



Scheme of Delegation, Terms of Reference and Standing Orders  
2020-2021

Approved by the Board of Trustees on 22 September 2020

The Partnership Trust  
Company Number: 0778112  
Registered office: Fosse Way School, Longfellow Road, Radstock, BA3 3AL.

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**Glossary of abbreviations**

Accounting Officer (note the CEO is also the Accounting Officer)	AO
Articles of Association	Articles
Business Director (note: the Business Director is also the Chief Financial Officer)	BD
Chief Executive Officer	CEO
Chief Financial Officer (note the Chief Financial Officer is also the Business Director)	CFO
Company Secretary	CS
Diocesan Board of Education	DBE
Director of Learning	DL
Executive Principal	EP
Executive Team (comprising of CEO, EP, BD, DL)	ET
Headteacher	HT
Independent Trustee – all Trustees except those that are appointed to their role by virtue of being a Chair of a LGB	IT
Local Governing Body	LGB
Academies within the TPT	Schools
The Partnership Trust	The Trust
The Trust Board	TB

## Scheme of Delegation and Terms of Reference

### A: Introduction

1. The Partnership Trust (“the Trust”) operates the family of academies (“Schools”). It is a company limited by guarantee and is an exempt charity which means that although it has the responsibilities that are placed upon charities it is not required to be registered with the Charity Commission or file documents there. The Trust is constituted under Articles of Association which set out the purposes (“Objects”) and powers of the Trust and how these are to be exercised. The Objects cannot be changed although they can be added to with the approval of the Secretary of State and the Charity Commission.
2. The Objects of the Trust as set out in the Articles are:-
  - 2.1 *to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which:*
    - (i) *shall include Church of England Academies ("**Church Academies**" and each a "**Church Academy**") designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and*
    - (ii) *may include other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England. Where an Academy is designated or recognised as a Church Academy, in relation to the ethos and religious education provided at the Academy the Directors shall have regard to any advice and follow any directives issued by the Diocesan Corporate Member; and*
  - 2.2 *to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants*
3. As a company limited by guarantee and to meet the requirements of company law the Trust has a dual governance level. It has
  - Members, the equivalent of shareholders in a commercial limited company, and
  - Trustees, who are the directors of the company and who together comprise the Trust Board (“TB”) and who report and are accountable to the Members.
4. Members

The Members have overall nominal responsibility for the Trust but they exercise their functions through the Trust Board. Each Member guarantees to contribute £10 if the Trust were to become insolvent and be wound up – that is the “guarantee” implied by the term “company limited by guarantee”. The powers and duties of the Members in broad terms are:

- To appoint and remove Trustees
- To maintain the Membership and to appoint Members
- To approve any proposed changes to the Articles of Association
- To receive the annual accounts of the Trust

Further information regarding the obligations of members are set out in the Articles.

## 5 Trustees

The Trustees are the directors of the Trust. They are accountable to external agencies, including the Charity Commission and Department for Education for the quality of education they provide and are required to have in place systems through which they can assure themselves of quality, safety and good practice. For those schools with The Trust that are Church of England Schools, the Trustees are also accountable to the Diocesan Board of Education (DBE) to ensure that the school is conducted in accordance with their requirements. Trustees have a duty to act in the fulfilment of the Objects

6 The TB has overall responsibility for the operation of the schools. In order to discharge these responsibilities, Trustees delegate functions that are specific to the individual schools to committees – known as Local Governing Bodies (“LGB”) and it delegates certain of its functions that relate to the Trust as a whole to other committees of the TB. The Executive Team (“ET”), made up of the Chief Executive Officer (“CEO”), Director of Learning (DL), Executive Principals (“EP”) and the Business Director (BD)/Chief Financial Officer (“CFO”) have delegated responsibility for the day to day operation of the Trust and each School has a Headteacher (“HT”) who reports to the CEO and has delegated responsibility for the operation of the individual School.

7 In law the TB and its committees are a corporate body, which means:

- no Trustee can act on her/his own without proper authority from the Board;
- Trustees carry equal responsibility for decisions made in accordance to their level of governance;
- although appointed from different backgrounds and with different skills, the overriding concern of all trustees is the welfare of the Trust as a whole.

8 This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of The Trust, the roles and responsibilities of the Trustees and members of Local Governing Bodies (“LGBs”) to ensure the success of The Trust. The Trustees are accountable in law for all decisions about the Trust and its schools. It is vital to ensure there are systems in place so the Board is assured of the quality of education as well

as the safety and good practice of activity within the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This document sets out delegations by the Board within the governance structure of the Trust. This document will be reviewed by the Board at least annually and has been put in place from the effective date in accordance with the provisions of the Articles.

The intention of this document is to:

- Set out delegations for specific areas of activity or decision making in a clear, usable format
- Provide clarity, consistency and avoid duplication or overlap in governance
- Seek to place governance decision making as close as possible to the point of impact.

- 9 This document does not lay out every legal responsibility of the TB or every activity in the remit of its stakeholders; rather it is concerned with the core activities that are carried out within each area of delivery.
- 10 The Trust's approach to governance allows it to adapt to the different needs of the schools. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities although these are expected to be the exception rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within a school which may relate to safeguarding, finance, educational performance or an adverse Ofsted inspection. The TB has the right to take any necessary action where it feels that there is cause for concern within a school.
- 11 The Scheme of Delegation and Terms of Reference should be read alongside the Articles, annual agenda planner and policy schedule. These documents cover governance delegations but are in addition to the Trust's financial and HR delegations. They are informed by an assumption that functions will be carried out in line with agreed Trust policies or approaches. In addition, where any significant concerns or issues arise, and in line with Trust policies as well as regulators' requirements, it is recognised that these may be raised by exception with the Board or other Trust stakeholders.

## **B: Conflicts of Interest**

1. Trustees and all who have delegated responsibility are required to ensure that no conflict of interest arises. They are required to disclose and declare any business interests. The current Articles provide:-

*“Any Director who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a Director shall disclose that fact to the Directors as soon as he becomes aware of it. A Director must absent himself from any discussions of*

*the Directors in which it is possible that a conflict will arise between his duty to act solely in the interests of the Company (including fulfilling its charitable objects<sup>1</sup>) and any duty or personal interest (including but not limited to any Personal Financial Interest)” (Article 97)*

A “Personal Financial Interest” is defined in Articles 6.5 to 6.9 and is widely drafted to include companies in which the Trustee has an interest as well as interests of family members and those with whom the Trustee has business or other close relationships.

2. In addition, all Trustees and those with delegated responsibility are required to observe The Trust Code of Conduct, this includes the Nolan Principles

### C: Trust Board

1. In accordance with the Trust’s Memorandum and Articles of Association and funding agreement, the TB has the overall legal responsibility and accountability for all statutory functions of the Trust and for the performance of all schools within the Trust. Trustees have the power to direct change where required.
  2. The TB has the duty and responsibility in law to conduct the business of the Trust subject to company and charity law, the Articles and any direction from the members. Although they can choose to delegate certain powers (subject to the Articles), they cannot give up these duties to a third party.
  3. The TB has the right to review and adapt its governance structure at any time, this includes removing any delegation.
  4. Functions: The TB focuses on the three core functions of governance:
    - Ensuring clarity of vision, ethos and strategic direction;
    - Holding the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff; and
    - Overseeing the financial performance of the Trust and making sure its money is well spent.
  5. Composition: Up to 12 Trustees appointed by the Members (9 Trustees), Diocese of Bath and Wells (3 Trustees)
  6. Trustees are appointed based on skills identified through skills audit of the TB.
  7. No Trustee should be a member of a LGB.
  8. No Trust employees should be a Trustees.
  9. A Trustee cannot be an employee,
  10. Frequency of Meetings: At least five each year convened on seven clear days’ notice except in emergency when as determined by the Chair
  11. **Terms of reference:** The TB retains at Board level responsibility for:
    - (i) Compliance and Governance
      - Ensuring compliance with all statutory regulations and Acts of Parliament governing the operation of the School, including health and safety are met.
-

- Compliance with the provisions of the Funding Agreements and for Church School ensure Diocese informed of any planned changes to premises or provision for pupils.
- Adopting the strategic plan for the Trust.

