

**Coppice Primary
Partnership**

An Ethic of Excellence



SCHEME OF DELEGATION

23RD OCTOBER 2024

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Version Control

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|---|------------------|
| 1 Initial ratification | 8 December 2021 |
| 2 Trust Leadership responsibility changes / Education and Curriculum Committee update | 8 February 2022 |
| 3 ToRs for the Trust Board, FAC, ECC and LGBs | 8 February 2022 |
| 4 Updated to include Trustee and Governor feedback | 30 March 2022 |
| 5 Updated for IEB ToR and CFO confirmation | 29 April 2022 |
| 6 Updated to include IEB and amend finance wording | 9 June 2022 |
| 7 Updated for BM/COO change, the ECC change to an advisory group and T&LL addition | 22 November 2023 |
| 8 Update to reflect the adoption of the new Risk Management policy | 23 October 2024 |

The purpose of the Scheme of Delegation

The Coppice Primary Partnership (the Trust) is a multi-academy trust (MAT). The Board of Trustees (the Board) is accountable in law for every process or decision within its academies. However, this does not mean that the Board must manage every process or make all the decisions itself. Many processes and decisions can and should be delegated to Committees, Local Governing Bodies or individuals. Decisions to delegate a function are made by the Board and are recorded within the Scheme of Delegation (SoD).

Without this formal delegation the individual or committee has no power to act. The SoD ensures that Members, Trustees, Governors, Headteachers and senior staff are clear on who holds the accountability for which process and/or decision within the Trust. These delegated powers and decision-making functions can be amended or revoked at the discretion of the Board.

This over-arching scheme should be read in conjunction with the Trust's policies and procedures and any conflicts must be reported to the Trust Board. The SoD should not be confused with the written scheme of financial powers referred to in the Academy Trust Handbook.

This SoD is aligned with the following documents:

- The Trust's Articles of Association which set out the charitable objects of the Trust along with its governance composition and procedures.
- The Trust's Finance Policy
- The Trust's Funding Agreement and Academy specific supplementary financial agreements which set out the conditions upon which the Trust receives its funding.
- The Academy Trust Handbook which is issued by the Education and Skills Funding Agency and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

The Role of Members

Members are responsible for approving any amendments to the Articles of Association and appointing Trustees to ensure that the Trust's charitable object is carried out. They must meet for the Annual General Meeting and can meet if circumstances demand.

The Role of the Board of Trustees

The Board is the accountable body for the general management and control of the Trust in accordance with the provisions set out in the Articles of Association and has the right to review and amend its governance structure or the SoD at any time.

Trustees are also accountable for the performance of academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction
- Hold the executive to account for the educational performance of the schools and their pupils and the performance management of staff.
- Oversee the financial performance of the Trust and ensure value for money.

Trustees are bound by both charity and company law; the terms Trustees and Directors can be used interchangeably.

The Role of Committees and Advisory Groups

The Board may establish committees and advisory groups either with delegated authority to make decisions or for the purpose of providing recommendations, advice and support to inform the work of the Board. However, these are not legally accountable or responsible for statutory functions, the Board retains overall accountability and responsibility. The Board appoints Local Governing Body chairs and members except for Parent Governors who are elected by parents and Staff Governors elected by colleagues of the relevant school.

The Education and Curriculum Group

The Education and Curriculum Group is the custodian of the Trust's 'Excellence as Standard' encompassing High Expectations, Pride in their Work, Behaviour and the Attitude to Learning. They provide additional oversight of SEND Provision and the quality of education within the Trust identifying best practice and co-ordinating its dissemination. They advise the Board on matters relating to curriculum, SEND Provision, quality of education and pupil performance, working to ensure equity of opportunity for all pupils across the Trust.

The Finance and Audit Committee

This committee exists to ensure that the Board can guarantee sound financial management and deliver value for money. Their remit includes all aspects of financial management including planning, monitoring, compliance, capital projects, probity and making timely and appropriate recommendations to the Board.

Local Governing Bodies (LGB)

LGBs are the custodians of the school's character and its ethos, albeit in alignment with the Trust's ethos, vision and values. The role of the LGB is to monitor compliance, where delegated, and the school's key performance indicators, providing challenge to and support for the Headteacher and senior leadership as appropriate.

Interim Executive Board (IEB)

An IEB replaces an LGB when the Trust Board deems that an intervention is necessary to drive change for the benefit of pupils. The IEB effectively takes on the key monitoring role of the LGB and is primarily charged with providing targeted challenge to and support for the Headteacher and Senior Leadership Team to drive school improvement. Some responsibilities normally delegated to LGBs are returned to the Trust Board.

Trust Leader

The Board is permitted to exercise all the powers of the academy trust, however, accountability for the day-to-day operations of the Trust is delegated to the Trust Leader. The key elements of the role are the delivery of the Boards vision and strategy and the conduct and performance of the Trust and its Academies. In addition, the Trust Leader is the Accounting Officer and has overall accountability of the Trust's finances and must ensure that responsible financial management of the Trust avoids waste, secures value for money and that reporting is both accurate and timely.

Headteachers

Headteachers are accountable for the day-to-day operations of their school and are managed by the Trust Leader. However, they report to the LGB on matters which have been delegated to the LGB. Headteachers will work with the Trust Leader to determine the precise nature of their role and responsibilities, depending on the needs of their school. This will be regularly reviewed and is expected to change over time as demands change and the school develops. Performance management of headteachers is done by the Trust Leader in conjunction with the Chair of the LGB.

