The Harbour Schools Partnership
SCHEME OF DELEGATION

Contents

Introduction

The Board of Trustees has overall legal responsibility for the operation of the Trust and the Schools within it. It is legally responsible and accountable to the DfE and has to operate and comply with the provisions set out in its constitutional documents and all relevant legislation including the Articles of Association of the Trust, the Master Funding Agreement and the Academy Trust Handbook.

In accordance with the terms of its Articles of Association, the Trust's powers are exercised by its Trustees with the CEO having executive authority in respect of the day-to-day operations. Trustees are required under the terms of the Trust's Articles to appoint a Local Governing Body for each School within the Trust and can appoint any other committee provided that at least one member of any such committee is a Trustee. In accordance with the terms of its constitutional documents and, where applicable, determinations made by the Trustees, this Scheme of Delegation sets out in detail those powers which are reserved to the Trustees (the Board), the Members and the roles undertaken by the CEO, CFO, Trust board committees, executive team, Headteachers and Local Governing Bodies.

Governance Structure – The Harbour Schools Partnership

Lines of accountability

Governance Structure

Lines of communication

The Trust Members – (5 Members)

Meet twice a year. **Core Function:** Establishes the Governance structure in the Articles of Association and holds Board of Trustees to account for compliance with Trust aims and objectives. Includes 3 Foundation members approved by EDEN (or simple majority)

Receive the Board of Trustee minutes, reports on the finances, key monitoring documents and the strategy of the Trust from Trustees.

Appoints and removes Trustees. Company Secretary attends.

Board of Trustees (9 Trustees + 2 co-opted: quorum 5, casting vote with Chair)

Core functions: Development of Trust vision, strategy, financial stewardship and responsible for performance of all partners and Trust as a whole: Trust Effectiveness

Skills include: CEO HR Estates H&S Education Finance Inclusion & Safeguarding Education Leadership Legal

9 Trustees (5 Diocesan approved - EDEN + 1 co-opted approved Eden), Term 4 yrs.
Meet 4 times per year. Delegate aspects of governance to sub-committees and Local Governing Bodies.
Members of the Trust Exec Leadership team may be invited to attend meetings in their professional capacity as non-voting contributors.

Education Committee
Quorum: 3. **Meet:** 4 times per year

Core Functions: Monitor Education Effectiveness, SEND, Inclusion, Safeguarding and Christian Distinctiveness,
(DOSI Primary & Secondary attend – non-voting)

Audit & Risk Committee
Quorum: 3 Trustees (Excl. CEO & Chairs of Trustees & Finance Committee). **Meet**: termly.
Core Functions: Oversight of internal control framework, including financial and non-financial controls and management of risk.
Approve programme of internal scrutiny.
(CEO & CFO attend both non-voting)

Finance, Operations & Pay Committee
Quorum: 3. **Meet:** half termly.

Core Functions: Recommend budget to Board. Monitor budget & use of resource. Remuneration. Monitor statutory compliance.
(CFO attends – non-voting)

First & Appeals Committees

Pupil/staff /admission discipline/grievance/complaints

Local Governing Bodies (Quorum: min 3 or 1/3 of membership whichever is the greater)

Core Functions: Key focus on school community decisions as delegated by Trustees in Scheme of Delegation. There are no sub-committees but may use working parties.

Constitution: Minimum of 2 Elected Parent Governors in all schools.
Former VC schools 25% approved by EDEN. Former VA Schools majority (except elected parent & staff members) approved by EDEN. **Term 4yrs**

Chairs of School of LGBs
No delegated powers.

School voice directly to Board.
Facilitates strong Trust culture.
Meets termly.

Roles and Responsibilities

Members

*Role***:** The role of Members is to act as the guardians of the Trust's constitution (Articles of Association). Every Academy Trust has members who have a similar role to shareholders of a company.

Meeting frequency: The Members meet twice a year, including formally at the AGM, to help them keep aware of any key factors affecting the Trust and its educational and financial performance.

*Membership***:** 5. Members will not also be a Trustee. There is a separation of duties to ensure the highest quality of governance. There are at least 3 Members with approval from the Diocese of Exeter, who protect the Christian foundation of the Church of England schools. Company Secretary attends meetings (non-voting). Membership will not fall below 3.

Responsibilities:
Members:

- Are the subscribers to the memorandum of association (if they signed the legal documents to open the Trust).
- May amend the Articles of Association subject to any restrictions created by the Funding Agreement or charity law.
- May, by special resolution, appoint new Members or remove existing Members other than, where there is one, the foundation/ sponsor body and any members it has appointed.
- Have powers to appoint Trustees as set out in the Trust's Articles of Association and powers under the Companies Act to remove Trustees.
- May, by special resolution, issue direction to the Trustees to take a specific action.
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act).
- Have power to change the company's name and, ultimately, wind it up.
- Ensure the charitable objectives of the Trust are delivered with particular reference to its Christian Ethos.

