pupils at the school; (Note: vacancies can be held vacant until the following term where the LGB considers this appropriate, such as to enable parents of an incoming year group to be eligible)
 - If there are fewer nominations than vacancies or the same number of nominations as vacancies, then the nominees are appointed by the LGB.

- If there remain vacancies then the previous two bullet points are repeated (vacancies can be held until the following term where the LGB considers this appropriate, such as to enable parents of an incoming year group to be eligible);
- If there are more nominations than vacancies an election will be held where the parents / carers of each child attending the school on the date that the election starts are entitled to vote (one vote per parent) for the nominees. The nominee with the largest number of votes will be appointed by the LGB; if there was more than one vacancy this process shall be repeated until all vacancies are filled (i.e. if two vacancies, the two nominees with the most votes shall be appointed).
- If there remain vacancies after two rounds of seeking nominations, the LGB may approach suitable individuals and recommend their appointment to the Board in accordance with Articles 54A and 56.
- Staff: Staff governors shall be appointed by the following process:
 - Seeking nominations from staff based at the school;
 - If there are fewer nominations than vacancies or the same number of nominations as vacancies, the nominees are appointed by the LGB.
 - If there remain vacancies then the previous two bullet points are repeated;
 - If there are more nominations than vacancies, an election will be held whereby every member of staff based at the school on the date that the election starts are entitled to vote (one vote per member of staff) for the nominees. The nominee with the largest number of votes will be appointed by the LGB; if there was more than one vacancy this process shall be repeated until all vacancies are filled (i.e. if two vacancies, the two nominees with the most votes shall be appointed).
 - If there remains a vacancies after two rounds of seeking nominations, the LGB may approach and, with their consent, appoint eligible individuals.
- LGB Co-opted: Co-opted by ordinary decision of those Governors who are not themselves co-opted based on the skills / experience that is required by the LGB to ensure its effectiveness.
- Board appointed: Appointed by ordinary resolution of the Board based on the skills / experience that is required by the LGB to ensure its effectiveness.

Term of office:

- Headteacher / Head of School: Ex-officio
- Parent / Staff Governors: 4 years
- LGB Co-opted: LGB to specify a term of not longer than 4 years
- Board appointed: 4 years. The Board may remove a 'Board appointed governor' at any time (even during their term of office) if they believe that the person has not adequately fulfilled the role of Governor.

Individuals will be eligible for re-election or re-appointment.

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

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

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

Meetings of the LGB will be quorate if 5 or one-half of Governors are present (whichever is the greater); this provision applies to every part of the meeting.

Each Governor shall have one vote and shall not be able to vote by proxy (but will be able to partake in a meeting by video conference). All decisions require a majority of the persons present and entitled to vote. The Chair will have a second and casting vote if necessary.

For meetings of the LGB that include an agenda item where the LGB is required to vote upon a Reserved Matter in accordance with the Trustees' Agreement, the meeting must comply with the procedural requirements of the Trustees' Agreement:

- For Reserved Matters 4, 5, 6, 7, and 8 as set out on page 10 of this Scheme of Delegation: the meeting (including notice that the Reserved Matter would be an agenda item) must be called with 28 days' notice, quoracy is at least 50% of governors, and 80% of those present must vote in favour of the proposal; and
- For Reserved Matter 9 as set out on page 10 of this Scheme of Delegation: the meeting must be called with 7 days' notice, quoracy is at least 50% of governors, and a majority of those present must vote in favour of the proposal.

The LGB can make decisions without a meeting so long as every Governor positively responds to the decision required in the manner specified when the decision is sought (i.e. by email response or by signing a hard copy document).

Chair and Vice-Chair: Elected by the LGB at the first meeting each school year. The Chair and Vice-Chair must not be employees of the Trust.

Terms of Reference

Subject to the provisions of legislation, the Articles, the Trustees' Agreement, and this Scheme of Delegation the LGB may make any decision necessary to fulfil its purpose as set out above.