Scheme of Delegation Matrix

The matrix sets out the main MAT functions and identifies where decision making and responsibility for actions lies and should be read in conjunction with the relevant Trust policies and regulations.

Actions taken by or accountabilities delegated to a properly constituted committee or an individual member of staff, governor or headteacher are taken on behalf of the Trust who remain accountable.

| | | |
|--------------------|--------------------------------|---------------------------------|
| DECISION / PROCESS | Members / Trustees / Governors | Trust Executive Leadership Team |
|--------------------|--------------------------------|---------------------------------|

| | | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO |
|----------|---|---------|-------|-----------------|-------|--------------|-------|------|-----|
| 1 | Governance | | | | | | | | |
| 1.1 | Review and amend the Articles of Association | A / R | Rc | | | | | | |
| 1.2 | Appoint or remove Members | A / R | | | | | | | |
| 1.3 | Appoint or remove Trustees | A / R | Rc | | I | | | | |
| 1.4 | Appoint or remove co-opted Trustees | | A / R | | I | | | | |
| 1.5 | Governance structure and composition, SoD, Terms of Reference for committees & LGBs | | A / R | | C / I | C | C | | |
| 1.6 | Appoint Trustees to roles / committees | | A / R | | | | I | | |
| 1.7 | Appoint or remove LGBs, (different rules apply to elected Parent and Staff Governors), and Chairs | | A / R | | C / I | | C / I | | |
| 1.8 | Arrange elections for Parent and Staff Governors | | | | | | A / R | | |
| 1.9 | Appoint LGB Governors to specific roles / areas | | | | A / R | | | | |

| DECISION / PROCESS | Members / Trustees / Governors | | | | Trust Executive Leadership Team | | | | |
|--------------------|--|-------|-----------------|------|---------------------------------|-------|-------|-------|-------|
| | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO | |
| 2 | Strategy | | | | | | | | |
| 2.1 | Approve expansion of the MAT, alter the format and/or the membership | A | Rc | | C | R | P | | P |
| 2.2 | Determine and implement the educational character, Vision and Ethos of the Trust | | A | | C | R | | | |
| 2.3 | Create the strategy | | A | | C / I | R | C / I | C / I | C / I |
| 2.4 | Set Trust level KPIs | | A | | | R | C / I | C / i | C / I |
| 2.5 | Set Trust wide policies | | A | Rc | C / I | R | C / I | C / i | C / I |
| 2.6 | Set school policies aligned with the Trust | | I | | A | C / I | R | | I |
| 2.7 | Implement the Trust's Vision and Ethos in school | | I | | A | C / I | R | | |
| 2.8 | Monitor the impact of 'Excellence as Standard' in school | | | | P | A | P | R | |
| 2.9 | Maintain the Working Trust Risk Register advising the Trust Board of the Strategic Risks | | P | A | | R | P | P | R |
| 2.10 | Maintain a school Working Risk Register advising F&A of key risks | | | I | A | C / I | R | | C |

| R RESPONSIBLE | A ACCOUNTABLE | C CONSULT | I INFORM | P PARTICIPATE | Rc RECOMMEND |
|---|--|--|---|--|--|
| The committee or individual who does the work | The committee or individual who makes the decision | Those whose views are considered before the decision is made | Those informed to provide support for a decision, action or change in process | Those who support the 'R' in completing the work | Those who make an informed recommendation to the 'A' |

| DECISION / PROCESS | | Members / Trustees / Governors | | | | Trust Executive Leadership Team | | | |
|--------------------|--|--------------------------------|-------|-----------------|------|---------------------------------|-------|------|-----|
| | | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO |
| 3 | Curriculum, Academic Performance & Pupil Wellbeing | | | | | | | | |
| 3.1 | Set school KPIs in line with Trust KPIs | | I | | C | A | R | | |
| 3.2 | Create and get LGB approval of a School Improvement Plan in line with Trust strategy | | | | C | P | A / R | P | |
| 3.3 | Monitor progress against school KPIs, SIP, pupil attainment and progress and | | | | P | P | A / R | P | |
| 3.4 | Set a Trust curriculum framework in line with the National Curriculum that ensures that all pupils can access the curriculum effectively | | I | | | A / R | P | P | |
| 3.5 | Create and get LGB approval for a school's curriculum that is line with the Trust curriculum framework | | | | C | C | A / R | C | |
| 3.6 | Monitor teaching and learning to ensure delivery of an inclusive and high-quality education focusing on delivery, feedback and challenge | | | | P | P | A / R | P | |
| 3.7 | Ensure the Pupil Premium Strategy is effective | | | | A | C | R | C | |
| 3.8 | Monitor SEND Provision | | | | P | P | A / R | | |
| 3.9 | Monitor and support pupil attendance | | | | A | C | R | | |
| 3.10 | Monitor and manage pupil exclusions | | | | A | I | R | | |
| 3.11 | Share best practice across the Trust | | | | C | A | P | R | |
| 3.12 | Ensure that the voices of pupils, parents / carers and staff are heard in decision making | | I | | C | P | A / R | P | |