Board of Trustees

*Role***:** The Board of Trustees is the accountable body for the performance of all schools within the Trust and as such are responsible for the following three core governance functions:

- Strategic leadership of the academy Trust
- Accountability and assurance, including holding the CEO to account
- Stakeholder engagement

As charity Trustees, they must also ensure that they are complying with charity law requirements. Academy Trusts are charitable companies and the Trustees are company Trustees and must comply with company law requirements.

Skills on the Board of Trustees include CEO; HR; Estates; Health and Safety; Education; Finance; Inclusion & Safeguarding; Education Leadership; and Legal.

The board of Trustees will nominate a link Trustee for Safeguarding, SEND and for Careers (secondary only).

Meeting frequency: The Board of Trustees will meet at least 4 times a year.

Membership: 9 Trustees plus 2 co-opted, including CEO (voting). There are 5 Trustees on the Board with approval from the Diocese of Exeter and who represent the voice of the Church of England's education values.

Term: 4 years.

Quorum: 5 – Chair has casting vote.

Meeting withdrawal: The CEO must withdraw from any meetings when Trustees are discussing his/her own pay. Any other person employed to work in the Trust must withdraw from any meetings for discussions and decisions concerning the pay or performance of anyone employed at the school. Any Trustee must withdraw from any meetings where there may be a conflict of interest with items declared on the 'Declarations of Interests' form. This applies to all sub-committees and working parties of the Board.

Responsibilities:

The Trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles of Association, including:

- Protecting the interests and assets of the charity and its schools, including holding the CEO to account.
- Safeguarding the charitable objects.
- Setting the Vision, Values and Ethos of the Trust and embedding the Trust's Christian distinctiveness.
- Ensuring children, staff and volunteers within the MAT family are appropriately safeguarded.
- Trust strategy, management and governance.
- Financial and educational performance.

Delegation of duties: The Board of Trustees is permitted to exercise all the powers of the Academy Trust. The Board of Trustees will delegate to the CEO responsibility for the day-to-day operations of the Trust. The Trustees will monitor this through the CEO appraisal cycle and key metrics, such as Ofsted and data outcomes for the schools. The Trust has the right to review and adapt its governance structure at any time which includes removing delegation.

The Trust Board's Scheme of Delegation is reviewed annually and sets out what the Board has opted to delegate to its committees and executive/senior leaders on the understanding that they will carry out their delegated duties strictly in line with committee terms of reference and Scheme of Delegation Matrix (Appendix 1) and to maximise effectiveness, efficiency and impact from the Trust's governance arrangements.

A Governor on a Local Governing Body does not sit on the Board of Trustees (or Members) to ensure separation of duties and the highest quality of governance.

Where an individual school is assessed as being 'at risk' by the Board of Trustees of the Trust, the Scheme will also be adjusted by the Trustees to the circumstances of the Academies. This could, in a situation where the education and welfare of young people is seriously jeopardised and/or weak governance is identified as a barrier to the school's improvement, involve the Scheme of Governance and Delegation and LGB being removed on a temporary basis. In these circumstances, an interim executive board ("IEB") will be formed by the Trustees to support the individual school. The IEB is constituted by the Trustees from key personnel drawn from the Trustees and the Local Governing Bodies of other academies operated by the Trust.

Matters of urgency: These may be discussed between the Chair and CEO and reported back at the next meeting.

Committees: There are 5 Trustee sub-committees.

Working parties can be established with a clear purpose and function.

Audit and Risk Committee

*Role***:** The committee reports to the Board of Trustees on business relating to internal controls, risk and audit.

Meeting frequency: At least termly.

Membership: 3-4 Trustees. The CEO (Accounting Officer) and CFO will attend this committee.

Term: 4 years.

Quorum: 3 (excluding CEO, Chair of Trustees and Chair of the Finance, Operations and Pay Committee).

Responsibilities:
- Oversight of internal control framework, including financial and non-financial controls and management of risk.
- Approve the program of internal scrutiny.

Matters of urgency: These will be reported to the Chair of Trustees.

Education Standards Committee

Role: The committee reports to the Board of Trustees on Secondary & Primary School Effectiveness, including SEND, Inclusion, Safeguarding & Christian Distinctiveness ensuring the vision for learning and support for children's wellbeing is upheld.

Meeting frequency: At least termly.

Membership: 3-4 Trustees, including the CEO. The Director for School Improvement for Primary & Secondary schools attend. SEND & Inclusion Lead & Safeguarding Lead and others will advise this committee by invite.

Term: 4 years.

Quorum: 3.

Responsibilities:
- Approve Trust Policies that support the education and wellbeing of pupils
- Monitor School Effectiveness through receipt of attainment data and reports
- Monitor pupil behaviour and attendance through receipt of data, audits and reports
- Monitor statutory compliance.

Matters of urgency: These will be reported to the Chair of Trustees.

Finance, Operations and Pay Committee

Role: The committee reports to the Board of Trustees on business relating to deployment of human, physical and financial resources to deliver the strategic objectives for the Trust, ensuring compliance and best value for money.

Meeting frequency: At least termly.

Membership: 3-4 Trustees, including the CEO. The CFO, COO or other operational leads will advise this committee by invite.