(ii) Personnel

- Determining staffing policies, procedures and terms and conditions of service for all employees including the setting of appropriate rules for the conduct of staff. Significant changes to such policies and procedures will be effected only after consultation with the individual Headteacher and Local Governing Body and staff groups where appropriate.
- Putting in place processes for: (i) making appointments within the Trustees' remit; and (ii) the Local Governing Body making appointments within its own remit.
- Performance Management, delegated to the CEO, of the Headteacher at a School and determining subsequent salary increases (subject to each Headteacher's contract of employment) in consultation with the relevant LGB.
- In relation to each Local Governing Body, to ratify the appointment of the Chair.
- Appointment of:  
CEO  
CFO  
Headteacher at a School in consultation with CEO, the school's LGB and if relevant, Executive Headteacher.
- Providing Trustee and Governor training and evaluation.
- For Church Schools, inform Diocese of any resignation, change in leadership or appointment of any position linked to a Senior Leader as well as the position of CEO.

(iii) Finances

- Establishing a funding model for use across the Trust and the Schools, including determining, after consultation with the Local Governing Body, of the extent of the services provided to the School by the Trust and how the costs should be allocated.
- Determining and approving the overall budget for the Trust and individual School's annual budgets in consultation with the Local Governing Body including without limitation any changes to staff salaries (including the Headteacher) and any changes to the overall part of the budget allocated to staffing costs.
- Draw up and review annually a Pay Policy with regard to the current School's Teachers Pay and Conditions document and other appropriate guidance relating to support staff
- Approve National Pay Increases
- Procurement requiring the publication of OJEU advertisements.
- Procurement of any contract with a value in excess of £75,000.

- Approving the overall budget for the Trust and its devolution to each School.
- Approving the annual accounts of the Trust.
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust, in conjunction with the Trust's Audit and Finance Committee.
- Oversight with regard to the finances of the Trust and the School, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement.
- Putting in place guidelines for the local maintenance of assets and appropriate registers.

(iv)

#### Strategy

- Determining the Trust's Strategic and Business Plan.
- Considering and evaluating performance against Key Performance Indicators set by the Trust in relation to academics, finances and other matters.
- Determining the educational targets of the School in consultation with the Local Governing Body, including, but without limitation, determination of the School's development plan.
- Determining any additional financial and reporting targets for the School.
- Determining Trust-wide policies.
- As the legal employer of all staff, responsibility for human resource policies and procedures and appropriate terms and conditions of service as developed with each School (including best practice for HR and recruitment);
- Determining the admissions policy and arrangements for the School in accordance with admissions law and DfE codes of practice (which is communicated to the Governors and implemented locally) and inform the Diocese of any changes to admission arrangements in Church Schools
- Deciding upon major strategic and legal aspects such as:
  - Establishing a new School.
  - Discontinuing or merging existing ones.
  - Disposal of land or otherwise for operational letting or hire purposes.
  - Increasing the size of the Trust
- Amending the Articles of Association.
- Adopting the strategic plan for the Trust which will include individual strategic plans for each School.
- Ensuring that all regulatory requirements are met.
- Recommending appointment of Members, Trustees and members of LGB (if not full delegation LGB) and co-opting additional Trustees including conducting skills audits as required.
- Securing that all Trustees and members of LGB are appropriately trained.
- Approving all policies that the Trust by law is required to maintain. A schedule of policies is attached as Appendix One.



- Determining each year the Scheme of Delegation, Terms of Reference and Standing Orders including approving the membership of all committees
- Establishing arrangements for independent appeals against refusals to admit pupils to a School.
- Establishing arrangements for independent review panels to review permanent exclusions.

#### **Risk Management:**

- Receive and review regular reports on financial and non financial risk ensuring risk is effectively managed.
- Agree an external and internal audit programme

#### **Governance Reviews**

- Carry out regular reviews of Governance across the Trust.

Note, this is not an exhaustive list and all Trustees should familiarise themselves with the Trust's Articles of Association, Scheme of Delegation and Funding Agreements.

#### **12. Chair's Emergency Powers**

The TB is a corporate entity and its power and authority rest with the TB as a whole. On occasions however the Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any school within the Trust, any student or employee of the Trust or any other member of the school community in circumstances where, in the opinion of the Chair (or in their absence Vice-Chair), it would not be reasonably possible to convene a meeting of the TB or a relevant Committee or LGB in the time necessary to protect such interests. Any such action must be reported to the TB as soon as possible.

## D. Finance and Audit Committee

1. Purpose: to scrutinise and provide assurance to the Board on financial systems and controls, compliance, risk management and the Trust's Governance. The committee will undertake a 'critical friend' role to review areas of the Trust's operation and will oversee due diligence for any proposed new schools that are being considered to join the Trust. It will make reports or recommendations to the Board in line with this purpose, informed by reports received, including from the CFO and CEO.
2. Composition:
  - The Committee shall comprise of a minimum of 3 Trustees
  - The Chair shall not be the chair of the Board.
  - Members of the Audit and Finance Committee will be "independent" Trustees. Chairs of Local Governing Bodies and employees are not eligible.
  - Trustees who are not members of the Finance and Audit Committee can request to attend a meeting, such requests to be made to the Chair of the Committee
  - The CEO in his or her role as accounting officer and the Business Director will normally attend meetings of the Committee.
3. Frequency of Meetings: The Board shall determine how often the Committee shall meet, normally at least three times each year. The external auditor may request a meeting if they consider one is necessary.
4. Authority: The Finance and Audit Committee is an advisory body with no executive powers. However, it is authorised by the board to investigate any activity within its terms of reference and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries. Requests for work, and reports received, from the contracted internal audit service will be channelled through the accounting officer and the Business Director. The Finance and Audit Committee is authorised to obtain independent professional advice if it considers this necessary.
5. The Finance and Audit Committee will report to the TB by submission of the minutes of each meeting (and as applicable financial reports). The committee has responsibility for the oversight and strategic objectives with regard to:
  - Finance, value for money and budget setting
  - Staffing and personnel, including pay, performance management, recruitment and staff development
  - Premises and estates, including Health and Safety, repair, renovation and capital spend in connection with the Trust's estates.
  - Risk Management
6. Terms of Reference
  - Financial systems, management, budget setting and monitoring
  - To report in summary to the Trust Board the activities undertaken at each meeting. In particular, to report its findings and recommendations to the Board.
  - Monitor the financial performance of the Trust and hold the CEO to account for this.
  - Consideration and approval of the annual budget/ 3 Year Financial Plan (for recommendation to the Trust Board)

- Review the Trust's internal and external financial statements and reports to ensure that they reflect best practice
- Review the effectiveness of the Trust's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner.
- Review and recommend to the TB monitoring reports for the Trust and schools annual budgets, reviewing financial management reports, end of year accounts, monthly management accounts, use of public funds and termly forecasts, ensuring adherence to the Academies Financial Handbook.
- Review the Trust's Financial Regulations and related policies regarding Anti- Fraud and Whistleblowing.
- Monitoring the use of the pupil premium and other earmarked or dedicated funds
- Procurement of any contract with a value in excess of £75000.
- Levels of delegated spending authority and procurement policies
- Monitor and recommend the % of funds which are contributed by schools for central services
- Charging policy; income generation policy; lettings policy and any other policies in line with the Policy Review Schedule
- Financial procedures (including compliance with the EFA procedures);
- Financial and asset management compliance – review reports on compliance with policies and procedures
- Review any report by the CEO recommending a change in bankers for the Trust and make recommendations to the Board
- Compliance – review reports on compliance, including effectiveness of systems and key issues or areas for change (including but not limited to financial areas, GDPR, Freedom of Information, whistleblowing, complaints)

#### External Audit

- Recommend the appointment, terms of engagement and remuneration (whilst the information will be shared with the Board, decisions will be made by the Trust members in line with regulations)
- Review the scope, objectives and delivery of external auditors work and delivery of service. Make recommendations to Board
- Meet with external auditors at least annually to discuss finding, including any major issues and resolution, key accounting judgements or levels of errors
- Prepare the Trustees annual report and governance statement for the Board and AO (supported by CEO and CFO)
- External oversight – review relevant reports by the EFSA and other bodies and, where appropriate, management response.