Specifically, the LGB is to:

- Approve the School Development Plan and monitor its implementation, ensuring that it focuses upon:
 - Maintaining and, where necessary, improving the quality of teaching;
 - Closing any identified gaps in performance, be these subjects or identified groups of students;
 - Continuous Professional Development of staff;
- Approve the curriculum and monitor its delivery;
- Recommend educational targets to the Board of Trustees and, once approved, monitor progress towards those targets;
- Monitor staff and financial resources in accordance with this Scheme of Delegation;
- Monitor compliance with legislative and contractual obligations, including safeguarding and health and safety;
- Ensure that Governors have the appropriate skills and knowledge to perform their role, including undertaking training as required;
- Be involved in consideration of any Reserved Matters as set out in the Trustees' Agreement; and
- Review and adopt policies in accordance with this Scheme of Delegation, and contribute to the development of policies that would be approved by the Board of Trustees.

Regarding educational provision and quality, the LGB will:

- review and advise on the school's curriculum policy;
- receive regular reports on progress towards achieving performance targets;
- monitor school based, local and national performance data and reports, evaluating levels of progress, attainment and achievement and analysing the performance of different groups and subjects;
- monitor provision to ensure that the school fulfils its responsibilities for pupils with special educational needs and with disabilities;
- monitor the provision for and evaluate the progress and attainment of children eligible for FSM (including use of pupil premium) and looked after children, and evaluate the effectiveness of intervention strategies;
- monitor the quality of teaching and learning and evaluate its impact;

- determine, monitor and evaluate the range and the impact of extended activities on pupil learning;
- monitor application of child protection, prevent and other policies relevant to safeguarding;
- monitor incidences of bullying, discrimination, etc and advise on appropriate strategies;
- monitor attendance, punctuality and exclusions;
- monitor application of the school's behaviour and discipline policies;
- ensure students are supported to make informed decisions for a healthy lifestyle – physically, emotionally and socially; and
- Review, contribute to, and approve policies as set out in the Scheme of Delegation.

Regarding leadership, management and resources, the LGB will:

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

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

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

Purpose

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

Membership, Meetings and Quorum

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

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

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

Terms of Reference

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

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

Note:

- The Pay Committee of the Board of Trustees will consider the Executive Headteacher, Headteachers / Heads of School, and staff employed in any central shared services. The recommendations will be made by the Executive Headteacher, with the exception of the Executive Headteacher salary (where the recommendation will be from the Executive Headteacher Performance Review Committee) and Headteacher salary (where the recommendation will be from the relevant Performance Review Committee)
- The Pay Committee of each LGB will consider the staff employed principally at that school and who are under the direction of the Headteacher / Head of School.

f) Executive Headteacher Performance Review Committee

Two or three trustees to meet annually with an external reviewer to set and review objectives for the Executive Headteacher and to make a recommendation to Trustee's regarding the Executive Headteacher's salary.

g) Headteacher / Head of School Performance Review Committee

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

h) Consultative groups

The Academy Trust shall establish the groups outlined in the Trade Union Recognition and Facilities Agreement in accordance with the provisions of that document.

The minutes of any groups established through the Trade Union Recognition and Facilities Agreement shall be available to Governors and Trustees upon request, and the Board or a LGB may request that a group considers a specific issue or proposal prior to formal consideration by the Board or LGB.

Appendix Three: Panels

The following Panels may be convened as required.

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

In each situation, the Panel will include the appropriate number of Governors (as specified in the relevant policy or, if not specified, three Governors) who have not previously been involved with the incident and have no prior knowledge of the incident concerned. For complaint hearings, the panel shall include an individual who is independent from the management and running of any school within the Trust.

Each committee will have an appropriately qualified clerk.

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

If a second or appeal panel is required, this shall include three different Governors.

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

Appendix Four: Meeting agendas

This appendix will apply from the commencement of the 2017/18 academic year.

Autumn term	Spring term	Summer term
LGB 1 Board F&R 1 Board of Trustees 1 Half-term	LGB 3	Board F&R 2 LGB 4
LGB 2 Board A&C 1 Board of Trustees 2 Members 1	Board of Trustees 3	Board F&R 3 LGB 5 Board A&C 2 Board of Trustees 4 Members 2

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

At the first meeting of the year, each committee and sub-committee will determine the dates and timings of its meetings (in accordance with this Appendix Four) for the academic year to maximise attendance and effectiveness.