Term: 4 years.

Quorum: 3.

Responsibilities:
- Recommend budget to Board.
- Monitor budget and use of resource.
- Remuneration.
- Monitor statutory compliance.

Matters of urgency: These will be reported to the Chair of Trustees.

Local Governing Bodies

Role: To provide the local context, challenge and support to the Headteacher, ensuring the very best local offer is given in each school. The LGBs, through the Chairs of LGB group, also have a role in influencing and communicating with the Trustees on the strategic vision of the Trust going forward. The specific powers and roles delegated by the Trustees to the LGBs are set out in the Trust's Scheme of Delegation and are reflected in Appendix 1.

The LGB will nominate a link Governor for Safeguarding, SEND and for Careers (secondary only).

Meeting frequency: The structure is for each school to have a Local Governing Body which meets termly (schools set their own meeting dates within a window set by Trustees). Items for consideration by the Board are taken forward to Trustees for review and response.

Membership:
The LGBs in primary schools will be composed of 8 governors:
- 1 Headteacher (ex officio)
- 1 Staff governor
- 3 Parent governors
- 3 Community governors (1 for church schools)
- 2 Foundation governors (former VC schools only)

The LGBs in former Voluntary Aided (VA) primary schools will be composed of 9 governors:

- 1 Headteacher (ex officio)
- 1 Staff governor
- 5 Foundation governors
- 2 Parent governor

The LGBs in secondary schools will compose of 11 governors:
- 1 Headteacher (ex officio)
- 4 Parent governors
- 2 Staff governors
- 4 Community governors

LGBs may increase the number of governors by **co-opting** up to two further governors with approval from the Trustees and EDEN.

The total number of governors who are also members of staff should not ordinarily exceed 2 for primary schools or 3 for secondary schools.
In exceptional circumstances the Chair of the LGB may request Trustees to consider the appointment of a member of staff to a Parent governor role. This will only be considered where:
- There are challenges in local recruitment of governors.
- The member of staff is not full-time.
- The member of staff is not part of the school leadership team.
- At the point of academisation, there is an experienced parent governor in post, who fits the criteria above.
- The total number of governors who are also staff would never exceed 3 for primary schools or 4 for secondary schools and regardless of category of governor, they are not included for the purposes of the meeting quorum.

The Governor Terms of Reference (Appendix 2) gives details of appointment of governors; resignation and removal of governors; organisation of the LGB; undertakings of the governors; administration of meetings.

A Chair of LGB meetings and Foundation appointed governors must not be a member of staff. This is to ensure impartiality within meetings where school business is discussed.

Term: 4 years, except the Headteacher who will serve as ex-officio governor for as long as they remain in office.

Quorum: min 3 or 1/3 of the LGB currently appointed (rounded to the nearest whole number) provided two of whom are not employed by the Trust. Each governor shall have one equal vote. Where there is an equal division of votes, the Chair of the LGB will have the casting vote.

Responsibilities: Local Governing Bodies have some delegated decision-making powers in accordance with the Scheme of Delegation. These responsibilities include:

- Providing challenge to the Headteacher in relation to all aspects of local school leadership including in relation to the delivery of the school's vision
- Monitoring the spend and impact of Sports Funding (Primary Schools); monitoring the spend and impact of Pupil Premium
- Monitoring the spend statements published by the school; Monitoring Christian Distinctiveness (church schools only); School organisation / numbers on roll; Reviewing quality of teaching.
- Approval of Collective Worship & RE and School Behaviour Policies
- Annual reviews in areas such as school curriculum design; pupil achievement; parental surveys.

A working party can be used where an LGB deems it necessary to support workload and a particular focus, but these bodies have no decision- making powers.

Matters of Urgency: These may be dealt with by the Chair of the Local Governing Boy/ Vice Chair of the Local Governing Body and Headteacher and reported at the next Local Governing Bodu meeting providing they do not compromise the Scheme of Delegation.

Reference to other delegated governance groups

First and Appeals Committees

Any First and Appeals Committees will be convened under the relevant Trust policy.

Admissions Panels

A group of 3 Trustees meet to discuss and approve and admittance over PAN[vii]/refusal of place.

A group of 3 Local Governors from any one school meet to discuss and approve allocation of in year places under PAN.

Chairs of LGBs Group

Chairs of LGBs meet with the Trustees/Trust's Executive team on a regular basis for key updates and to influence and communicate with Trustees and the Trust's executive team on the strategic vision of the Trust going forward. The group has no decision-making powers.

Reference to other delegated Individuals

Chief Executive Officer

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies. The CEO is the Accounting Officer so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

The CEO leads the Executive Leadership Team of the Trust and is accountable to the Trust Board for the performance of the Trust.

The Chief Executive Office is empowered to take all necessary decisions on behalf of the Trust and its schools in cases of emergency. Emergency shall mean any situation in which the CEO believes there is a risk of damage to property, a threat to the health or wellbeing of an individual or that the interests of the Trust may be compromised.

