

**Coppice Primary
Partnership**

An Ethic of Excellence



SCHEME OF DELEGATION

APPROVED 15TH JULY 2025

REVIEW T6 2025/26

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Version Control

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
9 Annual review	15 July 2025

Governance Structure and Accountabilities

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

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		

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

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
7.8	Set the Investment Policy in line with the ATH and Trust Policy		A	Rc		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		

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

11	Health and Safety								
11.1	School specific policies		C		A	C	R		
11.2	Monitor school Health and Safety		I	I	A	I	R		P
11.3	Trust wide policies		A	Rc	I	C	I		R
11.4	Monitor Trust wide Health and Safety		A	Rc	I	C	I		R

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'

Terms of Reference (ToRs)

TRUST BOARD (TB)

1 of 3

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

The Chief Financial

Terms of Reference (ToRs)

TRUST BOARD (TB)

2 of 3

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

Terms of Reference (ToRs)**TRUST BOARD (TB)****3 of 3**

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

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		

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

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
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

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	

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

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

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		
Pupil Attendance and the processes and activities that maintain or increase attendance		
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
	Monitor	The application of the Trust Safeguarding Policy and the accuracy and completeness of the local Single Central Record
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
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	
ACCOUNTS & AUDIT	Consulted on	School specific financial KPIs
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
Monitor	The Headteacher's annual pay review through involvement in the appraisal process	
HEALTH & SAFETY	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				

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

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**

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

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

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

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

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.
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TERM	Trustee members are appointed annually.
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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>
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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.
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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

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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