Meeting	Agenda items
LGB 1 By end of Sept	Elect chair and vice chair Review exam / national test results for previous academic year Review any contextual changes (DfE policy, Ofsted framework etc) Initial financial outturn for previous financial year Review progress against previous School Improvement Plan Approve educational targets for this academic year Approve School Improvement Plan (inc LGB objectives) Approve School Evaluation Form (SEF) Whether to consult on changes to admissions policy
Board F&R 1 2 ^{ne} week in October	Initial financial outturn for previous financial year (by school and for trust overall) End of Year Accounts programme DfE / ESFA policy update (including latest AFH)
Board of Trustees 1 2 nd week in October	Elect chair and vice chair Review exam / national test results for previous academic year Review any contextual changes (DfE policy, Ofsted framework etc) Review progress against previous Trust Improvement Plan Approve Trust educational targets for this academic year Approve Trust Improvement Plan Approve Trust Evaluation Form
LGB 2 2 nd / 3 rd week November	First half-term safeguarding, absence / exclusions, behaviour data New cohort pupil profile Previous year accounts and any issues from audit Month 2 Finance Report; staffing data Site and buildings / capital works
Pay Committee 1 (LGB and BoT) LGB 3 rd week October; BoT 4 th week November	Determine salary / pay progression for relevant staff. (LGB Pay Committee for all staff besides EHT, HT / HoS and those in central services; BoT Pay Committee meeting to be held in October if central services include teaching staff other than EHT / HT / HoS)

Board A&C Committee 4 th week Nov	Annual Report and Accounts Auditor Report / Management Letter Risk register
Board of Trustees 2 2 nd week of December	Annual Report and Accounts First half-term safeguarding, absence / exclusions, behaviour data Month 2 Finance Report; staffing data
Members 1 Immediately after BoT 2	Annual Report and Accounts Any Member decisions required (Trustee appointments, Special Resolutions)
LGB 3 3 rd / 4 th week of Jan	Term 1 safeguarding, absence / exclusions, behaviour Month 4 Finance Report; staffing data Term 1 extended assurance report Term 1 HT and SIP reports Approve Admissions Policy for next year + 1 (by 18/2) Staffing for next year Updated SEF / SIP following validated data SEN review / policy Pupil premium review
Board of Trustees 3 2 nd / 3 rd week March	Term 1 performance data (educational and operational) Staffing for next year Safeguarding Update SEND Policy review and update Month 6 Finance Report
Board F&R 2 3 rd / 4 th week April	Month 6 Finance Report (half-year full review) Initial budget framework for next year (Central Service Charge, assumptions regarding costs etc)
LGB 4 1 st / 2 nd week of May	Review of major school contract performance (catering, cleaning, grounds) Predictions for summer examination / national assessment outcomes Initial budget for next financial year Term 2 extended assurance report Term 2 HT and SIP reports Curriculum / staffing changes for next academic year Updated SEF Reviewing draft policies for next year that require Board approval (i.e. Scheme of Delegation)
Board F&R 3 End of May	Review full year financial outturn predictions for the Trust Review Trust and draft individual school budgets for next financial year
LGB 5 By end of June	Safeguarding, absence / exclusions, behaviour data Month 9 Finance Report; staffing data Term 3 extended assurance report Review of the school year Governor training Site and buildings / capital works Health and Safety review (including statutory inspections)
Board A&C Committee 2 Immediately before BoT4	Extended assurance programme for next year Risk register Health and Safety review (including statutory inspections)

Board of Trustees 4 2 nd week of July	Review of the school year Month 9 Finance Report; staffing data Pay policy Scheme of Delegation for next year Budget for next year External assurance programme
Members 2 Immediately after BoT4	Trust performance (educational, financial, operational), including following year budget / priorities Review of Board and Trustee performance Any Member decisions required (Trustee appointments, Special Resolutions)

Appendix Five: Expectations of Members, Trustees, and Governors

The Role of a Member

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

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

Obligations of Members

To use their skills, knowledge, and experience to:

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

Requirements of Members

The five requirements of Members are to:

1. To understand the strategy of the trust and the broader educational context that it is operating within;
2. To understand the requirements of the Member role and appoint suitable individuals as Members, or remove Members if that is necessary;
3. To understand the requirements of the Trustee role and appoint suitable individuals as Member appointed Trustees, or remove Member appointed Trustees if that is necessary.

