



# **SHREWSBURY ACADEMIES TRUST**

## **SCHEME OF DELEGATION / TERMS OF REFERENCE**

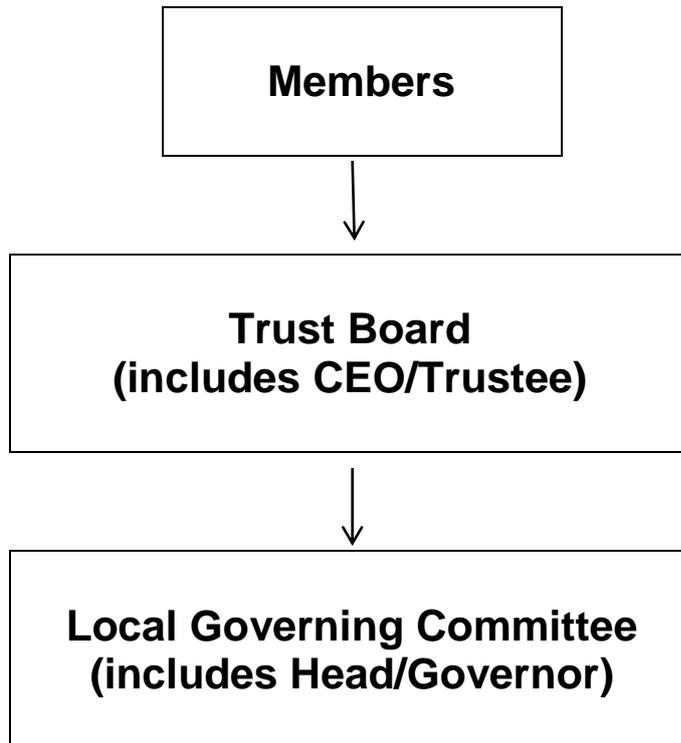
### **TRUST BOARD AND SUB-COMMITTEES**

**2016/2017**

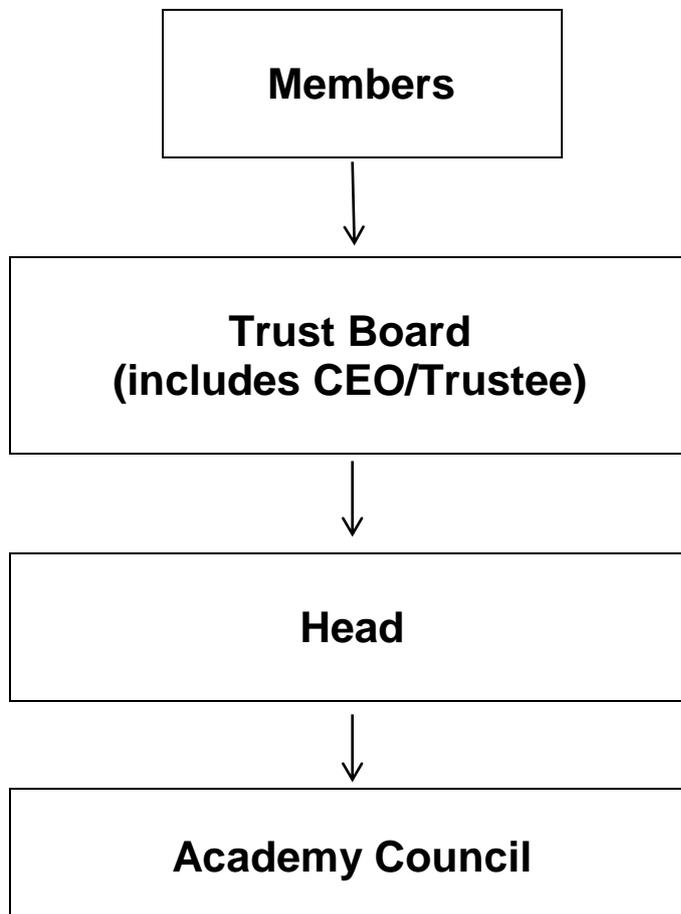
**SEPTEMBER 2016**

# DELEGATION

## Local Governing Committee



## Academy Councils



## **Roles and Responsibilities**

### **1) The Role of Members**

Members of the Trust have a different status to Trustees. The first members are signatories to the Memorandum of Association and have agreed the Trust's first articles of association (the document which outlines the governance structure and how the Trust will operate). The Articles describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. The Trust Board submits an annual report on the performance of the Trust to the Members. Members are responsible for approving any amendments made to the Trust's articles of association. Not all members will be Trustees to ensure a degree of separation.