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| 4 | Safeguarding | | | | | | | | |
| 4.1 | Set and monitor the Trust Safeguarding Policy | | A | | C | R | P | | |
| 4.2 | Governors with involvement from the nominated Safeguarding Trustee undertake to monitor termly (3 times/year) the application of the Safeguarding Policy and SCR within schools | | I | | A / R | P | R | | |
| 4.3 | Liaison with relevant Agencies and Services in respect of child specific issues | | | | | I | A / R | | |

| R RESPONSIBLE | A ACCOUNTABLE | C CONSULT | I INFORM | P PARTICIPATE | Rc RECOMMEND |
|---|--|--|---|--|--|
| The committee or individual who does the work | The committee or individual who makes the decision | Those whose views are considered before the decision is made | Those informed to provide support for a decision, action or change in process | Those who support the 'R' in completing the work | Those who make an informed recommendation to the 'A' |

| DECISION / PROCESS | | Members / Trustees / Governors | | | | Trust Executive Leadership Team | | | |
|--------------------|---|--------------------------------|-------|-----------------|------|---------------------------------|-------|------|-----|
| | | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO |
| 5 | School Organisation | | | | | | | | |
| 5.1 | School hours and term dates, INSET days and shared Inset days | | I | | C | A | R | | |
| 5.2 | School uniform | | C | | A | C | R | | |
| 5.3 | Set a Trust Admissions policy | | A | | I | R | C | | |
| 5.4 | Monitor pupil numbers on roll | | I | A | P | I | R | | |

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|----------|--|--|---|----|---|---|---|--|---|
| 6 | Budgets and Budgetary Control | | | | | | | | |
| 6.1 | Prepare, approve and monitor the school 3-year budgets to ensure best value | | A | Rc | P | C | R | | R |
| 6.2 | Prepare, approve and monitor the 3-year Central Costs and the Consolidated Trust Budget to ensure best value | | A | Rc | | P | | | R |
| 6.3 | Finance Policy, control procedures and Regulations | | A | Rc | | P | C | | R |

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|----------|---|---|----|----|---|---|---|--|---|
| 7 | Accounts and Audit | | | | | | | | |
| 7.1 | Prepare and approve the Annual Report & Accounts, report to Companies House and DfE and upload to the Trust Website | A | Rc | P | | R | | | R |
| 7.2 | Appoint / remove External Auditors | A | Rc | P | | C | | | R |
| 7.3 | Appoint / remove Internal Auditors | | A | Rc | | C | | | C |
| 7.4 | Review the Risk Register to establish an annual Internal Audit Programme | | I | A | | C | | | R |
| 7.5 | Respond to the Internal Audit Report and monitor actions to ensure compliance | | I | A | | C | | | R |
| 7.6 | Set the Trust and school's financial KPIs | | A | Rc | C | C | C | | R |
| 7.7 | Set the Reserves Policy in line with the ATH and Trust policy | | A | Rc | | C | C | | R |

| R RESPONSIBLE | A ACCOUNTABLE | C CONSULT | I INFORM | P PARTICIPATE | Rc RECOMMEND |
|---|--|--|---|--|--|
| The committee or individual who does the work | The committee or individual who makes the decision | Those whose views are considered before the decision is made | Those informed to provide support for a decision, action or change in process | Those who support the 'R' in completing the work | Those who make an informed recommendation to the 'A' |

| DECISION / PROCESS | | Members / Trustees / Governors | | | | Trust Executive Leadership Team | | | |
|--------------------|--|--------------------------------|-------|-----------------|------|---------------------------------|-------|------|-----|
| | | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO |
| 8 | PR and Marketing | | | | | | | | |
| 8.1 | MAT PR and Marketing | | C | | | A / R | C | | |
| 8.2 | School PR and Marketing | | I | | P | A | R | | |
| 8.3 | Forge links with local communities | | I | | R | C | A | | |
| 8.4 | Links with the DfE, RGSE and LA | | A | | | R | P | | |
| 8.5 | All media relations | | I | | | A / R | R | | |
| 8.6 | MAT Prospectus | | C | | I | A / R | R | | |
| 8.7 | Trust website framework, content and compliance | | I | | C | A / R | C | | |
| 8.8 | School website framework, content and compliance | | | | I | C | A / R | | |
| 8.9 | Agreeing press statements | | I | | | A | R | | |

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|----------|--|--|-------|---|---|-------|-------|---|-------|
| 9 | Human Resources and Personnel | | | | | | | | |
| 9.1 | Structures and Employment Contracts | | | | | | | | |
| 9.1.1 | Trust Staff structure | | A | | | R | I | I | P |
| 9.1.2 | School structure | | A | | C | Rc | R | I | I |
| 9.1.3 | MAT and Headteacher employment contracts | | A | | C | R | | | R |
| 9.1.4 | School employment contracts | | A | | | C | R | | I |
| 9.2 | Appointments | | | | | | | | |
| 9.2.1 | Trust Leader, AO, CFO and Clerk | | A / R | C | | P | | | I |
| 9.2.2 | Headteachers | | P | C | P | A / R | | | I |
| 9.2.3 | Trust Staff | | C | C | | A / R | | | R |
| 9.2.4 | Senior Leaders in school | | | C | | P | A / R | | I |
| 9.2.5 | Other school staff | | | | | C | A / R | | I |
| 9.3 | Appraisal and Annual Salary Review | | | | | | | | |
| 9.3.1 | Trust Leader | | A | C | | | | | I |
| 9.3.2 | Headteachers, Leadership Scale staff, Kent Scale 10+ staff and Clerk | | A | C | C | Rc | | | I |
| 9.3.3 | Other Trust staff | | | C | | A / R | | | C |
| 9.3.4 | Other school staff | | | C | | A | Rc | | C / I |

| R RESPONSIBLE | A ACCOUNTABLE | C CONSULT | I INFORM | P PARTICIPATE | Rc RECOMMEND |
|---|--|--|---|--|--|
| The committee or individual who does the work | The committee or individual who makes the decision | Those whose views are considered before the decision is made | Those informed to provide support for a decision, action or change in process | Those who support the 'R' in completing the work | Those who make an informed recommendation to the 'A' |