Members' are expected to take account of the skills, knowledge and experience already on the Board when appointing Trustees, and also to consider the skills that are most necessary in order to deliver the strategy of the trust;

4. To attend General Meetings, and ensure that they have read any associated reports in advance and so are able to contribute effectively; and
5. To be involved in other processes that require Member decisions, whether by General Meeting or written resolution.

Likely Time Commitment for Members

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

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

Person Specification for Members

An effective Member will demonstrate:

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

The Role of a Trustee

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

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

To discharge its accountability the Board will retain responsibility for:

1. setting the vision and strategy for the Trust;
2. ensuring the quality of educational provision within the Trust;
3. challenging and monitoring the performance of each school within the Trust;
4. managing the Trust's resources effectively;
5. appointing the Executive Headteacher / Chief Executive, Headteachers, and Chief Finance Officer;
6. ensuring that the Trust complies with charity and company law;
7. ensuring that the Trust and each school complies with the Funding Agreements;
8. any considerations of Reserved Matters as set out in the Trustees' Agreement, including acting in accordance with the requirements of the Trustees' Agreement; and
9. exercising reasonable skill and care in carrying out its duties.

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

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

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

Obligations of Trustees

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

The latest version of the DfE 'Governance Handbook' (<https://www.gov.uk/government/publications/governance-handbook>) identifies the three key roles of the Governing Body as being:

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

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

Trustee responsibilities are to: <ul style="list-style-type: none">• ensure the charity is carrying out its purposes for the public benefit;• comply with the charity's governing document and the law;• act in the charity's best interests;	Director responsibilities are to: <ul style="list-style-type: none">• act within their powers;• promote the success of the company;• exercise independent judgment;• exercise reasonable care, skill and diligence;• avoid conflicts of interest;
---	---

<ul style="list-style-type: none"> • manage the charity’s resources responsibly; • act with reasonable care and skill; and • ensure the charity is accountable 	<ul style="list-style-type: none"> • not to accept benefits from third parties; and • declare any interest in proposed transactions or arrangements.
---	--

Requirements of Trustees

There are four key requirements for each Trustee:

Be compliant

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

Be prepared

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

Actively participate

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

Act appropriately

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

Lead Trustee roles

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

The anticipated Lead Trustee roles are:

1. Chair of the Board – to support and challenge the Chief Executive and liaise with Headteachers and Chairs of LGBs; to be responsible for relationships with major partners.

2. Chair of Finance and Resources – to lead the Committee in understanding and challenging the effectiveness and efficiency of the use of the trust’s resources, including finance, staffing, and infrastructure, to ensure that these are deployed to support the objectives of the trust; to co-ordinate an annual workshop / training session for Lead Governors with oversight of finance.
3. Progress and standards – to understand and challenge provision for, progress of, and outcomes for pupils; to contribute to reviews of trust policies to ensure that provision remains effective; to co-ordinate an annual workshop / training session for Lead Governors with oversight of progress and standards.
4. Child protection and safeguarding – to review child protection issues / cases, to ensure that statutory and trust policies are being followed, and contribute to reviews of trust policies to ensure that they remain effective, and understand and challenge the Trust’s relationship with external agencies; to co-ordinate an annual workshop / training session for Lead Governors with oversight of child protection and safeguarding.
5. HR – to understand the staffing establishment, issues, and opportunities for the Trust, including seeking evidence for any trends, to be involved in engagement with the recognised trade unions and professional associations, and to contribute to the review of HR policies.
6. Chair of Audit and Compliance Committee – to lead the Committee in identifying, considering, and responding to strategic risks facing the trust, and ensuring that adequate inspection and audit regimes are in place to ensure compliance (including seeking information from within or beyond the trust); to co-ordinate an annual workshop / training session for Lead Governors with oversight of risk / compliance.

The role of the Chair of Trustees

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

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

Likely Time Commitment for Trustees

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

- Attendance at approximately six to eight Board or Committee meetings as well as two meetings a year with the Members;
- Attendance at any additional ad-hoc Trustee meetings required during the year;
- At least a termly visit as part of your Lead Trustee role to meet with relevant member(s) of staff (monthly for the Chair to meet with the Executive Headteacher) (note, this could include attendance at a meeting of groups such as a Joint Consultative Committee, the management / trade unions Health and Safety Committee, or a group involving staff / their representatives or a meeting involving external organisations depending upon the role and the purpose of the visit);
- Attendance at any agreed training sessions;
- Attendance at any necessary Trustee Panels – these are set up as required and are not expected to be required often; and
- The Executive Headteacher may request attendance from Trustees at events for staff or students and Trustees at one school or combined between several schools within the Trust and Trustees are encouraged to attend if possible.