### **2) The Role of the Trustees**

The Trustees are the Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles of Association. The Board of Trustees is the accountable body for the performance of all schools within the Trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the Executive Principal/CEO to account for the educational performance of the schools and their pupils, and the performance management of staff.
3. Oversee the financial performance of the Trust and make sure its money is well spent.

The Trust Board is permitted to exercise all the powers of the Academy Trust. The Trust Board will delegate to the Chief Executive responsibility for the day to day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

The Trust Board has the right to review and adapt its governance structure at any time which includes removing delegation.

The Trustees are also Directors and so must comply with company law in addition to charity law.

### **3) The Role of Committees**

Shrewsbury Academies Trust is the statutory body for all the schools in the Academies Trust. The Secretary of State for Education has entered into an agreement with Shrewsbury Academies Trust to run the schools in the Trust and therefore the Academies Trust Board is responsible for the standards and operation of all schools in the Trust.

The Academies Trust Board must determine the membership and proceedings of any committee, with due regard to the requirements of the Articles of Association of Shrewsbury Academies Trust. Only the Academies Trust Board can take decisions on the delegation of powers, including the establishment of committees, the approval of schemes of delegation, the appointment of Directors and Governors [with the exception of parent or staff Governors] or non-Governors to any committees, or the delegation of any powers to a Committee or an individual (for example, the Chairman of the Academies Trust, Principal/Chief Executive Officer, Chairman of the Local Board or the Headteacher), or any changes to previous agreements. The Academies Trust Board must also review the schemes of delegation/terms of reference, constitution and membership of any committee or sub-committee annually.

The terms of reference of the Local Governing Committee (LGC)/Academy Council must be approved by the Board of Directors (the Board) of the Multi Academy Trust. The Board may review and amend these terms of reference from time to time. These terms provide the framework within which the LGC shall operate.

The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. However these committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility. The responsibilities of board committees are set out in the terms of reference ; the responsibilities for school governing committees are set out in the scheme of delegation/terms of reference. The Trust Board may appoint committee members and committee chairs.

### **4) The Role of the Local Governing Committee**

The Trust Board will establish LGC's. The Chair of the LGC is elected by the LGC and appraisal and review process will be undertaken by the board. The trust and LGC will ensure two parents are elected and will determine what will be delegated. Typically, responsibilities may include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting the agreed targets
  - Managing its finances well
- Engaging with stakeholders staff, parents, pupils and local residents
- Reporting to the Board via minutes of meetings, and by letter/email if necessary.

As a committee of the Board, delegation can be removed at any time.

## **5) The Role of the Academy Council**

The Trust Board may establish an Academy Council in each school which is in the 'RI Requires Improvement' category and will appoint the Chair. Two parents will be elected to the council. The council may:

- Seek to understand how the school is led and managed; the Academy Head will report termly on how the school is fulfilling the trust's ethos, vision and strategy
- Act as the panel when reviewing the Academy Head's decisions on exclusions, and parents' complaints
- Be the consultative body for the school's stakeholders
- Represent the school's stakeholders
- Forge links with the community
- Act as an ambassador for the school
- They should have a direct access to the Trust Board in case concerns need to be raised.

## **6) The Role of the Executive Principal/Chief Executive Officer (CEO)**

The CEO has the delegated responsibility for the operation of the Trust including the performance of the trust's schools and so the CEO performance manages the Heads. The CEO is performance managed by the Trust Board. The CEO is accountable to the Board for the performance of the Trust as a whole, the CEO will report to the Board on the performance of the Trust including on the performance of the Trust's schools.

Where there is an Academy Council the Trust Board delegates responsibility for the day to day operation and performance of the Trust, including the performance of the academies within the Trust, to the CEO (scheme of delegation appendix C).

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

## **7) The Role of the Heads**

The Heads are responsible for the day to day management of the academies and are managed by the Chief Executive Officer/Executive principal but where there is an LGC in the academy the Head will report to them on matters which have been delegated to the LGC.

## 8) Local Governing Committees

The LGC will be composed, where possible, of no more than 9 local governors (minimum 7 local governors)

Minimum

2 Parent Governors

1 Coop Business Representative or Co-opted Governor

1 Staff Representative

1 Head

Student Representative(s) invited to full LGC meetings as required

Other governors to be appointed/elected from the relevant constituency as required.