Chief Finance Officer

The CEO delegates the functions of Accounting Officer to the CFO who has responsibility of ensuring the Trust's detailed financial procedures ensure robust resource management in line with the Academies Financial Handbook, Master Funding Agreement and other legislative guidance and for reporting these to the Trustees and ESFA in line with statutory requirements.

Headteachers

Headteachers are responsible for the day-to-day leadership and management of the school and are line managed by a member of the Education Improvement Team and report to the Local Governing Body on matters which have been delegated through the Scheme of Delegation.

The School Headteacher is responsible for the performance of their individual school and the effectiveness of their individual improvement plan.

A group of Headteachers meet with the Trust's Executive team on a regular basis for key updates and sharing of best practice. The group has no formal delegated decision-making powers but are consulted widely on matters relating to the successful operation of the Trust.

Harbour Schools Partnership
A guiding light for education

Appendix 1 – Scheme of Delegation

FUNCTION	***TASK*** ***KEY:*** *Approve (A)* *Recommend (R)* *Develop (D)* *Monitor & Report (M)* *Consulted (C)* *Action ✓*	***MEMBERS***	***BOARD OF TRUSTEES***	***AUDIT AND RISK COMMITTEE***	***EDUCATION STANDARDS COMMITTEE***	***FINANCE, OPS AND PAY COMMITTEE***	***ADMISSIONS COMMITTEES***	***LGB***	***CEO***	***CFO***	***TRUST EXECUTIVE TEAM***	***HEADTEACHERS***
VISION, ETHOS & STRATEGY (Including Compliance)												
1. STRATEGY												
	Setting overall vision and strategy, culture and values		***A***						***R***		***D***	
	Championing the Trust strategy and review progress against the strategy		***A***						***R***		***D***	
	Admission of new schools to Trust		***A***						***R***		***D***	
2. GOVERNANCE and ENGAGEMENT												
	Approval of changes to Articles[i] of Association and adhering to them	***A***	***R***									
	Appointment of a governance professional, ensuring appointment checks, induction and training		***A***						***R***			
	Appointment of Chair and Vice Chair to Board		***A***									
	Establishment of committees/portfolios and Chairs		***A***									
	Changes to Scheme of Delegation		***A***									
	Establish a high performing governance structure including appointing board committees and academy committees		***A***									
	Evaluating governance regularly	***A***	***R***						***R***			
	Setting governance policies (inc. data protection, information sharing, cyber security, Freedom of Information, code of conduct, complaints, whistleblowing)					***A***					***D***	
	Setting whistleblowing procedures		***A***								***D***	
	Approval of terms of reference for Trustees, committees and LGBs		***A***									
	Appoint and remove Chairs of LGBs		***A***					***R***				

	Organise calendar of Board and LGB meetings		***A***					***C***	***R***		***C***	
	Appoint and remove Trustees, ensuring appointment checks, induction and training	***A***	***R***									
	Approve safeguarding lead Trustee, SEND lead Trustee, Careers lead Trustee (secondaries), and ensure financial skill set on board		***A***									
	Approve safeguarding lead Governor, SEND lead Governor, Careers lead Governor (secondaries)							***A***				
	Set expectations for Trustee, Member and Governor conduct	***A***										
	Foster equality, engagement, diversity and inclusion including building a diverse board	***A***	***R***									
	Appoint and remove Company Secretary		***A***						***R***			
	Appoint and remove Clerks to LGBs								✓			
	Appoint parent Trustees / local committee parent governors		***A***					***R***				
	Appoint non-parent governors							***A***				
	Ensure transparency of information		***A***						***D***			
	Maintenance of Register of Interests	✓	✓***A***					✓	✓***M***	***M***	✓	✓
	Approval of Trust policies (data protection, cyber security, FOI, code of conduct, complaints) not referenced under other sections		***A***						***R***		***D***	***D***
	Ensuring strategic oversight and accountability		***A***									
	Attending Trust school inspections		***M***						***C***			✓
	Planning and monitoring a planned programme of Trustee visits to schools		***A/M***						***C***			
	Engaging with stakeholders and religious authorities		***A***						✓			

FUNCTION	TASK KEY: Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓	MEMBERS	BOARD OF TRUSTEES	AUDIT AND RISK COMMITTEE	EDUCATION STANDARDS COMMITTEE	FINANCE, OPS AND PAY COMMITTEE	ADMISSIONS COMMITTEES	LGB	CEO	CFO	TRUST EXECUTIVE TEAM	HEADTEACHERS
3. SCHOOL ORGANISATION												
	School times of day and term dates		*A*					*C*			*R*	*D*
	Change of School Age Range[viii]		*A*					*C*	*R*		*D*	*C*
4. SAFEGUARDING												
	Ensure suitable Safeguarding policy and associated procedures/practices are in place in all schools, including appointing Designated Safeguarding Lead				A						*M*	✓
	Monitor the effectiveness of the Safeguarding policy				*M*			*M*			✓	
	Receive a termly Report on the schools' Safeguarding policy and procedures				*M*							
	Ensure annual safeguarding audits take place and are appropriately reported to the Board				*M*			*M*			*M*	✓
	Ensure compliance with Equalities legislation				*A/M*						*R*	✓
	Setting safeguarding policies (safeguarding and child protection, pupil mental health and wellbeing, Prevent duty, looked after children, safer recruitment, supporting pupils with medical conditions)				*A/M*						*D*	✓
5. ADMISSIONS												
	Agree Admissions arrangements (policies) in consultation with LGBs, DCC and Diocese where applicable		*A*					*C*	*R*		*C*	*C*
	Determine and publish admissions arrangements/policies		*A*					*C*	*R*		*C*	*C*
	Allocation of in year places under PAN						*LGB A*					*R*
	Admittance over PAN[vii]/refusal of place						*Trustees A*		*R*			
	Keeping admissions and attendance registers										*M*	✓