Person Specification for Trustees

An effective Trustee will demonstrate:

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

The Role of a Governor

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

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

The objectives of the LGB are to ensure that:

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

Specifically, the LGB is to:

- Approve the School Development Plan and monitor its implementation, ensuring that it focuses upon:
 - Maintaining and, where necessary, improving the quality of teaching;
 - Closing any identified gaps in performance, be these subjects or identified groups of students;
 - Continuous Professional Development of staff;
- Approve the curriculum and monitor its delivery;
- Recommend educational targets to the Board of Trustees and, once approved, monitor progress towards those targets;
- Monitor staff and financial resources in accordance with this Scheme of Delegation;
- Monitor compliance with legislative and contractual obligations, including safeguarding and health and safety;
- Ensure that Governors have the appropriate skills and knowledge to perform their role, including undertaking training as required;
- Be involved in consideration of any Reserved Matters as set out in the Trustees' Agreement; and
- Review and adopt policies in accordance with this Scheme of Delegation, and contribute to the development of policies that would be approved by the Board of Trustees.

The role of a Governor is not to:

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

Requirements of Governors

There are four key requirements for each Governor:

Be compliant

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

Be prepared

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

Actively participate

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

Act appropriately

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

Lead Governor roles

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

The anticipated Lead Governor roles would be:

- Chair of the LGB – to support and challenge the Headteacher and liaise with the Board of Trustees
- Child protection and safeguarding – to review child protection issues / cases, to ensure that statutory and trust policies are being followed, and contribute to reviews of trust policies to ensure that they remain effective
- Progress and standards - to understand and challenge provision for, progress of, and outcomes for pupils; and to contribute to reviews of school policies to ensure that provision remains effective.
- Finance and resources – to understand and challenge the school budget and Management Accounts, to have oversight of significant procurement processes and contracts, to understand the staffing structure, and to understand the infrastructure of the school; to contribute to trust wide training or reviews of practice; to contribute to the work of the Board's Finance and Resources Committee.
- Risk and Compliance – to have oversight of, and undertake auditing of, the approach to Risk Management and risk assessments, including those for educational visits, and for compliance (including health and safety and premises inspections); to seek evidence of implementing recommendations and learning lessons; to contribute to trust wide training or reviews of practice; to contribute to the work of the Board's Audit and Compliance Committee.

The role of the Chair of Governors

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

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

Likely Time Commitment for Governors

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

- Approximately six LGB meetings a year;
- At least a termly visit into school as part of a Lead Governor role to meet with relevant member(s) of staff (note, this could include attendance at a meeting of groups such as a Joint Consultative Committee, the management / trade unions Health and Safety Committee, or a group involving staff / their representatives or a meeting involving external organisations depending upon the role and the purpose of the visit);
- Attendance at any agreed training sessions, including any appropriate trust wide meetings / workshops (such as for finance or audit / compliance);
- Attendance at any necessary Governor Panels (such as for staff or student matters) – these are set up as required and are not expected to be required often; and
- The Headteacher may request attendance from Governors at school events for staff or students and Governors are encouraged to attend if possible (such as new parents' evenings, school shows, staff training days).

Person Specification for Governors

An effective Governor will demonstrate:

- A commitment to securing the best educational outcomes for all children;
- A commitment to the vision, values, and objectives of the school;
- Strong communication skills in listening, speaking and writing;
- An ability to evaluate and make use of a wide range of information and data;
- The capacity to develop specific knowledge and understanding of the school and its community;

- The ability to question in a manner that encourages reflection and helps move discussion forward;
- A sense of fairness;
- A commitment to equalities;
- Tact and diplomacy;
- An ability to work as a member of a team;
- An ability to respect confidentiality; and
- A commitment to participate in training and self-evaluation.

Appendix Six: Decision and Responsibility Matrix

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

The key to the table is:

BoT – Board of Trustees or a committee with delegated powers

LGB – Local Governing Body with delegated powers

EHT – Executive Headteacher

AO – Accounting Officer

HT – Headteacher or Head of School of an school within the Trust

CFO – Chief Finance Officer via the Accounting Officer

BM - Business or Finance Manager at an academy via the Headteacher or CFO.