Potential Governors will satisfy the Board they have the requisite skills to effectively govern the academy.

The Board of Directors supports the Local Governing Committees in its ambition for the academy to be outstanding at the earliest opportunity.

The Board believes that outstanding schools take responsibility for their own decisions and wishes to enable and support the LGC in acting as far as possible as if it were a single academy trust. The Trust Board has a differentiated approach to autonomy of Local Governing Committees, following the principle of earned autonomy ie a special measures school may have its local board removed and replaced by an interim executive board/Academy Council appointed by the Trustees. See Appendix A Differentiation and Appendix C Scheme of Delegation for Academy Council)

Where the Academies Trust Board has established a Local Governing Committee in each school, they will have agreed delegation arrangements. The Chair of the LGC is elected by the LGC and appraisal and review process will be undertaken by the board. The committee structure of the Local Governing Committee may include the sub-committees detailed within this document. The Local Governing Committee will discuss the establishment, constitution and membership of any LGC sub-committee annually and advise the Trust Board of any proposals for change. The membership of any Local Governing Committee may include associate members *provided that a majority of members of the committee are governors*. Each committee must have a Chair, who is either appointed by the Local Governing Committee or elected by the individual committee. Either the Academies Trust Board or the LGC may remove the chair of a committee from office at any time.

## 9) Appointment of Committees

The delegation arrangements should be kept under constant review, and should be approved each year, (e.g. the first Academies Trust Board Meeting in the Autumn term). Good practice requires the Academies Trust Board to consider the delegation arrangements at least annually.

The Academies Trust Board may appoint non-directors and the Local Governing Committee may appoint non-governors to any of the committees providing that, on committees of the Trust Board, Directors form the majority of voting members of the committee, or in the case of Local Governing Committees, Governors (a) form the majority of the members of the committee; (b) are in the majority at any meeting of the committee; and (c) take the Chairmanship of the committee. The Trust Board may appoint non-directors only to the Staff Discipline and the Academy Trust Board may appoint non-directors only to the Staff Dismissal Appeals Committee.

## 10) Retention of Powers

Some key decisions cannot be delegated and must be taken by the Academies Trust Board. In these cases the Academies Trust Board may still ask a person or a working group to consider issues and make recommendations to them, as long as the full Academies Trust Board take the decision. This is also true for the Local Governing Committee, where some key decisions cannot be delegated and must be taken by the Local Governing Committee. Again, the Local Governing Committee may ask a person or a working group to consider issues and make recommendations to them, so long as the Local Governing Committee takes the decision. The Trust Board and Local Governing Committees should take care to distinguish between committees which have delegated powers and working groups/parties or informal groups which do not.

The Academies Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline.

The Academies Trust Board is the admissions authority for all schools in the Trust.

The Academies Trust Board will agree the final budget for each school.

**Duties which cannot be delegated to the Local Governing Committee are:**

- the suspension of governors
- appointing and removing the chair
- the delegation of functions

Decisions relating to staff dismissal and appeals must be delegated to the Staff Discipline Committee of the Local Governing Committee and Staff Discipline Appeal Committees.

Functions relating to the exclusion of pupils **must** be delegated to a Pupil Discipline Committee.

Outside these restrictions the Academies Trust Board *may* delegate any of its functions to a committee or an individual (e.g. Chairman, Vice-Chairman, Principal/Chief Executive Officer, Local Governing Committee or Headteacher/Head of School).

## 11) **Operation**

The following operational standards will be followed:

- an agenda is required for each member of the committee (+ Headteacher/Head of School if not a member)
- the agenda will be dispatched to give seven clear days' notice of the meeting
- draft minutes of the LGC and committees should be written up and circulated to Head and Chair within 7 days of the meeting for checking. The draft minutes should then be circulated by email to all members of the LGC and to the CEO of the Trust within 14 days of the meeting. The draft minutes will be read, amendments noted and signed at the next LGC meeting.
- a report of the meeting is given via the minutes of the LGC to the Academy Trust Board\*
- Directors and Governors who are employed at the school cannot be Chairman or Vice-Chairman of any committee.