#### Internal Audit

- Review compliance requirements, consider audit strategy and make recommendations to the Board.
- Review and approve the internal audit plan
- Recommend the appointment, terms of engagement and remuneration (whilst the information will be shared with the Board, decisions will be made by the Trust members in line with regulations)

- Review internal audit reports and management response, monitor the implementation of recommendations and make recommendations or reports to the Board

#### Risk Management

- Receive regular reports on the risk register, key risks and mitigating steps to be assured that risk is being effectively managed
- Initiate any necessary reviews and agreed course of action for any risks it identifies as needing investigation
- Provide reports to the TB, including recommendations or changes required to improve Trust policies and practices

#### Due Diligence

Ensure that a due diligence process is undertaken to understand issues relating to potential new schools being considered to join the Trust, to include drawing on reports from Standards Committee and recommendations from CEO.

Making recommendations to the TB

#### Premises and Buildings, Health and Safety and IT

- Monitor Premises and Assets of all schools within the Trust
- Consider Health and Safety Reports for each school and submit recommendations to the Board outlining any necessary actions
- Consider reports and review policies, plans, their implementation or issues arising regarding the long-term strategy and estate improvement plan (including plans for capital development work including new builds and refurbishments), accessibility plans for each school and plans for capital development work. Make recommendations to the Board informed by Trust and School budgets.
- Plan the maintenance of the Trust's Buildings and incorporate into the budgets and Trust Development Plan and monitor the school's compliance requirements
- Ensure that specialist advice is sought for Health and Safety matters on the Trust's estate and ensure a prompt response to any independent advice
- Establish an effective business continuity plan, including IT failure for the central Trust
- Receive reports regarding policies, plans and their implementation or any issues arising in relation to IT, including for routine replacement work as well as major projects or developments.
- Monitor business continuity plans for each school
- Establish a procurement plan and submit to the TB for approval

#### Personnel

- Ensure staffing structures are suitable to meet the identified needs of the Trust and its schools
- Review, assess and take appropriate action in connection to Key Indicators of Performance

- Receive, consider and approve changes to the staffing structure of the Trust and its schools
- To be notified of any grievance/disciplinary issues and to support the CEO as appropriate
- Hear appeals against dismissal
- Performance management of CEO
- Disciplinary, capability and grievance aspects relating to CEO and CFO
- Detailed consideration of those policies within its remit.
- Monitoring all Human Resource aspects.
- Determination of staff pay and conditions.
- Review policies and practices taken across the Trust in relation to the development of staff and their effectiveness or changes required and make recommendations to the Board.

Other

- Review the operation of the Trust's code of practice for board members, Trustees and code of conduct for staff
- Determining policies as assigned to them
- Contracts, service level agreements and tendering procedures
- Insurance arrangements
- Trustee/Governors expenses policy
- Monitor Risk Register and Risk Assessment
- Appointing non-employee members of the committee to advise where appropriate
- Consider any other matters where requested to do so by the Trust Board; and report at least once a year to the Board on the discharge of the above duties.
- Dealing with formal complaints against a School in accordance with the Trust Complaints and Grievance Policy.
- Review Trust central services and their effectiveness and recommend any changes in line with Trust strategic plans.

### E. Pay Committee

1. Purpose: To scrutinise and provide assurance to the Trust Board that there are robust systems and processes in relation to the remuneration and succession planning of the CEO, Trust Executive Team and Headteachers. Where applicable, the committee will review compliance with the statutory requirements. It will make recommendations to the Board in line with this purpose informed by receipts received.
2. Membership: at least 3 Trustees from the Finance and Audit Committee
3. Chair: to be appointed by members of the sub-committee

4. Frequency of meetings: As determined by the Finance and Audit Committee but at least one in every year scheduled with the pay and performance review cycle
5. Authority: Make recommendations to the Finance and Audit Committee

Terms of reference:

- To report in summary to the Trust Board the activities undertaken at each meeting. In particular, to report its findings and recommendations to the Board.
- To draw up and review annually a Pay Policy with regard to the current Schools' Teachers Pay and Conditions document and other appropriate guidance relating to Support staff
- Review and recommend to the Board remuneration and terms and conditions or employment for the CEO, Executive Team and Headteachers, ensuring reviews meet requirements of the Academies Financial Handbook.
- Take into account recommendations from Trustees involved in the performance management of when determining the salary of the CEO
- Take into account recommendations from the LGB when determining the salary of Headteachers
- Ensure grades or re-grades of staff posts comply with equal pay legislation
- Act as a first appeals body as appropriate in relation to pay decisions.
- Ensure that the Trust has a senior management succession plan which minimizes the risk to business continuity in the event of resignations or long term absence (it is expected that this will be prepared with the CEO)

## F. Standards Committee

1. Purpose: To oversee and scrutinise the standards of performance, quality of provision including safeguarding and admissions in the Trust and schools. Where applicable the committee will review compliance with statutory requirements. It will make reports or recommendations to the Board in line with this purpose, informed by reports received including from the CEO.
2. Composition:
  - Composition : minimum of 3 Trustees
  - Chair: appointed by Trustees from the TB
  - The chair shall not be the chair of the Board.
  - Members of the Standards Committee will be "independent" Trustees. Chairs of Local Governing Bodies and employees are not eligible.

- Trustees who are not members of the Standards Committee may request attendance, such request to be made to the Chair of the Committee.
  - Members of the ET (including Leadership Partners where appropriate) will normally attend meetings of the Committee to report on or discuss specific areas relevant to the committee's remit.
3. Frequency of Meetings: The Board shall determine how often the committee shall meet, normally three times per year, and otherwise as required.
  4. Authority: The Standards Committee is an advisory body with no executive powers. However, it is authorised by the TB to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries. The Standards Committee is authorised to obtain independent professional advice if it considers this necessary.
  5. Terms of Reference:
    - To report in summary to the TB, the activities undertaken at each meeting. In particular, to report its findings and recommendations to the Board.
    - Maintain a strategic overview of policy change in education to inform the Committee's role and ensure that Trust policies and practices keep pace with change.
    - To monitor all matters relating to school curriculum and compliance with statutory obligations regarding the National Curriculum
    - To receive and review reports regarding the curriculum intent and provision and how it is taught, evaluated and resourced in each of the schools, ensuring that curriculum requirements, standards, targets and monitoring are appropriate to the needs of the pupils
    - To receive and review information and data regarding school performance.
    - To receive and review targets for pupil attainment and progress at end of Key Stages
    - To receive, review and make recommendations to the Board on achievement, progress and assessment of pupils across the Trust.
    - To receive and review individual school improvement plans and post-Ofsted inspection action plan
    - Monitoring all aspects of safeguarding including British Values and the operation of the Prevent strategy
    - Review curriculum issues that have implications for finance and personnel and make recommendations to the Finance and Audit Committee and TB
    - Receive reports from the ET in line with the Trust Development Plan
    - Review reports of both the Trust and its schools in relation to readiness for inspection
    - Review School Improvement work to include school to school support work
    - Review Trust and school's activity relating to community engagement, outreach events, stakeholder consultation and engagement of parents.
    - Consider complaints in relation to the curriculum / educational matters
    - Oversee the effectiveness of Pupil Premium, Intervention and measurable successes. –
    - Monitor the use and added value of enrichment activities for pupils
    - Safeguarding: review and scrutinise safeguarding across the Trust, ensuring compliance with Keeping Children Safe in Education and that children are safe and matters including, but not limited to Safer Recruitment, Prevent and Internet Safety and are effectively monitored and managed.
    - Review and scrutinise provision for pupils with SEND.
    - For Post 16 provision review reports on the quality of provision, careers education, work related learning and student's destinations.
    - For residential provision review quality of provision, inspection readiness and action planning

- Develop and manage the Trust’s Admissions Policy and support schools’ admission arrangements

The following committees of the TB will meet as and when required and within the timescales set out in the relevant policy:

- Complaints Committee
- Staff Discipline Committee /Appeals Committee
- Permanent Exclusions Committee / Appeals Committee
- Admissions Committee

## G: Local Governing Body

1. Purpose: To provide local oversight, challenge and support of their individual school plans, targets, attainment, budgets, community and stakeholder engagement. Their monitor alignment with the Trust’s strategy, approach, ethos and values. Where applicable they review compliance with statutory requirements. LGBs form a key part of the Trust’s governance structure and provide time, expertise, local knowledge and insight to understand their school and provide vital support and challenge.
2. The Board appoints LGB to carry out some of its academy level functions; albeit the Board remain accountable and responsible. Volunteers who are appointed to the LGB are known as ‘Governors’.
3. The LGB must work as an appointed body, which means:
  - no local governor can act on her/his own without proper authority from the Board;
  - local governors carry equal responsibility for decisions made in accordance to their level of governance;
  - although appointed from different backgrounds and with different skills, the overriding concern of all local governors is the welfare of their school and the Trust.