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

Governance

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

The Board of Trustees approves this Scheme of Delegation, which is reviewed annually (more regularly if required). The Scheme of Delegation allows for the Trustees to vary the delegation to each LGB or office holder in response to the performance of and risk associated with that school.

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

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	CFO	Other	
Appointing / removing Members						Members	
Appointing / removing Member appointed Trustees						Members	
Approving the Articles of Association	✓					Members and Sec of State	Trustees' Agreement (Article 46)
Approving variation to Funding Agreement	✓					DfE approval	
Approving a change of name of the Trust						Members	
Appointing / removing the Chair and Vice-Chair of Board of Trustees	✓						
Appointing / dismissing the clerk to the Board	✓						
Appointing / dismissing the clerk to a Committee						Each committee	
Appointing the Chair of a committee or Local Governing Body						Each committee	Board appoint Chair of LGB / Committees
Appointing / removing co-opted Trustees	✓						
Appointing / removing Board appointed Governors	✓						
Appointing and removing LGB Co-opted Governors		✓					Remove this ability
Management of Risk Register		Local				Board A&C	
Establishing additional committees or Working Groups etc (including Terms of Reference)	Trust	✓ School					Remove LGB ability to delegate / create committees etc.
Approving the Scheme of Delegation	✓	Involved					
Approving the Annual Report and Accounts	✓					Members receive	
Determine whether other school(s) should join, or whether any school(s) should leave, the Trust	✓	Involved					
Approving policy and procedure for identifying and managing potential conflicts of interest	✓					A&C oversight	
Variation to Trustees' Agreement	✓	✓					Trustees' Agreement

Financial management

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

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

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

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

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

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

HR / Staffing

For the Executive Headteacher (who fulfils the role of CEO for the purposes of the Articles) and Headteachers, the Articles require that Trustees make those appointments, but for Headteacher appointments it is expected that the selection panel would include the EHT, Governors and Trustees, and that this selection panel would make a recommendation to the Trustees about whether to appoint and, if so, who. Similarly, Headteacher performance management would be led by the EHT with involvement of Governors from the respective LGB (and trustees if so determined by the EHT) with a salary recommendation to Trustees. EHT performance management would be undertaken by Trustees, seeking input from Headteachers.

For Leadership and TLR posts, it is expected that any posts that become vacant would be discussed by the Trust SLT to consider the needs of the school and the overall trust. Headteachers would have authority for posts below DHT level, with the EHT leading appointment of DHTs. For all vacancies and staffing decisions there is an expectation that Headteachers would, through Trust SLT, collaborate with other schools to ensure a staffing structure that is as effective, efficient, and resilient as possible; this may include establishing new joint posts across two or more schools.

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

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	CFO	Other	
Varying a Reserved Matter regarding Terms and Conditions of employment / Continuity of Service in accordance with the process set out in the Trustees' Agreement	✓	✓					Trustees' Agreement
Varying a HR policy covered by the HR policy (other than required for compliance or administrative updating) in accordance with the process set out in the Trustees' Agreement	✓	✓					Trustees' Agreement
Varying the TU Recognition and Facilities Agreement in accordance with the process set out in the Trustees' Agreement	✓	✓					Trustees' Agreement
Approving cost of living increase (if adopting national award with no Trust policy decisions required)			✓				
Approving cost of living award (if any Trust policy decisions are required)	✓	✓					Process: JCC meeting, each LGB votes (normal quoracy and majority vote); if LGBs vote unanimously, then pay award approved and EHT implements; if LGBs do not vote unanimously, BoT makes decision.
Approving the staffing establishment for the Trust	✓						
Approving the staffing establishment for a school		✓					Require Board approval
Appointing the EHT and CFO	✓						
Appointing Headteachers / Heads of School	✓	Involved	Involved				
Performance management of the EHT	✓						
Performance management of the Headteachers / Heads of School (including salary)	✓ Salary	✓ Involved	✓ Lead				SIP involved
Performance management of the CFO			✓				
Performance management of DHT's and other leadership posts				✓			
Approving the commencement of recruitment of Deputy Headteachers		Involved	✓	Involved			
Approving the commencement of recruitment for posts on Leadership scale, TLR 1 or TLR 2		Involved	Involved	✓			EHT decision