\* all decisions taken under delegated powers – whether by committees or individuals – must be reported to the Academies Trust Board via the Local Governing Committee. It is recommended that this is achieved by the committee minutes being circulated (for scrutiny) and discussed. Actions by the Principal/Chief Executive Officer should be notified to the Academies Trust Board through the Principal/Chief Executive Officer's report and actions of the Headteacher/Head of School can be notified to the Local Governing Committee through the Headteacher/Head of School's Report.

Minutes of the meetings must be clerked by a person who is not a member of the Local Governing Committee (and not the Headteacher/Head of School).

The committees for the Academies Trust Board and Local Governing Committee together with terms of reference and delegation are on the following pages.

# THE TRUST BOARD

# The Trust Board

The Trust Board needs to take a strategic role, act as a critical friend to Shrewsbury Academies Trust and is accountable for its decisions to the Members. It sets aims and objectives and agrees, monitors and reviews policies, targets and priorities.

## Working Practice:

- The usual term of office for Trustees will be 4 years.
- The Trustees upon their appointment or election, will give a written undertaking to uphold the objects of the Company as set out in the Articles of Association and all policies and procedures agreed by the Trust Board.
- The Chair of the Trust Board will be appointed by the Board and serve for 2 years.
- In the absence of the Chair at a meeting of the Trust Board, the Trust Board will agree a replacement for the meeting. In the first instance the Vice Chair will take the Chair.
- The Chair of the Trust Board will meet with Members to discuss the roles and responsibilities of the Trust Board in relation to the academies development plan and any other issues as appropriate.
- The Trust Board will meet as often as is necessary to fulfil its responsibilities but as a minimum, the Trust Board will meet at least once each term.
- The quorum for any meeting of the Trust Board is 50% of those members of the Trust Board currently appointed (rounded to the nearest whole number)
- The Clerk to the Trust Board will circulate an agenda and any papers at least one week before a meeting of the Trust Board.
- It is assumed that each Trustee has read any papers as long as they have been circulated in accordance with the previous point.
- All recommendations and decisions made at a meeting of the Trust Board will be recorded accurately in writing. These minutes will be forwarded by the Clerk of the Trust Board at least one week before the next Trust Board meeting. These minutes will be forwarded by the Clerk of the Trust Board to the CEO of the Trust within 10 days of the date of the meeting.
- Any Trustee of the Academy Trust may attend a meeting of the Local Governing Committee.
- Any member of the Trust Board may request the Chair to invite persons who are not members of the Trust to attend its meetings.
- Each member of the Trust Board shall have one equal vote. Where there is an equal division of votes, the chair of the Trust Board will have the casting vote.
- Schemes of Delegation/Terms of Reference will be reviewed annually.

## The Role of the Chair of the Trust Board

### **Chair is appointed by the Trust Board**

- ❖ To ensure the business of the Trust Board is conducted properly.
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- ❖ To establish and foster an effective relationship with the Executive Principal/CEO based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Trust Board acts as a sounding board to the CEO/Executive Principal and provides strategic direction

**Disqualification – the Executive Principal/CEO, Staff Trustees**

## The Role of the Clerk to the Trust Board

### **Clerk is appointed by the Trust Board/Shrewsbury Academies Trust**

- ❖ To work effectively with the Chair of the Trust Board, the other Trustees and the Executive Principal/CEO to support the Trust Board.
- ❖ To advise the Trust Board on Constitutional and Procedural Matters, duties and powers
- ❖ To convene meetings of the Trust Board
- ❖ To attend meetings of the Trust Board and ensure minutes are taken
- ❖ To maintain a register of members of the Trust Board and report vacancies to the Trust Board
- ❖ To give and receive notices in accordance with relevant regulations
- ❖ To perform such other functions as may be determined by the Trust Board from time to time

**Disqualification – Trustees, the CEO/Executive Principal**

## The Role of the Chair of a Committee

- ❖ To ensure the business of the Committee is conducted properly, in accordance with legal requirements
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making

**Disqualification – Staff Trustees**

## The Role of the Clerk to Committees

- ❖ To advise the Committee on procedural and legal matters
- ❖ To convene meetings of the Committee
- ❖ To attend meetings of the Committee and ensure minutes are taken
- ❖ To perform such other functions with respect to the Committee as may be determined by the Local Board from time to time

**Disqualification – the Executive Principal/CEO**

## TRUST BOARD COMMITTEES

Audit

Facilities and Estates Committee

Resources Committee

### **Ad Hoc Committees**

Appeals Committee (All Staff) including  
Discipline/Dismissal Appeals

Complaints Review Committee

Staff Discipline/Dismissal Committee (Trust Staff)

# Audit Committee

## Terms of Reference

The committee must identify the risks to internal financial control across the Trust and must agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors.