| DECISION / PROCESS | | Members / Trustees / Governors | | | | Trust Executive Leadership Team | | | |
|--------------------|---|--------------------------------|-------|-----------------|------|---------------------------------|-------|------|-----|
| | | Members | Board | Finance & Audit | LGBs | Trust Leader | Heads | T&LL | CFO |
| 10 | Property and Asset Management | | | | | | | | |
| 10.1 | Estate Management and Planned Maintenance | | I | C | I | A / R | R | | |
| 10.2 | Maintain the Asset Register | | I | C | I | C | R | | A |
| 10.3 | Statutory Compliance Testing | | I | C | I | A | R | | R |
| 10.4 | Statutory Risk Assessments | | I | C | I | A | R | | R |
| 10.5 | Insurances | | I | C | I | C | R | | A |
| 10.6 | Manage Capital Bids and Grants | | I | C | I | A | R | | R |
| 10.7 | Approve Capital Spend | | A | C | I | Rc | P | | R |

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|-----------|----------------------------------|--|---|--|---|---|---|--|--|
| 11 | Health and Safety | | | | | | | | |
| 11.1 | School specific policies | | C | | A | C | R | | |
| 11.2 | Monitor school Health and Safety | | I | | A | I | R | | |

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|-----------|---|--|---|----|---|---|---|--|---|
| 12 | Information Technology and Data Protection | | | | | | | | |
| 12.1 | Create and approve the IT strategy | | A | Rc | I | R | C | | P |
| 12.2 | GDPR Compliance | | | | P | A | R | | P |
| 12.3 | Approve or change the IT Service Level Agreement | | A | Rc | I | R | C | | P |

| R RESPONSIBLE | A ACCOUNTABLE | C CONSULT | I INFORM | P PARTICIPATE | Rc RECOMMEND |
|---|--|--|---|--|--|
| The committee or individual who does the work | The committee or individual who makes the decision | Those whose views are considered before the decision is made | Those informed to provide support for a decision, action or change in process | Those who support the 'R' in completing the work | Those who make an informed recommendation to the 'A' |

| | | |
|-------------------------|--|--|
| ROLE | The Board exercise their powers and functions to provide strategic leadership for the Trust and its academies. They are the accountable body for the general management and control of the Trust in accordance with the provisions set out in the Articles of Association and has the right to review and amend its governance structure, the SoD or these Terms of Reference at any time. | |
| | Trustees are also accountable for the performance of academies within the Trust and as such must: <ul style="list-style-type: none"> • Ensure clarity of vision, ethos and strategic direction. • Hold the executive to account for the educational performance of the schools and pupils and the performance management of staff. • Oversee the financial performance of the Trust and ensure value for money. Trustees are bound by both charity and company law; the terms Trustees and Directors can be used interchangeably. | |
| TERM | Trustees are appointed for a 4-year term. Trustees may be re-appointed to serve more than one term. | |
| MEMBERSHIP | <p>The Trust Board is made up of up to 11 members:</p> <p>The Trust leader, Trustees appointed by Members and Trustees co-opted by the Board.</p> <p>In addition, appropriate staff (non-voting) may be invited to support the Board.</p> <p>The Chair and Vice-Chair are appointed/re-appointed annually by the Trust Board</p> <p>The quorum for a meeting is half of the number of current Trustees rounded up.</p> | |
| RESPONSIBILITIES | The Trust Board may delegate accountabilities and functions as shown in the Scheme of Delegation, these powers can be amended or revoked by the Board at any time. The Board remains responsible for decisions made under delegation and retains ultimate accountability. | |
| GOVERNANCE | Action | Prepare recommendations for Members on the appointment and removal of Trustees |
| | | Consult Headteachers and LGBs annually on the effectiveness of committee ToRs and the Scheme of Delegation making changes as necessary |
| | | Consult Headteachers and LGBs on the effectiveness of governance structures as and when required |
| | | Appoint Trustees to roles and committees |
| | | Appoint or remove LGBs, LGB Governors, Chairs and Vice Chairs consulting and/or informing Headteachers and LGBs as appropriate |
| | | Carry out the responsibilities detailed within the Scheme of Delegation and associated ToRs |
| | Consulted on | Changes to the Articles of Association |
| | The appointment or removal of Members | |

Terms of Reference (ToRs)

TRUST BOARD (TB)