4. Composition:  
The LGB will be composed as follows:

Parents Governors	2
Community Governors/ Foundation Governors	5
HT (ex officio)	<u>1</u>



5. Appointment of Community Governors:
  - Elected to the LGB by the LGB on the basis of their knowledge, skills and understanding and in response to a skills audit. Appointments are ratified by the Trust Board, delegated to the CEO.
  - For church schools, Governors appointed by the DBE must equate to 25% of the LGB
  - In order to ensure a balance of representation on the LGB, the role of a Community Governor should not be held by a parent of a child within the school except in exceptional circumstances where a vacancy has not been able to be filled despite the best endeavours of the LGB (to include the use of Academy Ambassadors, NGA and 'advertising' within the local community) and the parent has those skills identified as required through an LGB skills audit.
  - The number of parents of children within the LGB home school sitting as Governors (irrespective of category) on the LGB should not outnumber the number of governors that are non-parents.
6. Associate Governors: Up to 2 Associate Governors may be appointed by the LGB for a defined period and for a named purpose. Appointment of Associate Governors is required to be approved by the Trust Board, delegated to the CEO.
7. Term of office: not more than 4 years and any person may not be re-elected/reappointed for more than 3 consecutive terms (this includes any movement between categorization of governor)
8. Chairs:
  - Appointed by the LGB for each school year and ratified by the TB
  - It is recommended that all LGBs should have a Vice-Chair
9. Frequency of meetings: The LGB shall meet at least 5 times per year.
10. Terms of Reference: The LGB shall exercise the delegated powers given by the TB and report to the TB on activities undertaken at each meeting. The functions of a LGB include:
  - Building an understanding of how the school is led and managed
  - Monitoring whether the school is:
    - Working within agreed policies
    - Is meeting the agreed targets
    - Managing its finances well
  - Engaging with stakeholders

- Being a point of consultation and representation
- Reporting to the board

Whilst the TB is the accountable body, LGBs will monitor and deliver governance for their school and they will achieve this by:

- Carrying out delegated responsibilities and reporting to the TB on the activities undertaken at each meeting
- Monitoring and reporting to the TB on the overall performance of the school, to include monitoring and evaluating educational outcomes, admissions, future pupil numbers, capital and development, effectiveness of leadership and management, strategic goals, policy review, Data Protection and Freedom of Information Schemes, safeguarding, SEND, equality and pupil welfare – ensuring that they recommend any areas of concern to the TB to ensure an agreed action plan can be implemented.
- Holding School leadership to account for academic performance, quality of care and quality of provision.
- Carrying forward the Trust's vision, in a way appropriate to the specific qualities and community characteristics of each School.
- Consideration, approval and monitoring of their school's development plan for recommendation to the TB
- Consultation on school targets and monitoring actions and progress
- Consultation on readiness for inspection planning. Monitoring of action and progress of plans.
- In line with the Trust Policy Schedule, review the implementation and effectiveness of policies and practices for the school and make any necessary reports to the Headteacher or CEO. Where policies allow, informed by local need and Headteacher reports, approve any school specific elements of Trust policies and liaising with the Trust Board, CEO and BD on all aspects of policy setting as they may respectively require.
- Consultation by the Headteacher on the school's curriculum intent as provision is developed to support approval and monitoring of school's curriculum.
- Reviewing safeguarding in the school and making necessary reports or recommendations to the Headteacher or CEO.
- Informed by the Headteacher of appointments of DSL and DDSL. Informed on any safeguarding elements to ensure compliance with regulations and Trust policy and practice, including drawing on any reviews or audits of safeguarding and monitoring of the school's single central register
- Appointing a member of the LGB to the safeguarding lead role.
- Consultation by Headteacher on and monitoring of provision for pupils with SEND in school, including drawing on any reviews or audits of SEND
- Oversee effectiveness of the pupil premium grant, to include interventions and measurable successes
- Where applicable, monitor the effectiveness of the PE sports Grant, to include the impact of activities and measurable successes
- Monitor the use and added value of enrichment activities for pupils
- Monitor the effectiveness of ensuring British Values and Promote are promoted and understood in the school
- Where applicable review and monitor school practices with regard to post 16 education, careers education, work related learning and pupil destinations.
- Where applicable review and monitor provision and planning for any residential provision

- In line with Trust Policy review and implement admission arrangements, recommending any changes to the Headteacher and CEO, including establishing any admission panels in line with agreed policy.
- Informed by school need and reports from the Headteacher review and monitor exclusion arrangements and establish exclusion panels in line with agreed policy.
- Carry out stakeholder engagement informed by school, local context and Trust practice, to include outreach events, website content and soliciting parent/carer feedback in relation to the school on a regular basis to highlight positive aspects of the school and to highlight potential areas of improvement
- Consideration, approval and monitoring of the annual budget for recommendation to the TB
- Consideration and approval of the school's staffing structure for recommendation to the TB.
- Approve or make recommendations regarding financial decisions in line with Trust Policy, observing proper levels of delegation and protocols, in conjunction with the Accounting Officer
- Be informed on any material issues or non compliance actions arising from internal or external audits and carry out any monitoring towards actions
- Implementation of actions required to comply with statutory regulations and the Funding Agreements.
- Consulted on long term estate management strategy and improvement and accessibility plans and monitoring plans, including where requested by the CEO, the monitoring of any capital development work and major ICT projects planned by the Trust which impact on the school.
- Consulted on and monitoring of any health and safety and premises management planning, in accordance with Trust Policy, including the school's compliance Responding to DfE statutory requirements and Ofsted requirements / reports as necessary
- Monitoring local HR activity and policy, including the process for local performance reviews for members of staff and in particular ensuring that it is within the parameters for the particular School from time to time established by the Trustees; staff welfare and wellbeing; disciplinary and grievance and making any necessary recommendations to the Headteacher or CEO. LGB members may be asked to sit on relevant panels in relation to staff disciplinary/grievance
- Contribute to the process of Headteacher recruitment through the Chair of the LGB and being informed of the process and appointment decision by the Trust.
- Contribute to the processes of Headteacher performance management through the Chair and being informed of the completion of the process by the Trust.
- Being informed on staff development for the school.
- Consider complaints in line with the Trust Complaints Policy
- Arranging election of members of the LGB in accordance with the Articles of Association.
- Oversight of the School's activities.
- Ensuring the School's resources are applied appropriately.
- Consideration of the School's required funding and support to the Trustees in relation to the annual budgetary process.

- Seeking value for money and being able to demonstrate that value for money has been achieved.
- Monitoring and reviewing expenditure on a regular basis and ensuring compliance with the overall financial plan and annual budget (determined with the Trustees) for the School.
- Maintenance of or putting in place appropriate arrangements for the maintenance of the School estate in accordance with the guidelines established by the Trust
- Implementation of Trust's procurement policies insofar as they impact on the School.
- Recommend, monitor and review the school's Fixed Asset Register. Notify the Trust of any changes to fixed assets used by the School.
- Recommend, monitor and review School's Risk Register
- Recommend, monitor and review Business Continuity Plan.
- Recommend, monitor and review the School's Estate Management Plan
- The LGB is expected to have in place named leads for safeguarding, SEND, Pupil Premium and Health and Safety. They may also decide and approve other lead roles relevant to the monitoring of the School Development Plan.

11. As an appointed LGB; the Board must be satisfied that the LGB has the ability to perform functions delegated to them and at any time the TB can remove delegation.