The committee should ensure there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified and determine the most appropriate method of doing so.

It should drive the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Trust's assets are in place.

The committee should ensure that one of The Education Funding Agency options are used, on their own or in combination:

- The work of an internal audit service (either in-house, bought-in or provided by a sponsor).
- The performance of a supplementary programme of work by the Trust's external auditors.
- The work of a responsible officer (ie an individual who is a non-employed governor with an appropriate level of qualifications and/or experience), and who neither charges nor is paid by the Trust for their work.
- Completing the work by peer review (ie the work being performed by the PFO, or a suitably qualified or experienced member of the finance team, from another academy trust, as an "independent reviewer").

## Other duties

- To advise the board of directors on the minimum and optimum level of internal and external audit arrangements
- To ensure regular audits cover the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews
- To monitor responsible officer/internal audit reviews and to advise the board of directors accordingly. To investigate on behalf of the board any financial or administrative matter which may put the Trust at risk.
- To examine reports on special investigations and to advise the board of directors accordingly
- To consider the appropriateness of executive action following responsible officer/internal audit reviews and to advise senior management on any additional or alternative steps to be taken
- To ensure there is coordination between responsible officer, internal audit, external audit and any other review bodies that have been set up
- To encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the chair of the audit committee
- To recommend to the Trust Board the appointment or reappointment of the auditors
- To review the findings of the external auditors and agree any action plan arising from it
- To review and consider the auditor's management letter in order to ensure it is based on a good understanding of the school's business and to establish whether any recommendations have been acted upon
- To provide minutes of all audit committee meetings for review at meetings of the board of directors.

## **Investigations**

The audit committee is authorised to investigate on the behalf on the board of directors anything that threatens or adversely affects the accomplishment of the Trust's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments.

<b>Quorum</b>	3
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Note: Audit Committee members should not be on the Resources Committee

# Facilities and Estates Committee

## Terms of Reference

### Facilities

To ensure the delivery of first class facilities services to the Trust achieving best value for money and optimum quality.

To continually review Facilities ensuring best practice in all key areas.

Ensure that Facilities Services are delivered taking account of current legislation.

To encourage new initiatives in the delivery of Facilities and to identify where improvements can be achieved.

To monitor on a continuing basis the delivery of Facilities to ensure the objectives that the committee have set are achieved.

To ensure that all schools are compliant with all Health & Safety regulations and follow best practice in all respects of Health & Safety.

To identify strategic priorities and the necessary resource for managing risks and improving Health & Safety performance.

To appoint a suitably qualified Health & Safety Officer to review Health & Safety Legislation and report all Health & Safety issues including incidents, particularly medical referred incidents.

### Estates

To develop a policy for the development and maintenance of the estate buildings to include the development of a cost effective Planned Preventative Maintenance system in order to ensure that the estate buildings and their services function within legislation.

To develop a policy for Planned Preventative Maintenance to ensure minimal disruption to the normal functioning of the buildings thereby minimising breakdowns and loss of use of the buildings and ultimately disruption to the teaching day.

Monitor building and maintenance contracts and establish cost effective measures to ensure optimum value for the Trust.

Establish a register of competent, experienced contractors for all works of building and engineering relating to the estate.

<b>Quorum</b>	3
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# Resources Committee

## Terms of Reference

### Finance

The committee will consider the academy's indicative funding, notified annually by the EFA and assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust and Local Boards. It will determine the level of any contingency fund or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Development Plan.

The committee will receive and scrutinise the annual budgets and forecasts submitted by the Trust and its academies ensuring that they are:

- in accordance with the funding agreement, the Trust's memorandum and articles of association and EFA financial handbook
- consistent with the Trust's Development Plan .

If necessary it will refer back to the Local Boards for review. As a result, it will recommend approval/non-approval of the academy's budget to the Trust Board.

It will consider and monitor regularly the academy's short term and long term revenue and capital budget and financial planning to ensure the academies long term sustainability

It will monitor and review income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan for the academy, and with the Trust's financial regulations, drawing any matters of concern to the attention of the Trust Board.

It will contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals.