Approving the commencement of recruitment for posts other than posts appointed by the Board or CEO that are within the approved staffing establishment (i.e. like for like replacements or approved new posts)			Involved	✓			EHT decision
Appointing staff who directly report to the EHT or Headteacher	Involved if trust	Involved if school	✓	Involved			
Appointing other teaching staff (including NQTs)				✓			EHT decision
Appointing other support staff			✓ Trust	✓ School		CFO / FM involved as necessary	EHT decision
Authorising payroll provision					✓	FM	
Authorising payroll					✓ For Trust payroll	Business Manager for each school	
Initiating a review of staffing structures / arrangements		Involved	✓	✓			EHT or HT to initiate as appropriate (EHT approval if include Leadership / TLR posts)
Approval to implement changes to staffing structures / arrangements (including commencement of redundancy consultation)	✓	✓	✓	✓			Board if include redundancies within Leadership / TLR; LGB if include other redundancies; EHT or HT if no redundancies (EHT if includes Leadership / TLR)
Suspending or dismissing the EHT, CFO or a Headteacher(s)	✓	Involved				LGB involved as appropriate	
Suspending staff besides the EHT, CFO or a Headteacher		Involved	Involved	✓			CEO decision
Dismissing staff besides the EHT, CFO, or a Headteacher		Involved	✓ if Leadership / TLR	✓		This includes during probation period	
Approving any leaving payments (redundancy, dismissal, early retirement) in accordance with trust policy			✓	✓		Report to LGB / BoT as appropriate	CEO decision

Educational provision and student matters

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

	Standard delegation						Potential variation
	BoT	LGB	EHT / AO	HT	CFO	Other	
Ensuring compliance with safeguarding requirements	✓	Oversee	Oversee	Lead			
Ensuring compliance with regulations and Funding Agreement regarding educational provision	✓	Oversee	Oversee	Lead			
Propose and determine the addition / removal of or changes to SEN designation of a school	✓	Involved				Secretary of State	Trustees' Agreement
Propose and determine changes to the school age-range, or the addition / removal or nursery, sixth form, respite or boarding provision		✓				Secretary of State (depending on change)	Board make these decisions
Approving the school day and year (including making any changes)		✓					Board make these decisions
Excluding a pupil (fixed term)				✓			EHT decision or require EHT involvement
Excluding a pupil (permanently)			Notified	✓			
Objecting to a SEN Statement / EHCP naming the school				✓			EHT decision or require EHT involvement
Approving any actions required following any external assessments of school performance	✓	✓					
Approving the attendance, progress and attainment targets for the school	✓ Approve	✓ Propose					

Appendix Seven: Summary of financial delegations

Topic	Item	Process / authorisation
Purchasing	Up to £5K	2 quotes required + budget holder approval
	All purchases £5k - £20k	3 quotes required + SLT approval
	All purchases £20k - £50k (revenue) or £10k - £100k (capital)	3 formal tenders + LGB approval
	All purchases over £50k (revenue) or £100k (capital)	3 formal tenders + Board Finance and Resources approval (or main Board of Trustees). LGB approval not required for joint contracts.
	Over OJEU threshold	Follow OJEU rules, main Board of Trustees approval
Budget virements	Under £50k	Headteacher / Head of School
	Over £50k but within in-year funding	LGB
	Beyond in-year funding	Board of Trustees
Debt write offs and asset disposals (non land)	Under £500	Headteacher / Head of School
	£500 - £2500	LGB
	£2500 - £10k	Board Finance and Resources or main Board of Trustees
	Over £10k	Main Board of Trustees (with ESFA consent as required)
Asset disposals (land)	Any license or lease	Board of Trustees

Accounting policies

Item	Approach
Capitalisation limit	£1k for individual items
Depreciation	Long term lease hold property: 125 years
	Building improvement: 6.7% straight line basis
	Plant and machinery: 10% straight line basis
	Motor vehicles: 10% straight line basis
	Computer equipment: 33% straight line basis
	Fixtures and fittings: 20% straight line basis