2 of 3

The Chief Financial Officer

| | | |
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| STRATEGY | Action | Consider the views of Members and LGBs on the expansion of the MAT, altering the format and/or the membership prior to the decision |
| | | Consult the LGBs prior to determining and implementing changes to the educational character, vision and ethos of the Trust |
| | | Consult with LGBs and senior MAT staff when creating / updating the Strategy |
| | | Consult with senior MAT staff prior to setting Trust level KPIs |
| | | Set Trust wide Policies including recommendations from committees |
| | | Review the Trust Strategic Risk Register |
| SAFEGUARDING | Action | Set the Trust Safeguarding Policy |
| | Monitor | The Trustee with responsibility for safeguarding will review the application of the Trust Safeguarding Policy across the Trust |
| SCHOOL ORGANISATION | Action | Set the Trust Admissions Policy |
| | Consulted on | School Uniform policies prior to implementation |
| BUDGETS & BUDGETRY CONTROL | Action | Review and ratify the FAC recommendations for the school budgets |
| | | Review and ratify the Central Costs and the Consolidated Trust Budget |
| | | Review and ratify the Finance Policy, control procedures and regulations |
| ACCOUNTS & AUDIT | Action | Review and approve the FAC report on the annual audited financial statements and prepare a recommendation for Members approval. |
| | | Ensure that the annual audited financial statements are sent to Companies House, the DfE and uploaded on the Trust Website. |
| | | Prepare a recommendation for Members on the appointment / removal of the External Auditors |
| | | Appoint / remove the Internal Auditors |
| | | Review and ratify the FAC recommendation of the Trust's and Schools Financial KPIs |
| | | Review and ratify the FAC recommendation on the Reserves Policy ensuring it is in line with the AFH and Trust Policy |
| PR & MARKETING | Action | Ensure effective and productive links with the DfE, RSC and the LA |
| | Consulted on | MAT PR and marketing |
| | | The content and format of the MAT Prospectus |
| HUMAN RESOURCES & PERSONNEL | Action | Design and implement, in conjunction with senior Central staff, the Central Services Structure |
| | | Ensure that MAT, School & Headteacher Employment Contracts are in place and appropriate |
| | | Appoint the Trust Leader |
| | | Consult with the FAC on the Trust Leader pay prior to making the award |
| | | Consult with the FAC on Headteacher pay prior to making the award |
| | Consulted on | The appointment of Central Services Staff |
| PROPERTY & ASSET MANAGEMENT | Action | Review and approve the Trust Leader's recommendations for capital expenditure |
| | | Provide oversight of the Trust's Property and Assets Management |

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| HEALTH & SAFETY | Action | Provide oversight of the Trust's Health and Safety |
| | Consulted on | School specific policies to support their effectiveness |
| INFORMATION TECHNOLOGY & DATA PROTECTION | Action | Review and approve the recommendation from the FAC on the MAT IT Strategy |
| | | Review and ratify the FAC recommendation on changes to the IT Service Level Agreement |

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|---|--|-----------------------------|
| MEETINGS | Formal TBs | AGM |
| Frequency | 6 per Academic Year | Annually |
| Members | All | All |
| Attendance | 80%+ expected, includes accepted apologies | Dependent upon availability |
| In addition, there may be ad-hoc meetings relating to training, budgeting, the sharing of best practice and/or Trustee Panels | | |

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| AMENDMENTS OR VARIATIONS | Terms of Reference will normally be reviewed annually during term 6 by the Trust Board in consultation with LGBs to ensure both their completeness and effectiveness. Any agreed amendments or variations will be notified to the LGBs during term 1 of the following academic year. If conflicts with policies or current working practices are identified these will be investigated and if appropriate changes made immediately. |
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Terms of Reference (ToRs)

Finance and Audit Committee (FAC)

1 of 2

| | | |
|---------------------------------------|---|---|
| ROLE | The FAC exists to ensure sound financial management and deliver value for money. Their role includes all aspects of financial management including planning, monitoring, compliance, capital projects, probity and making timely and appropriate recommendations to the Board. | |
| TERM | Trustee members are appointed annually. | |
| MEMBERSHIP | <p>The Finance and Audit Committee has up to 5 Trustee members appointed by the Trust.</p> <p>The Trust Leader and/or Accounting Officer and the Chief Financial Officer are non-voting members. In addition, other appropriate staff or advisors, also non-voting, may be invited to support the committee members.</p> <p>A Trustee will be appointed annually as Chair.</p> <p>The quorum for a meeting is half of the number of appointed committee members rounded up.</p> | |
| RESPONSIBILITIES | The Finance and Audit Committee has delegated accountabilities and functions as shown in the Scheme of Delegation, these powers can be amended or revoked by the Board. The Board retains ultimate accountability and has the right to overrule a decision if they believe that to be in the best interests of the school or the Trust. | |
| STRATEGY | Action | <p>Create Trust wide Financial and Risk Management Policies and recommend to the Trust Board for ratification</p> <p>Maintain the Trust Working Risk Register and refer Strategic Risks to the Trust Board</p> |
| SCHOOL ORGANISATION | Monitor | Pupil numbers on roll to facilitate financial planning and monitoring |
| BUDGETS & BUDGETRY CONTROL | Action | Prepare the school budgets and recommendations to the Trust Board for ratification |
| | | Prepare the Central Costs, Consolidated Trust Budget and recommendations to the Trust Board for ratification |
| | | Create a Finance Policy, control procedures, regulations and recommendation to the Trust Board for ratification |
| | Monitor | <p>School budgets consulting LGBs as required and advising outcomes to the Trust Board</p> <p>The consolidated Trust Budget using the latest financial information on Revenue, Expenditure, Capital and Cash Flows reporting outcomes to the Trust Board. In addition, provide monthly data to the Chairs of the Trust Board and FAC.</p> |
| ACCOUNTS & AUDIT | Action | Assist in preparing the Annual Report and Accounts for the Trust Board |
| | | Support the Trust Board in creating a recommendation for Members to appoint / remove the External Auditors |
| | | Prepare a recommendation to appoint / remove the Internal Auditors for the Trust Board |
| | | Review the Risk Register to establish an annual Internal Audit Programme |
| | | Respond to the Internal Audit Report advising the Trust Board as necessary |
| | | Set Schools Financial KPIs following consultation with LGBs and Trust Financial KPIs prior to recommending them to the Trust Board for ratification |

Terms of Reference (ToRs)

Finance and Audit Committee (FAC)