The committee will review and approve any virements and other transactions in accordance with the Trust's Financial Regulations and Scheme of Delegation.

It will be required to authorise transactions where delegated by the board prior to:

- tendering (where required) and the signing of contracts
- the amendment of Trust and academy staffing establishments .

Annually it will review and update all financial policies in accordance with the policy review schedule. These will include

- the Trust's scheme of delegation
- fees and charges for school services, including but not limited to school meals, music tuition and the hire of school premises and facilities
- academy financial contributions to the management and governance costs of the Trust
- cross charging and transfer arrangements between academies
- service charges to the academies and other parts of the Trust for centralised functions
- lettings
- gifts and hospitality
- donations

To ensure the preparation of the Directors' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements

From time to time the Trust may find it needs to perform transactions which are outside the usual planned range of activities. The financial consequences will need to be reviewed and the recommended actions considered. Such instances may include but not be limited to:

- write-offs of unrecoverable debts or overpayments;
- recognising losses of stocks or other assets;
- special payments (transactions outside the usual planned range);
- taking on liabilities by issuing specific guarantees, or providing a letter of comfort; or providing indemnities; and
- gifts or hospitality received or given.

The committee will contribute as appropriate to the Trust Board's risk register

### **Investigations**

The committee is authorised to commission, on the behalf on the Trust, reports and activities in order to enhance good financial management across the Trust. Prior to any contracting of the work, sufficient funds must be identified and included in budgets as appropriate.

### **Salaries and Personnel**

- To undertake an annual review of the staffing establishment of the central services and to recommend to the Trust Board an establishment for the following year so that proposals can be incorporated in the central services budget plan. Where it is proposed that there will be a reduction or restructuring of the staffing establishment, to ensure that the appropriate staff consultation process is followed.
- To establish and approve on an annual basis (statutory requirement), a Pay Policy for all categories of staff and to be responsible for its administration and review including the staffing structure.
- To oversee the appointment procedure for all staff to include ensuring the school has adequate arrangements in place to complete pre-employment checks.
- To receive reports from the Principal/CEO on the management of the central services staffing establishment and on general personnel issues.
- To consider and make recommendations on the introduction of or amendments to personnel policies and procedures.
- To determine requests for discretionary leave of absence outside those provided for in the Personnel Handbook where this responsibility has not been delegated to the head.
- To deal with any other personnel matters which the governing body may refer from time to time except those which are the specific responsibility of a separate committee.
- To continually keep under review leadership development within the management structure to ensure that the appropriate opportunities for CPD are available and encouraged.
- To prepare and submit to the Trust Board recommendations for the adoption of:
  - a performance management policy and
  - a pay policy for all academies
- To operate in accordance with statutory performance management framework and adopted policy as follows:
- To select an external adviser
- To take advice from the external adviser when agreeing objectives and reviewing the Principal/CEO's performance.
- To agree performance objectives with the Principal.
- To conduct the Principal's performance review.
- To determine whether the outcome of the Principal's performance review meets the criteria for pay progression as covered under the adopted pay policy.
- To support the Principal with the annual report to the Trust Board on performance management arrangements and outcomes.
- To determine annually, as required by the School Teachers Pay and Conditions regulations and within the scope of the adopted performance management and pay policies and the salaries budget adopted by the governing body, the salaries of any

teaching staff employed within central services.

- To determine annually, in accordance with the adopted pay policy, any appropriate regulations and agreements within the salaries budget adopted by the governing body, the salaries and gradings of support staff.
- To deal with any other matters relating to salaries and performance management that may be referred by the Trust Board.
- To consider staff grievances where there is a referral to the committee under the grievance procedure adopted by the Trust Board. The committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure
- To consider staff complaints of harassment where there is a referral to the committee under the procedure adopted by the Trust Board. The committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy.