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

Appendix Eight: Policy grid

Policies for approval by the Board

Policy	Committee	Review date	Lead officer
Allegations of abuse against staff	Board	Autumn 2018	
Appraisal / performance management – support staff *	Board	Autumn 2018	
Appraisal / performance management – teachers *	Board	Autumn 2018	
Business continuity plan / disaster recovery	A&C	Spring 2019	
Capability *	Board	Autumn 2018	
Code of Conduct – governors / trustees / members	Board	Summer 2019	
Code of Conduct – staff	Board	Autumn 2018	
Collective Grievance *	Board	Autumn 2018	
Complaints procedure	Board	Summer 2019	
Conflicts of Interest procedure	A&C	Summer 2019	
Continuing Professional Development *	Board	Autumn 2018	
Data protection / GDPR	Board	Summer 2019	
Disciplinary *	Board	Autumn 2018	
Critical incident plan (including lockdown)	Board	Spring 2019	
Equality policy	Board	Spring 2019	
Family Friendly policy (including maternity, paternity, adoption, paternal leave) *	Board	Autumn 2018	
Financial Regulations and procedures (To include: charging and remissions; fraud; bribery; staff expenses; governor / trustee allowances; investment / treasury management; donations; procurement processes; accounting policies; gifts and hospitality)	Board	Summer 2019	
Freedom of Information	F&R	Summer 2019	
Grievance *	Board	Autumn 2018	
Health and Safety policy and procedures	Board	Spring 2019	
ICT policy (including network and data security)	F&R	Spring 2019	
Leadership development and succession planning	Board	Autumn 2018	
Learning and development policy	Board	Autumn 2018	
Leave of absence *	Board	Autumn 2018	
Managing organisational change *	Board	Autumn 2018	
Pay policy *	Board	Autumn 2018	
Punctuality *	Board	Autumn 2018	

Register of Interests	Board	Every autumn	
Risk assessment policy	A&C	Spring 2019	
Safeguarding and child protection (including prevent) – policy and procedures	Board	Summer 2019	
Safer recruitment	Board	Autumn 2018	
Scheme of Delegation	Board	Summer 2019	
Supporting Attendance (Sickness absence) *	Board	Autumn 2018	
Whistleblowing *	Board	Summer 2019	

The above list is not exhaustive and the Board may establish further policies if appropriate.

* Those policies with an asterisk after them are included within the HR policy Reserved Matter of the Trustees' Agreement. Any proposed change to those policies (besides those required to comply with legislation, statutory guidance including that issued to maintained schools and case law) would need to follow the process set out in the Trustees' Agreement. In summary the process requirement is calling a JCC meeting, then staff consultation, and a majority vote in favour of the proposed change / revised policy at a quorate meeting of each LGB which needs to take place prior to the meeting of the Board of Trustees (the Board meeting being called with 28 days' notice, 50% quoracy, and 80% of those present to approve the change / revised policy).

Policies for approval by a LGB

Policy	Minimum review frequency	Notes
Accessibility plan	Annually	
Admissions *	Annually	
Assessment, marking and feedback	Every 2 years	
Behaviour policy and procedures *	Annually	
Community cohesion	Every 3 years	
Curriculum – overall approach *	Every 2 years	
Curriculum – subject specific (inc PSHE, RE and Collective Worship, British Values)	Every 2 years	
Equality objectives *	Annually	
Examinations	Every 2 years	
First aid policy	Every 3 years	
Health and well-being	Every 3 years	
Homework	Every 2 years	
Lettings	Every 3 years	
Local offer	Annually	
Physical contact / intervention / positive handling	Every 3 years	
Pupil personal care (including toileting and intimate care)	Every 3 years	

Pupil premium – review and planning *	Annually	
Relationships and sex education *	Every 2 years	
School travel plan	Every 3 years	
SEND *	Annually	
Single central record	Termly	
Supporting pupils with medical conditions	Every 3 years	
Teaching and learning *	Every 2 years	

* Each LGB is required to have this policy, and is required to have this policy approved by a quorate LGB meeting.

The above list is not exhaustive but designed to provide an indication of the sorts of policies that a LGB may consider appropriate. Each LGB shall maintain their own local policy list and be responsible for aligning reviews with the schedule above or – where they have added additional policies – determining an appropriate review programme.

For policies without an asterisk, the LGB may determine the most appropriate method of review and approval. Where just administrative updating is proposed the LGB may delegate to the Headteacher to make updates and inform Governors; where a policy change is proposed at least two governors should be involved in the policy approval.