FUNCTION	TASK KEY: Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓.	*MEMBERS*	*BOARD OF TRUSTEES*	*AUDIT AND RISK COMMITTEE*	*EDUCATION STANDARDS COMMITTEE*	*FINANCE, OPS AND PAY COMMITTEE*	*ADMISSIONS COMMITTEES*	*LGB*	*CEO*	*CFO*	*TRUST EXECUTIVE TEAM*	*HEADTEACHERS*
6. HEALTH & SAFETY AND ESTATES												
	To agree a health and safety policy and set up arrangements to manage health and safety through a strategy		*A*			*M*					*D*	*C*✓
	Risk monitoring & reporting of health & safety risks to Board		*A*			*M*		*M*			*D/M*✓	*C*
	School Critical Incident and Business Continuity Plan		*A*			*M*					*D*	*C*✓
	Trust Critical Incident and Business Continuity Plan		*A*			*M*			*D*		*C*	
	Approval and monitoring of Environmental Sustainability strategy		*A/M*			*M*		*M*			*D*	*D/C/M/*✓
7. PREMISES & INSURANCE												
	Ensure Asbestos, Legionella & Fire Management Plans in place and compliant		*M*			*M*					*D/*✓	*C* ✓
	Ensure all statutory inspections within all academies are compliant with statutory legislation		*M*			*M*					✓	*M*
	Ensure effective management and maintenance of the Academies buildings, including the development of a 5 year plan		*A*			*M*					*D/*✓	*C*✓
	Ensure buildings insurance and liability insurances are in place		*M*							✓	✓	

FUNCTION	TASK **KEY:** Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓	*MEMBERS*	*BOARD OF TRUSTEES*	*AUDIT AND RISK COMMITTEE*	*EDUCATION STANDARDS COMMITTEE*	*FINANCE, OPS AND PAY COMMITTEE*	*ADMISSIONS COMMITTEES*	*LGB*	*CEO*	*CFO*	*TRUST EXECUTIVE TEAM*	*HEADTEACHERS*
FINANCIAL PERFORMANCE												
1. STATUTORY REPORTING												
	Trust Annual Accounts and Report	*C*	*A*	*R*						*D*		
	Response to Auditors' Management Letter			*A/D*					*D*	*D*		
	Appointment/Removal of external auditors	*A*	*R*	*D*								
	Budget Forecast Return		*A*			*R*				*D*		
	Other Accounting Returns								*A*	*A*		
	Compliance with ESFA requirements		*M*						✓	✓		
2. SYSTEMS OF INTERNAL FINANCIAL & RISK CONTROL												
	Internal financial control procedures			*A*					*R*	*D/M/* ✓		
	Setting delegated authority limits for financial transactions					*A*				*D*		
	Financial regulations and associated policies		*A*	*R*					✓	*D/* ✓		
	Appointment of Internal Auditors		*A*	*R*						*D*		
	Annual programme of internal scrutiny			*A*						*R*		
	Maintaining risk register		*M*								✓	
	Developing finance policies (inc. charging & remissions, procurement)					*A*				*D*		
3. BUDGET AND MANAGEMENT REPORTING												
	Trust Budget – 1 Year Plan		*A*						*R*	*D*		
	Trust Budget – 3 Year Plan		*A*						*R*	*D*		
	Trust Budget – Current Year					*M*				*D/M*		
	Budget Virements – Current Year (above £30,000)					*M*				*A*		

FUNCTION	TASK **KEY:** Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓	MEMBERS	BOARD OF TRUSTEES	AUDIT AND RISK COMMITTEE	EDUCATION STANDARDS COMMITTEE	FINANCE, OPS AND PAY COMMITTEE	ADMISSIONS COMMITTEES	LGB	CEO	CFO	TRUST EXECUTIVE TEAM	HEADTEACHERS
	School Budget – Current Year					*M*						*M*
	Trust Monthly Management Accounts and forecasts		*M*			*M*				✓		
	Pupil premium strategy and other restricted funds i.e. sports				M						*C*	✓
4. PURCHASING AND PROCUREMENTii												
	Enter into contracts above £250,000		*A*			*R*			*R*	*R*		
	Enter into contracts between £75,001 and £250,000					*A*			*R*	*R*		
	Enter into contracts between £50,001 - £75,000								*A*	*R*		
	Enter into contracts between £15,001 - £50,000									*A*		
	Enter into contracts up to £15,000											*A*
5. BANKING AUTHORITY AND CASH MANAGEMENT												
	Borrowing[iii]		*A*			*R*				*D*		
	Investment[iv]		*A*			*R*				✓		
	Open new bank accounts		*A*							✓		
6. TRANSACTION PROCESSING												
	Purchasing									*A*		
	Income									*A*		
	Control Account Reconciliation									*A*		
	Write-off bad debts up to £**100**											*A*
	Write-off bad debts up to £**500**[v]									*A*		
	Write-off bad debts over £**500**[v]								*A*	*R*		
	Managing conflicts of interest and related party transactions					*M*				✓		