#### H: Interim Education Board (IEB)

Where a school is identified as 'causing a concern' either as a result of the category the school is placed in by Ofsted or as a result of concerns being identified/raised by the Trust, then the school and governors are required to take the relevant action. They are expected to ensure that they work in partnership with the Trust to address the concerns, and that an appropriate level of progress is made. If, however the TB do not feel that required level of progress is not being made or there is a serious concern in relation to the way the school is managed or governed which is likely to prejudice standards or performance then relevant action/ intervention will be taken by the CEO/ Chair of the Trust Board. Intervention may include consideration of a reduction in the school's level of autonomy and/or include changes in leadership or at governor level (creation of a Consultative Local Governing)

#### I: CEO

The CEO, as the Lead Professional in the Trust is responsible for its internal leadership, management and organisation, for advising the Trustees and for implementing the actions in the Trust Development Plan.

The CEO has the delegated responsibility for the operation of the Trust, including the performance management of the ET and HTs.

The CEO is the accounting officer so has overall responsibility for the operation of the Trust's financial viability and must ensure that the Trust is run with financial effectiveness and stability, securing value for money.

The CEO will be supported in the day to day leadership and Management of the Trust by the ET. The CEO may delegate executive management functions to the ET and is accountable to the TB for the performance of the ET

Incorporated in the role of the CEO is :

- Formulating and reviewing the visions, values, aims and objectives of the Trust for modification and adoption by the TB
- Formulating and reviewing policies for adoption by the TB
- Reporting on progress at meetings of the TB and its committees

## J HEADTEACHER

### Headteacher

The CEO manages the school's headteachers who are responsible for the day to day management of their school as outlined in their job description and Headteacher's Standards. The HT reports to the LGB on matters which have been delegated to them.

## K ANNUAL REVIEW

This scheme of delegation shall operate from the Effective Date.

The TB recognises that as the Trust matures and grows there is a need to be responsive to changing circumstances and adapt accordingly, in particular the workings in terms of governance and management may change. The Scheme of Delegation will be reviewed annually, with changes made as the context changes, if necessary each year. The TB will ensure that all involved in Governance are made aware of any changes through the Chairs Group.

## Standing Orders of The Trust Board

### 1. Context

These Standing Orders should be used in conjunction with the general advice issued by the Department for Education.

### 2. Convening and Planning Meetings, and the Conduct of Business

#### 2.1 Chair and Vice Chair

- a) The Board will elect from among its number a Chair and a Vice Chair for each school year.
- b) The chair will conduct all meetings of the Board except where, in his or her absence, the chair will be taken by the Vice Chair.
- c) If both the Chair and Vice Chair are absent from a meeting or have resigned, the Board will elect from its number a Chair for that meeting.
- d) If both the Chair and the Vice Chair resign, the Board will hold a special meeting within 10 days to elect their successors.
- e) The term of office for each Trustee/Governor shall not be more than 4 years and any person may not be reappointed or re-elected for more than three consecutive terms. (2.2 Calendar of Meetings)
- a) The Board will meet as a whole not less than 3 times each year
- b) The Board will plan its meetings, including those of committees, at the first meeting of the academic year.

#### 2.3 Timing of Meetings

- a) Meetings will start at times which are acceptable to the full Board, and will be limited to 2½ hours' duration.
- b) Where business has not been completed within the time stated in paragraph 2.3a above, those present at a meeting may resolve to extend the meeting for a given time in order to deal with specified business.

#### 2.4 Quorum

- a) For meetings of the full Board, the quorum will be one-third, rounded up, of the Board when fully constituted, unless the meeting is concerned with any of the issues listed below, when the quorum must be two thirds (rounded up to a whole number) of those Trustees of the Board who are entitled to vote:
  - I. The co-option of a Trustee;
  - II. The appointment of Trustees of a committee with delegated authority and the determination of any question relating to such a committee; or
  - III. The removal of the Chair.
- b) The quorum for a committee/working part will be a minimum of three Trustees.
- c) A meeting cannot be held if inquorate, and, therefore, decisions may not be made.

- d) If during the course of a meeting it becomes inquorate it will be discontinued.
- e) A meeting may be discontinued at any time by resolution of the Board.
- f) When a meeting is discontinued, or is inquorate, any items remaining on the agenda will be placed on the agenda of a subsequent meeting.

#### 2.5 Convening Meetings

- a) All meetings will be convened by the Clerk, who must also comply with any direction of the Chair, and with a requisition signed by three members of the Board.

#### 2.6 Notice of Meetings

- a) Written notice of meetings and the agenda will be sent to Trustees received 7 clear days before the meeting, while those for an extraordinary meeting called by the Chair or by requisition may be sent within a shorter time.
- b) Non-receipt of notice of a meeting will not invalidate the meeting.

#### 2.7 Agenda

- a) Agenda will be organised by the Clerk in consultation with the Chair and the CEO together.
- b) Items may be placed on the agenda by individual or groups of, Trustees by writing to the Clerk.
- c) Papers which inform agenda items will be sent to Trustees with the agenda.

#### 2.8 Late Items/Any Other Business

- a) Immediately after the minutes of the previous meeting have been approved, Trustees should inform the meeting of any item they wish to raise under Any Other Business.
- b) The meeting will decide whether any item so identified may be raised under Any Other Business, whether it should be deferred to a subsequent meeting, or whether it should not be heard at all.

#### 2.9 Attendance

- a) A record will be kept of all persons attending a meeting of the Board or any of its committees.
- b) Absences and apologies should be recorded in the minutes under the following headings:
  - I. Present: the names of Trustees (eligible to vote) including staff Trustees;
  - II. In attendance: the names of others who attend and participate in the meeting but are not Trustees;
  - III. Apologies received and whether accepted.
  - IV. Absent and no apologies received.

- c) The time of departure of any Trustee leaving before the end of a meeting will be recorded in the minutes.

#### 2.10 Minutes of Meetings

- a) The minutes of meetings will be drawn up on consecutively-numbered loose leaf pages, each page initialled by the person signing them as the true record.
- b) A dissenting view will be recorded in the minutes of the meeting, if that is the wish of one or more Trustees present.
- c) Copies of the draft minutes, checked for accuracy by the Chair and CEO, will be sent to all members of the Board within 10 school days of the meeting.
- d) The minutes of a meeting will be considered for approval or amendment at the next meeting.
- e) Action will be taken on the basis of decisions and need not await the approval of the minutes at the next meeting.
- f) Those matters which by law must remain confidential or which the Board decides shall be confidential will not be published in the minutes of any meeting.
- g) The draft minutes of meetings will be available for public inspection once they have been checked by the CEO and approved by the Chair.
- h) The approved minutes etc. will be available for public inspection at reasonable times by arrangement with the Clerk.
- i) A copy of the signed minutes of any or all meetings will be sent to the Department of Education on request.

#### 2.11 Correspondence

- a) All incoming correspondence, excluding any concerning a complaint, is for the attention of the Board. Significant items will be presented to each meeting of the Board, including any on which the Chair has already taken urgent action, so that the need for, and the nature of, action may be decided or confirmed.
- b) The Board will determine by resolution who should write letters on behalf of the Board.

#### 2.12 Information and Advice

- a) The CEO has a duty to keep the Board fully informed about matters affecting the Trust to ensure Trustees make informed decisions and will present an annual report.
- b) Where important information required by the Board is given orally, it will be recorded in the minutes in appropriate detail.
- c) Where information is required by the Board but is not readily available, reasonable time will be given for its production.
- d) Where expertise is needed but not available within the Board, the Board may consider co-opting an appropriate non-Trustee in accordance with the Articles (para 58).

#### 2.13 Discussion and Debate

- a) The Chair will consult the Board on matters raised where they appear to be not relevant to the agenda, or for which due notice has not been given.
- b) The Chair will ensure that all Trustees enjoy equality of opportunity to express their views.
- c) Recommendations received from working parties will be recorded in the written minutes.



- d) The Board will receive, but not debate, decisions which it has delegated to a committee or an individual. Decisions will be recorded in the minutes.

#### 2.14 Decision-Making

- a) Members of the Board recognise that all decisions must be made by a full meeting of the Board unless an individual or a committee has been delegated to deal with a specific issue.
- b) Decisions will be made after full discussion and by a simple majority by show of hands unless any one Trustee, or more, requires a secret ballot.
- c) A decision of the Board is binding upon all its members.
- d) If there is a tied vote at the end of a discussion, the Chair may vote a second time to determine the issue.
- e) Decisions of the Board may only be amended or rescinded at a subsequent meeting of the Board when the proposal to amend or rescind appears as a separate agenda item.