2 of 2

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| ACCOUNTS & AUDIT | Action | Create a Reserves Policy in line with the ATH and Trust Policy for recommendation to the Trust Board for ratification |
| | Monitor | The actions identified within the Internal Audit Report to ensure compliance advising the Trust Board as necessary |
| HUMAN RESOURCES & PERSONNEL | Consulted on | The financial impact of appointments and annual pay reviews for the Trust Leader, Headteachers, Trust staff and senior leaders in school |
| PROPERTY & ASSET MANAGEMENT | Consulted on | The Trust's Estate Management and Planned Maintenance |
| | | The Trust's and schools Asset Registers to support accuracy and financial probity |
| | | Statutory Compliance Testing to ensure all are completed and the Risk Registers are up-to-date and accurate |
| | | The School's and Trust Office Fire Risk Assessment to ensure Risk Registers are up-to-date and accurate |
| | | Insurances to ensure both value for money and coverage |
| | | Capital Bids and Grants to ensure all opportunities are pursued effectively |
| | | The FAC will make recommendations, on the above Property and Asset Management items, when necessary, to the TB |
| Capital spend to ensure equity and value for money prior to Trust Board approval | | |
| INFORMATION TECHNOLOGY & DATA PROTECTION | Action | Create the IT Strategy and recommend it to the Trust Board for ratification |
| | | Review the IT Service Level Agreement as required and make a recommendation to the Trust Board for ratification |

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| MEETINGS | Formal FACs |
| Frequency | 6 per Academic Year |
| Members | All |
| Attendance | 80%+ expected, includes accepted apologies |
| In addition, there may be ad-hoc meetings as required | |

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| AMENDMENTS OR VARIATIONS | Terms of Reference will normally be reviewed annually during term 6 by the Trust Board in consultation with LGBs to ensure both their completeness and effectiveness. Any agreed amendments or variations will be notified to the LGBs during term 1 of the following academic year. If conflicts with policies or current working practices are identified these will be investigated and if appropriate changes made immediately. |
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Terms of Reference (ToRs)

Local Governing Body (LGB)

1 of 3

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| ROLE | <p>LGBs are the custodians of their school's character and its ethos, albeit in alignment with the Trust's ethos, vision and values.</p> <p>The role of the LGB is to monitor compliance, where relevant, and the school's key performance indicators; providing challenge to and support for the Headteacher and Senior Leadership Team as appropriate.</p> | |
| TERM | Governors are appointed for a 4-year term and may be re-appointed/re-elected to serve more than one term. | |
| MEMBERSHIP | <p>Local Governing Bodies are made up of 7 members: The Headteacher by right, a staff governor elected by staff to represent all school staff, 2 Parent governors elected by the parents/carers of the school pupils and 3 co-opted governors appointed by the Trust.</p> <p>In addition, Associate Governors (non-voting) may be appointed to support the LGB at the Trust's discretion.</p> <p>The Chair of the LGB is appointed/re-appointed annually by the Trust Board</p> <p>The quorum for a meeting is half of the number of appointed/elected governors rounded up i.e., 4 under normal circumstances</p> | |
| RESPONSIBILITIES | <p>LGBs have delegated accountabilities and functions as shown in the Scheme of Delegation, these powers can be amended or revoked by the Trust Board. In turn the LGBs can delegate to individual governors or to the Headteacher. The Trust Board retains ultimate accountability and has the right to overrule an LGB decision if they believe that it is in the best interests of the school or the Trust to do so.</p> <p>LGB Members may be asked to assist other schools within the Trust with the sharing of best practice or to support Complaint or other panels.</p> | |
| GOVERNANCE | Action | <p>Assign Governors to statutory and other specific monitoring roles, e.g., Finance, Teaching and Learning as required by the Trust and the LGB.</p> <p>Carry out the responsibilities detailed within the Scheme of Delegation and this ToR</p> |
| | Consulted on | <p>Governance structures, LGB ToR and the Scheme of Delegation</p> <p>The appointment or removal of LGB governors and Chairs when it is appropriate to do so</p> |
| STRATEGY | Action | Maintain the School Risk Register and refer Strategic Risks to the Finance & Audit Committee |
| | | Set school level policies ensuring alignment with the ethos of the Trust |
| | | Implement the Trust's Vision and Ethos at the school level |
| | Consulted on | The expansion of the Trust at an appropriate time in the process |
| The educational character, Vision and Ethos of the Trust | | |
| | | The strategy of the Trust |
| | | Trust wide school policies |

Terms of Reference (ToRs)

Local Governing Body (LGB)