7.	FIXED ASSETS												
	Asset Register										***A***		
	Addition and disposal of assets[vi]										***A***		

FUNCTION	TASK **KEY:** Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓	MEMBERS	BOARD OF TRUSTEES	AUDIT AND RISK COMMITTEE	EDUCATION STANDARDS COMMITTEE	FINANCE, OPS AND PAY COMMITTEE	ADMISSIONS COMMITTEES	LGB	CEO	CFO	TRUST EXECUTIVE TEAM	HEADTEACHERS
EDUCATIONAL PERFORMANCE & STAFF PERFORMANCE MANAGEMENT												
1. PERFORMANCE & CURRICULUM												
	Pupil achievement		***M***		M			***M***			***M***	✓
	Delivering support for looked after children										***M***	✓
	Setting Trust Improvement Plan in line with Trust priorities		***M***					***M***			***A***	✓
	Review progress against Trust Improvement Plan		***M***					***M***			***M***	✓
	School SEF evaluation				M			***C***			***A***	✓
	Setting Trust approach to curriculum and assessment, with regard to statutory requirements		***A***		R						***D***	
	Trust curriculum design including EYFS				A						***R***	
	Curriculum delivery and assessment, including EYFS, in line with statutory requirements and Trust approach							***M***			***M***	✓
	Production and analysis of data				A						***M***	
	Delivering careers guidance, with regards to statutory requirements				M			***C***			***A***	***D***
	Relationships, Sex & Health Education and policy				A			***C***			***M***	***D***
	Collective Worship & RE policy							***A***			***M***	***D***
	School Uniform							***A***			***M***	***D***
	Home School Agreements							***A***			***M***	***D***
	SEND compliance with Code of Practice		***A***		M			***M***			***R***	
	Development and enhancement of Christian distinctiveness/SIAMS				M			***D***				✓

FUNCTION	TASK **KEY:** Approve (A) Recommend (R) Develop (D) Monitor & Report (M) Consulted (C) Action ✓	MEMBERS	BOARD OF TRUSTEES	AUDIT AND RISK COMMITTEE	EDUCATION STANDARDS COMMITTEE	FINANCE, OPS AND PAY COMMITTEE	ADMISSIONS COMMITTEES	LGB	CEO	CFO	TRUST EXECUTIVE TEAM	HEADTEACHERS
	Approval and monitoring of Equality Objectives and EDI Policy		A								R	
2. PUPIL DISCIPLINE												
	Setting school Behaviour and welfare policies (behaviour, exclusions)							A			M	✓
	Exclusions policy and setting approach to directing pupils offsite, exclusions				A			M			R	D
3. STAFF & PAY												
	Appoint/performance review/dismiss CEO (Accounting Officer)		✓									
	Appoint CFO		A						R			
	Appoint Headteachers								A		✓	
	Appoint/performance review staff on leadership scales										✓	
	Appoint/performance review Executive Team		C						✓		C	C
	Approve staff HR policies (appraisal, pay, disciplinary, grievance, capability and safer recruitment)		A								R	
	Monitor appraisal process and performance management					✓					✓	✓
	Approve Pay policy					A					D	
	Teaching and support staff appointments and dismissals, with regard to statutory requirements		✓								C	✓
	Suspension/Return of CEO											
	Suspension/Return of Executive member of Executive Team								✓			
	Suspension/Return of staff on leadership scales										✓	
	Approve Trust Executive staffing structure		A						R		C	

	School staffing structure changes outside budget										***A***	***R***
	School staffing structure changes within budget										***C***	✓
	Set pay levels, including executive pay		***A***						***R***			
	Oversee staff wellbeing, workload and working conditions		***A***								***M***	

[i] Written consent of DfE required (clause 16 (a) Funding Agreement. Written consent of Foundation Member, Trustees and Diocesan Board of Education required (Articles – 10)

[ii] ESFA prior approval required for ex-gratia payments and for severance and compensation payments beyond specified limits

[iii] ESFA prior approval required

[iv] ESFA prior approval required in certain circumstances

[v] ESFA prior approval required in certain circumstances

[vi] ESFA prior written approval required for specified acquisitions and disposals beyond specified limits