#### 2.15 Urgent Action

- a) The Chair, or in his or her absence the Vice Chair, has authority to take urgent action between meetings provided that the following conditions exist:
  - I. Delay in dealing with the matter would be seriously detrimental to a pupil, or a potential pupil, or his or her parents, or to a member of staff, or to a potential member of staff; and
  - II. A meeting could not be called in sufficient time to deal with the matter without being seriously detrimental as described in 2.15I above.
- b) If urgent action needs to be taken and with prior agreement (Majority) of the Board/LGB the chair may organise a vote using electronic systems.
- c) If any urgent action is taken by the Chair between meetings, the facts will be reported to the next meeting of the Board.

#### 2.16 Public Statements

- a) Public statements will be made only by those delegated to make them.

#### 2.17 Access to Meetings of the Board

- a) Those persons entitled to attend a meeting of the Board are any of its members, and the Clerk.
- b) The CEO and other members of the Executive Team are entitled to attend the meeting, unless the matters being discussed are required to be confidential.
- c) The Board will decide who, other than a Trustee or the Clerk, will be admitted to a meeting.
- d) The Board will determine its procedures for responding to those seeking permission to attend meetings.
- e) The Board will decide which of its meetings, if any, will be open to the public.
- f) If a meeting is to be opened to parents/the public, reasonable notice will be given.

#### 2.18 Pecuniary and Personal Interest

- a) The Board will maintain a register of the pecuniary interests of its members in the form of consecutively numbered loose leaf sheets, each sheet being a statement completed annually or at the point of any relevant change and signed by the relevant Trustee.
- b) Trustees will draw attention as appropriate to their declared pecuniary or personal interests.
- c) A Trustee will be required to withdraw from a meeting if he or she:
  - I. Stands to gain financially from a matter under consideration
  - II. Has a personal interest in a matter under consideration; or
  - III. Is a relative of a pupil, parent or employee being discussed.
- d) Trustees who have declared personal interest must be allowed to attend a meeting of a committee of the Board to give evidence if they have made relevant accusations, or are witnesses in the case, when it is discussing:
  - I. Disciplinary action against an employee or against a pupil; or
  - II. A matter arising from an alleged incident involving a pupil.

#### 2.19 Delegation of Functions

- a) The Board will decide as occasion arises the delegation of its functions in relation to complaints, the dismissal or grievance of a staff member, the exclusion of a pupil and pay decisions in relation to staff performance.

#### 2.20 Committees and Working Parties

- a) In order to ensure the most efficient use of time and resources, and in some cases to ensure absolute propriety, the Board will, where it is proper and appropriate to do so:
  - I. Set up committees and working parties to provide information and/or make recommendations to the Board;
  - II. Delegate work to individual members of the Board.

#### 2.21 Committees

- a) Committees may be given delegated authority to make decisions on behalf of the Board only where delegation is not forbidden by requirement.
- b) When establishing committees, the Board, in addition to ensuring that at least three Trustees are appointed to each, will:
  - I. Determine the membership and the method of appointing the Chair of each committee;
  - II. Establish and record terms of reference for approval by the Board;
- c) The Board may co-opt non-Trustees to committees but they may not vote on any matter;
- d) The CEO has the right to attend any meeting of Board committees.
- e) The membership of an appeal committee will not include any member of the relevant Local Governing Body (LGB) "first" committee or a Trustee who had any previous involvement with the matter under appeal.
- f) The Board will ensure that the appeal committee will have no fewer members than the relevant LGB "first" committee.
- g) A committee will provide a written report of its decisions and action to the next meeting of the full Board.

- h) The minutes of a committee meeting will be approved by the relevant committee, and a copy will be presented to the next meeting of the Board for information and filing.

## 2.22 Pay Committee

- a) The terms of reference for the pay committee will be determined from time to time by the TB. The current terms of reference are:

- to achieve the aims of the whole Trust pay policy in a fair and equal manner;
- to apply the criteria set by the whole Trust pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full local governing body;
- the local governing body will recommend to the Board of Trustees the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
- to keep abreast of relevant developments and to advise the local governing body when the Trust's pay policy needs to be revised;
- to work with the head in ensuring that the governing body complies with the Appraisal Regulations 2012 (teachers).

- b) The report of the pay committee will be placed in the confidential section of the Trust Board's agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy

## 2.23 Working Parties

In establishing working parties, the TB will:

- a) Determine the membership, including that of non-members of the Board, and the method of appointing the Chair of each working party;
- b) Establish terms of reference;
- c) Determine procedures for reporting back.
- d) The CEO has the right to attend any meeting of the Board's working parties.
- e) If the Board establishes working parties to make recommendations or provide information they will be discontinued when their work has been completed.
- f) A working party will present either written recommendations or progress reports to the next meeting of the full body.

## 3. Review

- a) Amendments to these Standing Orders may be made only by the Board at its first full meeting of any academic year.

This document is written in compliance with the Equal Opportunities Policy.

## **Standing Orders of xxx school's Local Governing Body**

### **1. Context**

These Standing Orders should be used in conjunction with the general advice issued by the Department for Education.

### **2. Convening and Planning Meetings, and the Conduct of Business**

#### 2.1 Chair and Vice Chair

- a) The LGB will elect from among its number a Chair and a Vice Chair. The LGB must reappoint the Chair at the beginning of each academic year. The Trust Board then ratifies the election of the chair by the LGB by which action the chair is appointed as a Trustee.
- b) The chair will conduct all meetings of the whole LGB except where, in his or her absence, the chair will be taken by the Vice Chair.
- c) If both the Chair and Vice Chair are absent from a meeting or have resigned, the LGB will elect from its number a Chair for that meeting.
- d) If both the Chair and the Vice Chair resign, the LGB will hold a special meeting within 10 days to elect their successors.
- e) The term of office for each governor shall not be more than 4 years and any person may not be reappointed or re-elected for more than three consecutive terms.

#### 2.2 Calendar of Meetings

- a) The LGB will meet as a whole not less than 5 times each year.
- b) The LGB will plan its meetings, including those of committees, at the first meeting of the academic year.

#### 2.3 Timing of Meetings

- a) Meetings will start at times which are acceptable to the full LGB, and will be limited to 2 hours' duration.
- b) Where business has not been completed within the time stated in paragraph 2.3a above, those present at a meeting may resolve to extend the meeting for a given time in order to deal with specified business.

#### 2.4 Quorum

- a) For meetings of the full LGB, the quorum will be one-third, rounded up, of the LGB when fully constituted, unless the meeting is concerned with any of the issues listed below, when the quorum must be two thirds (rounded up to a whole number) of those members of the LGB who are entitled to vote:
  - i. The appointment of a parent governor when there have not been sufficient candidates to fill the post;

- II. The co-option of a governor;
  - III. The appointment of members of a committee with delegated authority and the determination of any question relating to such a committee; or
  - IV. The removal of the Chair.
- b) The quorum for a committee/working party will be a minimum of three governors, including members from more than one representative group.
  - c) A meeting cannot be held if inquorate, and, therefore, decisions may not be made.
  - d) If during the course of a meeting it becomes inquorate it will be discontinued.
  - e) A meeting may be discontinued at any time by resolution of the LGB.
  - f) When a meeting is discontinued, or is inquorate, any items remaining on the agenda will be placed on the agenda of a subsequent meeting.

#### 2.5 Convening Meetings

- a) All meetings will be convened by the Clerk, who must also comply with any direction of the Chair, and with a requisition signed by three members of the LGB or a requisition signed by the Chair (or in their absence Vice Chair) of the TB

#### 2.6 Notice of Meetings

- a) Written notice of meetings and the agenda will be sent to members by appropriate means and the Principal/Headteacher if not a governor.
- b) To be received 7 clear days before the meeting, while those for an extraordinary meeting called by the Chair or by requisition may be sent within a shorter time.
- c) Non-receipt of notice of a meeting will not invalidate the meeting.

#### 2.7 Agenda

- a) Agenda will be organised by the Clerk in consultation with the Chair and the Principal/ Headteacher together. The TB may add items to the LGB agenda by notifying the clerk, Chair and HT.
- b) Items may be placed on the agenda by individual or groups of, governors by writing to the Clerk.
- c) Papers which inform agenda items will be sent to governors with the agenda.