**Principal's Performance Review:**

- **To arrange to meet with the External Adviser to discuss the Principal's performance targets**
- **To decide, with the support of the External Adviser, whether the targets set have been met and to set new targets annually**
- **To monitor through the year the performance of the Principal against the targets**

- **Disqualification –**
  - Any relevant person employed to work at the school other than as the Principal/CEO, when the subject for consideration is the pay or performance review of any person employed to work at the school

<b>Quorum</b>	<b>3</b>
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# Ad Hoc Committees

## Appeals Committee (All Staff) Inc. Discipline/Dismissal Appeals

### Terms of reference:

- Under the disciplinary procedure or capability procedure adopted by the governing body to consider any appeal against a sanction short of dismissal issued by the Head, Principal/CEO or by the staff discipline/dismissal committee to a member of staff employed at the school and for whom the governing body has an employment responsibility.
- Under the disciplinary or other relevant procedures (ie relating to capability, redundancy or incapability due to ill health) adopted by the governing body, to consider any appeal against a decision of the staff discipline/dismissal committee to dismiss from their post a member of staff employed at the school and for whom the governing body has an employment responsibility.
- Before taking a decision on any appeal, to give the person concerned an opportunity to make representations or present their grounds for appeal at a formal meeting conducted in accordance with the relevant adopted procedure. (Under the adopted disciplinary procedures the committee is empowered to issue a disciplinary sanction short of dismissal where it is determined that the member of staff concerned should not be dismissed).
- To ensure that the member of staff concerned is notified of its decision on the appeal.
- To hear any appeal arising from the decision of any committee or individual governor or the Head or Principal/CEO in whom any executive power has been vested which it is not the responsibility of any other committee to hear. Any appeal will be conducted in accordance with the relevant procedure adopted by the governing body.

# Complaints Review Committee

## Terms of Reference

- To act in accordance with the Shrewsbury Academies Trust Board's Complaints Policy, the Terms of Reference Regulations and other legislation affecting the conduct and responsibilities of Academies.
- To review complaints heard by the Local Governing Complaints Committee if the complainant is not satisfied.
- To decide, in every case, whether to:
  - Uphold the complaint in full;
  - Uphold the complaint in part;
  - Dismiss the complaint.
- To advise the Academy Trust Board of decisions taken within the powers delegated by providing at Academy Trust Board meetings, for information, a statement of the meeting and the decisions taken.
- To refer appropriate matters arising from the consideration of complaints to other individuals or groups for attention.
- To advise complainants of the Independent Complaints Appeals review process.

**Quorum** 3

# Staff Discipline/Dismissal Committee (Trust Staff)

## Terms of Reference

- Under the disciplinary procedure for Headteachers/Head of School or capability procedure for Headteachers/Head of School adopted by the governing body, to consider formal action against the Headteacher/Head of School and to make a determination as provided for under either procedure. Any decision will follow a formal meeting conducted in accordance with the adopted procedure and will be subject to the head having a right of appeal. The committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- Under the disciplinary or other relevant procedures (ie relating to capability, redundancy or incapability due to ill-health) adopted by the governing body, to make any initial determination that any member of staff employed at the school should be dismissed from their post.
- Before taking a decision on dismissal, to give the member of staff concerned an opportunity to make representations on the proposed action and to consider those representations at a formal meeting conducted in accordance with the relevant adopted procedure. (Under the adopted disciplinary procedures the committee is empowered to issue a disciplinary sanction short of dismissal where it is determined that the member of staff concerned should not be dismissed).
- Where it is determined that a member of staff should be dismissed, to ensure that the member of staff is notified of the decision, the reason for it and that the member of staff has a right of appeal against the decision.

<b>Quorum</b>	3
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**Disqualification** – The Principal/CEO/Headteachers/Head of School  
Any members of the respective Staff Discipline/Dismissal Committee or  
Salaries and Personnel Committee

# **LOCAL GOVERNING COMMITTEE**

## The Role of the Chair of the Local Governing Committee

The Chair of the LGC is elected by the LGC and appraisal and review process will be undertaken by the board.

- ❖ To ensure the business of the Local Governing Committee is conducted properly.
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- ❖ To establish and foster an effective relationship with the Headteacher/Head of School based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Local Governing Committee acts as a sounding board to the Headteacher/Head of School and provides strategic direction

**Disqualification – the Headteacher/Head of School, Staff Governors, Staff Members**

## The Role of the Clerk to the Local Governing Committee

**Clerk is appointed by the Board of Trustees**

- ❖ To work effectively with the Chair of Governors, the other Governors and the Headteacher/Head of School to support the Local Governing Committee.
- ❖ To advise the Local Governing Committee on Constitutional and Procedural Matters, duties and powers
- ❖ To convene meetings of the Local Governing Committee.
- ❖ To attend meetings of the Local Governing Committee and ensure minutes are taken, draft minutes circulated within 7 days to Chair and Head for checking and sent to LGC within 14 days of the meeting.
- ❖ To maintain a register of members of the Local Governing Committee and report vacancies to the Local Governing Committee
- ❖ To give and receive notices in accordance with relevant regulations
- ❖ To perform such other functions as may be determined by the Local Governing Committee from time to time