[vii] This is not applicable for Fair Access Requests

[viii] DFE approval required through Significant Change Process

Appendix 2 – Terms of Reference for Local Governing Body

1. APPOINTMENT OF GOVERNORS	
1.1	**Parent governor**: an individual who has a child of school age attending the school and is elected by the parent body of the school. They do not have to stand down if their child leaves the school during their term of office. The LGB shall make all necessary arrangements for an election of parent members. It must take all reasonably practical steps to ensure that every qualified candidate is informed of the vacancy, their entitlement to stand as a candidate and their right to vote. It will put procedures in place for an election through secret ballot in the event of there being more than one candidate and will ensure that all those entitled to vote in a secret ballot have the opportunity to do so. As per the Trust Articles of Association, Article 56, Trustees can appoint a parent local governor.
1.2	**Staff governor:** an individual who is a contracted member of staff, usually elected by the staff of the school to ensure that staff views are represented on the LGB. The LGB shall invite nominations from all staff employed under a contract of employment at the school. If more than one nomination is received the LGB shall put procedures in place to have an election by way of a secret ballot. Staff can only be a staff governor at the school they work in; they are not eligible to be a parent, community, foundation or co-opted governor in the school in which they work.
1.3	**Community governor**: an individual who has the knowledge, skills and experience which the LGB require and are nominated and appointed by the parent, staff, foundation and ex-officio governors of the LGB.
1.4	**Foundation governor (church schools only):** an individual who is nominated by LGBs after prior consultation with the local PCC, the incumbent and the Diocese. Consent to the appointment is required from Exeter Diocese Education Network (EDEN)) prior to approval by the Trustees.
1.5	**Co-opted governor:** an individual who has the knowledge, skills and experience which the LGB require and are nominated and appointed by the parent, community, staff and ex-officio governors of the LGB. Co-opted governors require approval from the Trustees and EDEN on appointment and do not have voting rights within the governing body.
1.6	The Clerk of each LGB must maintain an accurate and up to date list of all governors and must keep this list updated with the school administrator. The clerks of church schools must ensure that updated lists are also shared with the Diocese.
1.7	New governors will be ratified by the Trust. Interested parties will be allowed to register their interest and attend governing bodies as an observer within the preceding academic year as part of the induction process.
1.8	The LGB may act not withstanding any vacancies, but where the number of governors falls below the number fixed as a quorum for LGB meetings, the governors may act only for the purpose of filling vacancies.
1.9	For schools entering the Trust under sponsorship, the Foundation governors will require consent to the appointment from Exeter Diocese Education Network (EDEN) prior to approval by the Trustees. Community governors will need to be approved by Trustees and new elections will be held for staff and parent governors.

2. RESIGNATION AND REMOVAL OF GOVERNORS	
2.1	A governor may at any time resign their office by giving notice in writing to the Clerk to the LGB.
2.2	The LGB has the right to remove a governor if they are absent from three consecutive LGB meetings without the approval/permission of the Chair of the LGB or Headteacher.
2.3	A governor may be removed from office by the Trustees where they become disqualified from acting as governor as per statutory guidance for disqualification of Directors or where it is decided by the Trustees that they are not acting in the best interests of the school, its pupils or the Trust.
2.4	Any staff member shall automatically cease to hold office if they cease to be employed by the Trust. However, a parent governor shall not automatically cease to hold office solely by reason of the child (of whom the parent governor is a parent or carer) ceasing to be a pupil at the Trust.
3. UNDERTAKINGS OF GOVERNORS	
3.1	The governors shall, upon their appointment or election, give a written undertaking to the Exeter Diocesan Board of Education (DBE), Members and the Trustees to uphold the objects of the Trust as set out in the Articles of Association and all policies and procedures agreed by the Trust or LGB from time to time.
3.2	The governors shall annually give a written undertaking to observe the Trust Code of Conduct for Governors.
3.3	The Trustees expect all governors to engage in relevant training to support their governance including Diocesan training for church school governors.
4. ORGANISATION OF THE LGB	
4.1	The Chair of the LGB will be elected annually by the governors at the set up LGB meeting in each school year. The election procedure will be organised by the Clerk to the LGB who will receive written and/or verbal nominations; a governor can nominate themselves. If there is more than one candidate, nominees will be asked to leave the room, the remaining governors will vote by secret ballot, and the Clerk will tally the vote. The appointment of all Chairs will be ratified by a majority vote of the Trustees.
4.2	In the absence of either the Chair or the Clerk at a meeting of the LGB, the LGB will agree a replacement for the meeting.
5. ADMINISTRATION OF MEETINGS	
5.1	The Clerk to the LGB will circulate an agenda and any papers at least one week before a meeting of the LGB.
5.2	It is expected that all governors have read the papers if they have been circulated.
5.3	All recommendations and decisions made at a meeting of the LGB will be recorded accurately in writing. The minutes and next steps documents will be sent to the Headteacher and Chair for approval and the other LGB Governors by the Clerk of the LGB no later than two working weeks following the meeting. A copy of the documents should also be uploaded to the relevant folder in the LGB SharePoint.