#### 2.8 Late Items/Any Other Business

- a) Immediately after the minutes of the previous meeting have been approved, members should inform the meeting of any item they wish to raise under Any Other Business.
- b) The meeting will decide whether any item so identified may be raised under Any Other Business, whether it should be deferred to a subsequent meeting, or whether it should not be heard at all.

## 2.9 Attendance

- a) A record will be kept of all persons attending a meeting of the LGB or any of its committees.
- b) Absences and apologies should be recorded in the minutes under the following headings:
  - I. Present: the names of governors (eligible to vote) including staff governors;
  - II. In attendance: the names of others who attend and participate in the meeting but are not governors;
  - III. Apologies received and whether accepted.
  - IV. Absent and no apologies received.
- c) The time of departure of any member leaving before the end of a meeting will be recorded in the minutes.

## 2.10 Minutes of Meetings

- a) The minutes of meetings will be drawn up on consecutively-numbered loose leaf pages, each page initialled by the person signing them as the true record.
- b) A dissenting view will be recorded in the minutes of the meeting, if that is the wish of one or more members present.
- c) Copies of the draft minutes, checked for accuracy by the Chair and Principal, will be sent to all members of the LGB within 10 school days of the meeting.
- d) The minutes of a meeting will be considered for approval or amendment at the next meeting.
- e) Action will be taken on the basis of decisions and need not await the approval of the minutes at the next meeting.
- f) Those matters which by law must remain confidential or which the LGB decides shall be confidential will not be published in the minutes of any meeting.
- g) The draft minutes of meetings will be available for public inspection once they have been checked by the Principal/Headteacher and approved by the Chair. The clerk will send a copy of the approved draft minutes to the clerk to the TB.
- h) The approved minutes etc. will be available for public inspection at reasonable times by arrangement with the Clerk.
- i) A copy of the signed minutes will be sent electronically to the Trust.
- j) A copy of the signed minutes of any or all meetings will be sent to the Department of Education on request.

## 2.11 Correspondence

- a) All incoming correspondence, excluding any concerning a complaint, is for the attention of the whole LGB. Significant items will be presented to each meeting of the LGB, including any on which the Chair has already taken urgent action, so that the need for, and the nature of, action may be decided or confirmed.
- b) The Chair of the LGB shall write letters on behalf of the LGB

## 2.12 Information and Advice

- a) The Principal/Headteacher has a statutory duty to keep the LGB fully informed, and will present a written report at least twice each year.
- b) Where important information required by the LGB is given orally, it will be recorded in the minutes in appropriate detail.
- c) Where information is required by the LGB but is not readily available, reasonable time will be given for its production.

#### 2.13 Discussion and Debate

- a) The Chair will consult the LGB on matters raised where they appear to be not relevant to the agenda, or for which due notice has not been given.
- b) The Chair will ensure that all governors enjoy equality of opportunity to express their views.
- c) Recommendations received from working parties will be recorded in the written minutes.
- d) The LGB will receive, but not debate, decisions which it has delegated to a committee or an individual. Decisions will be recorded in the minutes.

#### 2.14 Decision-Making

- a) Members of the LGB recognise that all decisions must be made by a full meeting of the LGB unless an individual or a committee has been delegated to deal with a specific issue.
- b) Decisions will be made after full discussion and by a simple majority by show of hands unless any one member, or more, requires a secret ballot.
- c) A decision of the LGB is binding upon all its members.
- d) Voting on a decision to ballot parents will be by secret ballot.
- e) If there is a tied vote at the end of a discussion, the Chair may vote a second time to determine the issue.
- f) Decisions of the LGB may only be amended or rescinded at a subsequent meeting of the LGB when the proposal to amend or rescind appears as a separate agenda item.

#### 2.15 Urgent Action

- a) The Chair, or in his or her absence the Vice Chair, has authority to take urgent action between meetings provided that the following conditions exist:
  - I. Delay in dealing with the matter would be seriously detrimental to a pupil, or a potential pupil, or his or her parents, or to a member of staff, or to a potential member of staff; and
  - II. A meeting could not be called in sufficient time to deal with the matter without being seriously detrimental as described in 2.15a) above
- b) If urgent action needs to be taken and with prior agreement (Majority) of the Board/LGB the chair may organise a vote using electronic systems.
- c) If any urgent action is taken by the Chair between meetings, the facts will be reported to the next meeting of the LGB.

#### 2.16 Public Statements

- a) Public statements will be made only by the Chair or those delegated by the Chair to make them.

#### 2.17 Access to Meetings of the LGB

- a) Those persons entitled to attend a meeting of the LGB are any of its members, the Principal/Headteacher whether or not a member of the LGB, the Clerk, Chair or Vice Chair of the Trust Board and CEO or member of the Trust ET/ Leadership Partner as delegated by the CEO
- b) When the Principal/Headteacher is absent his or her place will be taken by the Deputy Headteacher/ Vice Principal.
- c) The LGB will decide who, other than a governor, the Principal/Headteacher or the Clerk, will be admitted to a meeting.
- d) The LGB will determine its procedures for responding to those seeking permission to attend meetings.
- e) The LGB will decide which of its meetings, if any, will be open to the public.

- f) If a meeting is to be opened to parents/the public, reasonable notice will be given.
- g) The Vice Principal/ Deputy Headteacher will be invited to attend meetings of the full body as part of his or her professional development.
- h) It is expected that, at the invitation of the Chair, there will be staff attendance at LGBs to present on specific agenda items
- i) Reappointment of Governors at the end of a term of office :to ensure robust and transparent processes, Governors who wish to be reappointed at the end of a term of office should apply for the position in the same way as those applying afresh for the position. Any Governor seeking reappointment, should not be present for the relevant agenda item at the meeting where the vacancy is considered and voted upon

#### 2.18 Pecuniary and Personal Interest

- a) The LGB will maintain a register of the pecuniary interests of its members in the form of consecutively numbered loose leaf sheets, each sheet being a statement completed and signed by the relevant member.
- b) Members will draw attention as appropriate to their declared pecuniary or personal interests.
- c) A governor will be required to withdraw from a meeting if he or she:
  - I. Stands to gain financially from a matter under consideration;
  - II. Has a personal interest in a matter under consideration; or
  - III. Is a relative of a pupil, parent or employee being discussion.
- d) Governors who have declared personal interest must be allowed to attend a meeting of a committee of the LGB to give evidence if they have made relevant accusations, or are witnesses in the case, when it is discussing:
  - I. Disciplinary action against an employee or against a pupil; or
  - II. A matter arising from an alleged incident involving a pupil.

#### 2.19 Delegation of Functions

- a) The LGB will decide as occasion arises the delegation of its functions in relation to complaints, the dismissal or grievance of a staff member, the exclusion of a pupil and pay decisions in relation to staff performance.

#### 2.20 Committees and Working Parties

- a) In order to ensure the most efficient use of time and resources, and in some cases to ensure absolute propriety, the LGB will, where it is proper and appropriate to do so:
  - I. Set up committees and working parties to provide information and/or make recommendations to the whole LGB;
  - II. Delegate work to individual members of the LGB.

#### 2.21 Committees

- a) Committees will have delegated authority to make decisions on behalf of the LGB only where delegation is not forbidden by requirement.



- b) When establishing committees, the LGB, in addition to ensuring that at least three governors (not including the Principal/Headteacher) are appointed to each, will:
  - I. Determine the membership and the method of appointing the Chair of each committee;
  - II. Establish and record terms of reference for approval by the LGB;
- c) The Principal/Headteacher has a right to attend any meeting of the LGB or any of its committees subject to the statutory rules laid down in respect of exclusions and staff disciplinary matters.
- d) The Chair or Vice Chair of the TB and the CEO have the right to attend any meeting of the LGB or any of its committees.
- e) The LGB will request that Trustees establish a committee to deal with appeals against any decision of a “first” committee.
- f) The membership of the appeal committee will not include any member of the relevant “first” committee.
- g) The Trustees will ensure that the appeal committee will have no fewer members than the relevant “first” committee.
- h) A committee will provide a written report of its decisions and action to the next meeting of the full body.
- i) The minutes of a committee meeting will be approved by the relevant committee, and a copy will be presented to the next meeting of the LGB for information and filing.