2 of 3

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| CURRICULUM, ACADEMIC PERFORMANCE & PUPIL WELLBEING | Action | Represent their school and contribute to the Education and Curriculum Group |
| | Consulted on | The School Improvement Plan and Specific school KPIs |
| | | The school curriculum, its implementation and alignment across the Trust |
| | | Areas of best practice in Governance and school operations |
| | Monitor | Pupil, parent/carer and staff views to ensure these inform relevant processes and decision making |
| | | The effectiveness of the school's Pupil Premium Strategy sharing monitoring outcomes with the Education and Curriculum Group |
| | | Teaching and Learning to ensure high quality delivery, feedback and challenge sharing monitoring outcomes with the Education and Curriculum Group |
| Progress against KPIs, the SIP, pupil attainment and progress | | |
| SAFEGUARDING | Consulted on | Pupil Attendance and the processes and activities that maintain or increase attendance |
| | Monitor | Pupil Exclusions and take part in meetings with parents or appeals as specified in the Trust Exclusion Policy |
| SCHOOL ORGANISATION | Action | The content and format of the Trust Safeguarding Policy |
| | Monitor | The application of the Trust Safeguarding Policy and the accuracy and completeness of the local Single Central Record |
| | Action | Set a school uniform policy aligned with the Trust ethos |
| BUDGETS & BUDGETRY CONTROL | Consulted on | School hours and Term dates |
| | Monitor | Pupil numbers on roll |
| | Action | Review budget outcomes to facilitate support and challenge of local financial decision making |
| | Consulted on | Nominated governor to attend quarterly financial reviews |
| ACCOUNTS & AUDIT | Monitor | School priorities and associated funding including Capital Projects for inclusion in budget setting |
| | Action | School generated income, High needs funding, Pupil Premium and specific grants e.g., Sports Premium, sharing monitoring outcomes with the Finance and Audit Committee |
| PR & MARKETING | Consulted on | School specific financial KPIs |
| | Action | Work with the Trust to design and implement a local marketing strategy |
| | Consulted on | Forge links and seek involvement with the local community and businesses |
| HUMAN RESOURCES & PERSONNEL | Action | Trust and school website content and format |
| | Consulted on | Ratify the Headteacher's recommendation on school staffing structure |
| | Action | Ratify the Headteacher's recommendations on school senior leadership annual pay reviews |
| | Consulted on | The appointment of the Headteacher and school Senior Leadership roles |
| HEALTH & SAFETY | Monitor | The Headteacher's annual pay review through involvement in the appraisal process |
| | Monitor | Health & Safety including accidents, routine and statutory inspections reporting to the Trust Leader as required |

Terms of Reference (ToRs)**Local Governing Body (LGB)****3 of 3**

| MEETINGS | Formal LGBs | LGB Chairs with Trust Chair | Monitoring | AGM |
|---|---|---|---------------------------|-----------------------------|
| Frequency | 6 times per academic year | 6 times per academic year | 3 times per academic year | Annually |
| Members | All | All LGB Chairs | Delegated governors | All |
| Attendance | 80+% expected, includes accepted apologies. | 80+% expected, includes accepted apologies. | Mandatory | Dependent upon availability |
| In addition, there may be ad-hoc meetings relating to training, budgeting, sharing best practice and/or governor panels | | | | |

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| AMENDMENTS OR VARIATIONS | Terms of Reference will normally be reviewed annually during term 6 by the Trust Board in consultation with LGBs to ensure both their completeness and effectiveness. Any agreed amendments or variations will be notified to the LGBs during term 1 of the following academic year. If conflicts with policies or current working practices are identified these will be investigated and if appropriate changes made immediately |
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Terms of Reference (ToRs)

Interim Executive Board (IEB)

1 of 3

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| ROLE | <p>An IEB replaces an LGB when the Trust Board deems that an intervention is necessary to drive change for the benefit of pupils.</p> <p>The IEB effectively takes on the key monitoring role of the LGB and is primarily charged with providing targeted challenge to and support for the Headteacher and Senior Leadership Team to drive school improvement. Some responsibilities normally delegated to LGBs are returned to the Trust Board and are excluded from this ToR.</p> | |
| TERM | Members of the IEB are appointed to serve until their objectives are complete, normally this will be within one year. | |
| MEMBERSHIP | <p>The IEB is made up of 4 members plus the Headteacher.</p> <p>A Trustee, 3 external members with relevant experience and the Headteacher</p> <p>The Chair of the IEB is appointed by the Trust Board</p> <p>The quorum for a meeting is half of the number of members i.e., 2</p> | |
| RESPONSIBILITIES | The IEB takes on specific delegated accountabilities and functions of the LGB relating to school improvement as shown in the Scheme of Delegation, these powers can be amended or revoked by the Trust Board. In turn the IEB can delegate to individual members or to the Headteacher. The Trust Board retains ultimate accountability and has the right to overrule an IEB decision if they believe that it is in the best interests of the school or the Trust to do so. | |
| GOVERNANCE | Action | <p>Members will take on specific roles determined by the needs of the school or on an ad-hoc basis as appropriate</p> <p>Carry out the responsibilities detailed within this ToR, referencing the SoD as necessary</p> |
| STRATEGY | Action | <p>Maintain the School Risk Register and refer Strategic Risks to the Finance & Audit Committee</p> <p>Set school level policies ensuring alignment with the ethos of the Trust</p> <p>Implement the Trust's Vision and Ethos at the school level</p> |
| CURRICULUM, ACADEMIC PERFORMANCE & PUPIL WELLBEING | Action | The Trustee member will represent the school at the Education and Curriculum Group |
| | Consulted on | The School Improvement Plan and Specific school KPIs |
| | | The school curriculum, its implementation and alignment across the Trust |
| | | Areas of best practice in Governance and school operations |
| | Monitor | Pupil, parent/carer and staff views to ensure these inform relevant processes and decision making |
| | | The effectiveness of the school's Pupil Premium Strategy sharing monitoring outcomes with the Education and Curriculum Group |
| Teaching and Learning to ensure high quality delivery, feedback and challenge sharing monitoring outcomes with the Education and Curriculum Group | | |
| | | Progress against KPIs, the SIP, pupil attainment and progress |
| | | Pupil Attendance and the processes and activities that maintain or increase attendance |

Terms of Reference (ToRs)**Interim Executive Board (IEB)****2 of 3**

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| SAFEGUARDING | Monitor | The application of the Trust Safeguarding Policy and the accuracy and completeness of the local Single Central Record |
| HEALTH & SAFETY | Monitor | Health & Safety including accidents, routine and statutory inspections reporting to the Trust Leader as required |