Appendix 3 - Terms Reference for Audit & Risk Committee

Committee Responsibilities
• To maintain an oversight of the Academy Trust's financial governance, risk management and internal control systems • To investigate any activity within its terms of reference or specifically delegated to it by the Board. • authorised to request any information it requires from any employee, external audit, internal audit, or other assurance provider or obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board • To oversee the annual review of the trust's risk register and conduct a review of the risk register at each meeting • To monitor the effectiveness of risk management policy and processes • To review any risks to the academy trust's systems of internal control and agree a programme of work to address, and provide assurance on, those risks to the trust board as appropriate • To advise the Board on the effectiveness and resources of the external/internal auditors to provide a basis for their reappointment, dismissal, retendering, or remuneration. • To ensure co-ordination between internal audit/scrutiny and external audit. • To consider the reports of the auditors and, when appropriate, advise the Trust Board of material control issues. • To encourage a culture whereby each individual feels that they have a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees • To Approve relevant policies as per the Trust Policy Schedule • To review the external auditor's plan each year. • To review the annual report for the financial statements. • To agree an annual programme of internal scrutiny, which is objective and independent, covering systems, controls, transactions, and risks. • To advise the Trustees on the adequacy and effectiveness of the Trust's systems of internal control, governance, and risk management processes, • To consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken. • To consider appropriate actions following any serious incidents, including fraud, which are reportable to the Education and Skills Funding Agency or would have a major financial or reputational risk to the trust • To ensure that all significant losses have been properly notified and investigated as required by the Academies Handbook

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Appendix 4 – Terms of Reference for Education Committee

Committee Responsibilities
• To adopt, implement and monitor relevant education and safeguarding policies in accordance with the Policy Schedule, recommending approval to the full Board. • Receive reports on Primary and Secondary School Effectiveness, monitoring progress and school attendance. • To monitor the development of Christian Distinctiveness and SIAMs • Review the effectiveness of Pupil Premium, and Sports Premium. • Receive and review termly Child Safeguarding Report. • To approve the approach to curriculum and assessment • To monitor compliance to statutory guidance for Careers • To monitor and review pupil behaviour management, including exclusions across the Trust • To monitor and review pupil achievement, including reporting on disadvantaged and other vulnerable groups. • To abide in full to the delegated scheme of governance. • To monitor the effectiveness of the inclusion, CPD, safeguarding and school improvement strategies. • To monitor the outcomes of the Ofsted inspections across the Trust.

Appendix 5 – Terms of reference for Finance, Operations and Pay Committee

Committee Responsibilities
Finance • Review and recommend the Trust's annual budget for full board approval. • Monitor any variances to the budgets and propose adjustments as necessary • Review and analyse the financial statements, including income statements, balance sheets, and cash flow statements. • Review financial forecasts for at least 3 years ahead and ensure that required submissions are made to the ESFA in line with prescribed deadlines. Recommendation to Trustees • Provide regular updates to the Board of Trustees on financial performance and key financial indicators. • Review and recommend capital expenditure proposals within Scheme of Delegation. • Review and recommend to Board financial policies and procedures to ensure consistency, transparency, and compliance across the trust and are in line with relevant regulations and best practices. **Pay** • To approve the Trust Pay Policy • To ensure the Trust Pay Policy is applied fairly and equitably • To annually review the decision making process for salaries for all staff • To monitor the outcome of pay decisions, including the extent to which different groups of teachers may progress at different rates and check processes operate fairly • To moderate pay decisions for the Executive Team • To undertake salary reviews at any other time the Trustees direct that there is a need to do so • To consider the salary for any new posts requiring any significant variation within the Trust • To inform Trustees of outcomes from the Pay Committee, to ensure inclusion in the budget **Premises and Estates** • Ensure Trust has a clear Estate Strategy in line with DfE requirements which ensures good management, maintenance, and upkeep of all trust-owned or leased facilities to ensure they are safe, functional, and conducive to learning. • Receive reports on health and safety where schools are not performing to standards set by ELT • Review and recommend capital projects and renovations. • Review and make recommendations to Board for change of use, acquiring or disposal of land assets • Review and recommend premises-related policies and procedures to ensure consistency, safety, and compliance across the trust.

People Services • Review and recommend HR policies, procedures, and guidelines, ensuring consistency, fairness, and compliance with employment laws and regulations. • Receive report on Gender Pay Gap and ensure publication in line with statutory requirements • receive report on Trade Union Facility Time and ensure publication in line with statutory guidance. **IT & Management of Data** • Ensure Trust has an IT & Digital Strategy in line with DfE requirements • Monitor data security practices and compliance with data protection regulations, ensuring the safeguarding of sensitive information. • Ensure data protection policy includes breach response plans and procedures. • Review and recommend IT & Data Management Policies to Board

History of Changes:

Version	Approval Date	Brief summary of change
1.2	10.12.25	Update to constitution of LGB. The criteria for Chairs to request appointment of governor who is also a member of staff above normal staff governor ratio.
1.3	28.1.26	Updated to reflect addition of Education Standards Committee to governance structure & ToR for Trustee Committees incorporated within doc. Delegation to CEO for removal of governors