#### 2.22 Pay Committee:

- a) The terms of reference for the pay committee will be determined from time to time by the Trust. The current terms of reference are:
  - i. to achieve the aims of the whole Trust pay policy in a fair and equal manner;
  - ii. to apply the criteria set by the whole Trust pay policy in determining the pay of each member of staff at the annual review;
  - iii. to observe all statutory and contractual obligations;
  - iv. to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full LGB;
  - v. the local governing body will recommend to the Board of Trustees the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
  - vi. to work with the HT in ensuring that the governing body complies with the Appraisal Regulations 2012 (teachers).
- b) The report of the pay committee will be placed in the confidential section of the LGB agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy

#### 2.23 Pupil Exclusions / Governors Disciplinary Committee/Admissions Committee

In accordance with the relevant Trust or School Policy / Statutory Framework. Note: Trustees may be appointed to a Committee in the place of a member of the LGB where it is not possible to arrange a quorate committee within the statutory / policy timeframe.

## 2.22 Working Parties

- a) In establishing working parties, the LGB will:
- b) Determine the membership, including that of non-members of the LGB, and the method of appointing the Chair of each working party;
- c) Establish terms of reference;
- d) Determine procedures for reporting back.
- e) The Headteacher has the right to attend any meeting of the LGB or any of its working parties.
- f) If the LGB establishes working parties to make recommendations or provide information they will be discontinued when their work has been completed.
- g) A working party will present either written recommendations or progress reports to the next meeting of the full body.

## 3. Review

- a) Amendments to these Standing Orders may be made only by the Board of Trustees at its first full meeting of any academic year.

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

This document is written in compliance with the Equal Opportunities Policy.

### Appendix 4 – Table of Delegation

Key:

Column 1: Members  
 Column 2: Board of trustees of the multi academy trust  
 Column 3: Trust board finance committee  
 Column 4: Trust board standards committee  
 Column 5: Chief executive officer  
 Column 6: Local Governing Body  
 Column 7: School's Headteacher

✓ Action to be undertaken at this level  
 ✓ Action to be undertaken at this level

A Provide advice (to include recommendation) and support to those accountable for decision making  
 <> Direction of advice and support

GREY BOX : Actions **cannot** be carried out at this level

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
Governance								
People	Members: Appoint/Remove	✓						
	Trustees: Appoint/Remove	✓	✓					
	Role descriptions for members	✓						
	Role descriptions for trustees/chair/ specific roles/committee: agree		✓			<A		
	Parent Governor: elected		✓				✓	

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
	Board/Board committee chairs: appoint and remove		✓	✓	✓	<A		
	LGB chairs: appoint and remove		✓				<A	
	Clerk to board: appoint and remove		✓					
	Clerk to LGB: appoint and remove						✓	
Systems and structures	Articles of association: review and agree	✓	<A			<A		
	Governance structure for the trust: establish and review annually		✓			<A		
	Terms of reference and Scheme of Delegation : agree annually		✓			<A		
	Determine LGB sub committees						✓	A
	Skills audit: complete and recruit to fill gaps		✓			<A>	✓	A
	Succession: plan		✓			<A>	✓	A
	Annual schedule of business for trust board: agree		✓	✓	✓	<A		
	Annual schedule of business for LGB: agree					A>	✓	A
Reporting								
	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓			<A	✓	A
	From previous SofD filings at Companies House and Charity Commission					✓		
	Single Central Record : monitor		✓				✓	A

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
Reporting	Annual report on performance of the trust: submit to members and publish		✓			<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		<A		
Being Strategic								
Strategic	Determine trust wide policies (see policies list) which reflect the trust's ethos and values (facilitating discussions with unions where appropriate): approve		✓	✓	✓	<A		
	Determine school level policies which reflect the trust and school's ethos and values: approve (see policies list)		✓		✓	A>	✓	A
	New School applications to join the Trust		✓	<A	<A	<A		
	Change of Trust name		✓			<A		
	Central spend / MAT Contribution: agree		✓	<A		<A		
	Management of risk (Trust): establish register, review and monitor		✓	<A	<A	<A		
	Management of risk (individual school): establish register, review and monitor					A>	✓	A
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓
	Trust's Development Plan: determine		✓			<A		

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
	Schools Development Plan : determine		✓			A>	<A	A
	Trust Business Continuity Plan : establish, review and monitor			✓		<A		
	School Business Continuity Plan: establish, review and monitor			✓		A>	✓	A
	Trust Fixed Asset Register: establish, review and monitor			✓		<A		
	School Fixed Asset Register: establish, review and monitor			✓		A>	✓	A
	Chief Executive officer/ Chief Finance Officer: appoint and dismiss (in consultation with Diocese)		✓					
	Headteacher : appoint, dismiss and make any changes to contract, including working days (delegated to CEO in consultation with the LGB and Diocese where appropriate)		✓			<A		
	School SLT Appointments					A>	A>	✓
	Non- SLT Appointments							✓
	Budget plan to support delivery of trust key priorities: agree		✓	<A		<A		
	Budget plan to support delivery of school key priorities: agree		✓		<A	<A>	<A	A
	Trust's central team staffing structure: agree		✓	<A		<A		
	School staffing structure: agree		✓	<A		<A>	<A	A

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
	Teachers and support staff annual pay award		✓	<A		<A		
	Appraisal: HT					✓	<A	
	Trust website including compliance : agree, monitor, review					✓		
	School website including compliance: agree, monitor, review							✓
<b>Curriculum and Pupil related school matters</b>								
Curriculum and Pupil related school matters	Exclusions: Making a permanent exclusion							✓
	Exclusions: Governors Disciplinary Committee						✓	
	Exclusions: Independent Review Panel		✓					
	Admissions: agree admission arrangements (in consultation with LGB and Diocese in accordance with Admissions Policy		✓			<A	<A	A
	Admissions: determine and publish admission arrangements		✓			<A	<A	A
	Admissions: ranking of places						✓	A
	Admissions: allocation of in year places under PAN							✓
	Admissions: admittance over PAN/ refusal of place					A>	✓	A
	Admissions: application appeals		✓					

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
	Admissions: administration of process							✓
	Curriculum						✓	A
	Teaching and Learning							✓
	Annual SEND Information Report						✓	A
	Quality Assurance in schools		✓			<A		
<b>Premises/ Site</b>								
Premises/ Site	Estate Management Plan – Trust : establish plan, review and monitor			✓		<A		
	Estate Management Plan – School: establish plan, review and monitor						✓	A
	Significant alterations		✓	<A		<A		A
<b>Holding to account</b>								
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding (to include British Values and Prevent), H&S, employment): agree /monitor		✓	✓	✓	<A>	✓	A
	Reporting arrangements for progress on School Improvement Plan					A>	✓	A
	Reporting arrangements for progress on Trust Improvement Plan		✓	<A	<A	<A		
<b>Ensuring financial probity</b>								



Area	Decision	Delegation							
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT	
Ensuring financial probity	Appoint Chief financial officer		✓	<A		<A			
	Trust's scheme of financial delegation (Financial Regulations): establish and review		✓	✓		<A			
	External auditors' report: receive and respond		✓	<A		<A			
	CEO pay award: agree		✓						
	Trust Central ET Pay Award: agree		✓	<A		<A			
	Headteacher pay award: agree		✓	<A		<A	<A		
	Teacher pay award (not headteacher):						✓	A	
	Staff appraisal procedure and pay progression: review and agree		✓			<A			
	Benchmarking and trust wide value for money: ensure robustness			✓		<A			
	Benchmarking and school value for money: ensure robustness						✓	A	
	Develop trust wide procurement strategies and efficiency savings programme					✓			
	Review and approve trust wide procurement strategies and efficiency savings programme			✓					
	Expenditure of award of contracts up to HT limit							✓	
	Expenditure or Award of Contracts from HT to LGB limit							✓	A
	Expenditure or award of contracts from LGB limit to Board limit		✓	<A		<A>	<A	A	

Area	Decision	Delegation						
		Members	Trust Board	TB Finance	TB Standards	CEO	LGB	HT
	Expenditure or award of contracts from Board to OJEU limit		✓	<A		<A		
	Insurance Policy			✓		<A		