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| MEETINGS | Formal IEBs |
| Frequency | Monthly |
| Members | All |
| Attendance | 80%+ expected, includes accepted apologies |

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| AMENDMENTS OR VARIATIONS | These Terms of Reference will be under constant review by the Trust Board and the IEB to ensure both their completeness and effectiveness. Any agreed amendments or variations will be implemented immediately. If conflicts with policies or current working practices are identified these will be investigated and if appropriate changes made. |
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See Page 3 of the IEB ToR for the Responsibilities returned to the Trust Board

Terms of Reference (ToRs)

Interim Executive Board (IEB)

3 of 3

RESPONSIBILITIES RETURNED TO THE TRUST BOARD FROM THE SCHOOL IN WHICH THE IEB IS OPERATING

| | | |
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| GOVERNANCE | Action | Carry out the responsibilities detailed within the Scheme of Delegation and this ToR |
| | Consulted on | Governance structures, LGB ToR and the Scheme of Delegation The appointment or removal of LGB governors and Chairs when it is appropriate to do so |
| STRATEGY | Consulted on | The expansion of the Trust at an appropriate time in the process |
| | | The educational character, Vision and Ethos of the Trust |
| | | The strategy of the Trust |
| | | Trust wide school policies |
| CURRICULUM, ACADEMIC PERFORMANCE & PUPIL WELLBEING | Consulted on | Areas of best practice in Governance and school operations |
| | Monitor | Pupil Exclusions and take part in meetings with parents or appeals as specified in the Trust Exclusion Policy |
| SAFEGUARDING | Consulted on | The content and format of the Trust Safeguarding Policy |
| SCHOOL ORGANISATION | Action | Set a school uniform policy aligned with the Trust ethos |
| | Consulted on | School hours and Term dates |
| | Monitor | Pupil numbers on roll |
| BUDGETS & BUDGETRY CONTROL | Action | Review budget outcomes to facilitate support and challenge of local financial decision making |
| | | Nominated governor to attend quarterly financial reviews |
| | Consulted on | School priorities and associated funding including Capital Projects for inclusion in budget setting |
| ACCOUNTS & AUDIT | Monitor | School generated income, High needs funding, Pupil Premium and specific grants e.g., Sports Premium, sharing monitoring outcomes with the Finance and Audit Committee |
| | | Consulted on |
| PR & MARKETING | Action | Work with the Trust to design and implement a local marketing strategy |
| | | Forge links and seek involvement with the local community and businesses |
| HUMAN RESOURCES & PERSONNEL | Consulted on | Trust and school website content and format |
| | | Ratify the Headteacher's recommendation on school staffing structure |
| | Action | Ratify the Headteacher's recommendations on school senior leadership annual pay reviews |
| | | The appointment of the Headteacher and school Senior Leadership roles |
| Consulted on | The Headteacher's annual pay review through involvement in the appraisal process | |

Terms of Reference (ToRs)

Education and Curriculum Group (ECG)

1 of 1

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| ROLE | The Education and Curriculum Group is the custodian of the Trust's 'Excellence as Standard' encompassing High Expectations, Pride in their Work, Behaviour and the Attitude to Learning. They provide additional oversight of SEND Provision and the quality of education within the Trust identifying best practice and co-ordinating its dissemination. They advise the Board on matters relating to curriculum, SEND Provision, quality of education and pupil performance, working to ensure equity of opportunity for all pupils. | |
| TERM | Trustee members are appointed annually. | |
| MEMBERSHIP | <p>The Education and Curriculum Group is made up of up to 5 Trustees, the Trust Leader, the Teaching and Learning Lead and 2 non-staff governors from each LGB. The Trust may also appoint suitably qualified external persons to support the work of the group.</p> <p>In addition, Headteachers or Subject Leaders may be invited to support the work of the group.</p> <p>The Trust Board is accountable for appointing the Chair (not necessarily a Trustee)</p> <p>The quorum for a meeting is half of the number of appointed/elected governors rounded up</p> | |
| RESPONSIBILITIES | The Education and Curriculum Group seek to ensure equity of opportunity for all our pupils in all our schools by supporting the identification and dissemination of best educational practice including curriculum development and SEND Provision. The Board retains ultimate accountability, committing to review and implement advice given by the ECG when they believe it to be in the best interests of the schools and the Trust. | |
| STRATEGY | Monitor | Understand the impact of the 'Excellence as Standard' in schools |
| CURRICULUM, ACADEMIC PERFORMANCE & PUPIL WELLBEING | Consulted on | The Trust Curriculum Framework in line with the National Curriculum |
| | | The identification of best practice and its dissemination across the Trust |
| | Monitor | School curricula to ensure compliance with the Trust Curriculum Framework and its accessibility for all pupils |
| | | Progress across the Trust against relevant KPIs, the School Improvement Plans and pupil attainment & progress |
| | | The approach to and delivery of SEND provision in school giving support and challenge as appropriate |
| | | Teaching and learning across the Trust to ensure high quality delivery, feedback and challenge |
| MEETINGS | Formal ECGs | |
| Frequency | 3 times per year | |
| Members | All | |
| Attendance | 80%+ expected, includes accepted apologies | |

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| AMENDMENTS OR VARIATIONS | Terms of Reference will normally be reviewed annually during term 6 by the Trust Board in consultation with LGBs to ensure both their completeness and effectiveness. Any agreed amendments or variations will be notified to the LGBs during term 1 of the following academic year. If conflicts with policies or current working practices are identified these will be investigated and if appropriate changes made immediately |
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END