**Disqualification – Governors, Associate Members, the Headteacher**

## The Role of the Chair of an LGC Sub-Committee

- ❖ To ensure the business of the Sub-Committee is conducted properly, in accordance with legal requirements
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making

**Disqualification – Staff Governors**

## The Role of the Clerk to Committees

- ❖ To advise the Committee on procedural and legal matters
- ❖ To convene meetings of the Committee
- ❖ To attend meetings of the Committee and ensure minutes are taken
- ❖ To perform such other functions with respect to the Committee as may be determined by the Local Governing Committees from time to time

**Disqualification – the Headteacher/Head of School**

# The Local Governing Committee

The Local Governing Committee will act as a critical friend to the Academy and be accountable for its decisions. Together with the Trust Board it should set aims and objectives and agree, monitor and review policies, targets and priorities.

The Local Governing Committee is accountable to Shrewsbury Academies Trust Board and will be required to report back on a regular basis (termly).

## **Working Practice:**

- The structure of the LGC will be agreed by the Board and may be amended from time to time.
- The usual term of office for governors of the LGC will be 4 years.
- The members of the LGC shall, upon their appointment or election, give a written undertaking to the Members and Board of Directors to uphold the objects of the Company as set out in the Articles of Association and all policies and procedures agreed by the Trust or LGC from time to time.
- The Chair of the LGC will be elected by the LGC and serve for 2 years.
- In the absence of the Chair at a meeting of the LGC, the LGC will agree a replacement for the meeting. In the first instance the Vice Chair will take the Chair.
- The Chair of the LGC will meet with representatives of the Board as required to discuss the roles and responsibilities of the LGC in relation to the academy's development plan and any other issues as appropriate.
- The LGC will meet as often as is necessary to fulfil its responsibilities but as a minimum, the LGC will meet at least once each term.
- The quorum for any meeting of the LGC meeting is 50% of those members of the LGC currently appointed (rounded to the nearest whole number)
- The Clerk to the LGC will circulate an agenda and any papers at least one week before a meeting of the LGC.
- It is assumed that each member of the LGC has read any papers as long as they have been circulated in accordance with point 9.
- All recommendations and decisions made at a meeting of the LGC will be recorded accurately in writing, circulated to the Head and Chair within 7 days of the meeting for checking. The draft minutes should then be circulated by email to all members of the LGC and to the CEO of the Trust within 14 days of the meeting. The draft minutes will be read, amendments noted and signed at the next LGC meeting.
- The Board may request the Chair of the LGC to attend any Board meeting and present a summary of the issues discussed and recommendations made at any previous LB meeting.
- Any Trustee of the Academy Trust may attend a meeting of the LGC.
- Any member of the LGC may request the chair to invite persons who are not members of the LGC to attend its meetings.
- Each member of the LGC shall have one equal vote. Where there is an equal division of votes, the Chair of the LGC will have the casting vote.
- All decisions delegated to the LGC shall be determined by the Board, listed in writing and be reviewed at least annually.

### **Terms of reference:**

- To agree constitutional matters\*, including procedures where the Local Governing Committee has discretion
- To recruit new members as vacancies arise and to appoint new governors\* where appropriate and as agreed by the Trust.
- To hold at least six LGC meetings a year to consider general matters and alternately, matters relating to the Curriculum and to Resources
- To appoint or remove the Vice Chair\*
- To establish the committees of the LGC
- To appoint the Chair of any committee (*if not delegated to the committee itself*)
- To appoint or remove a Clerk to each committee\*
- To receive reports from any individual, committee or working party to whom a decision has been delegated and to consider whether any further action by the LGC is necessary\*
- To discuss the delegation arrangements annually\*
- To carry out Performance Review of Head of School/Headteacher
- Propose School Improvement Plan
- Review progress against School Improvement Plan
- Monitor the school Self Evaluation Form
- Monitor implementation of H&S Policy and report on risks to Board
- Assist with the appointment of staff other than the Head of School/Headteacher at the request of the Head.
- Propose and approve pupil behaviour policies and monitor implementation of those policies
- Exclude a pupil for more than 15 days or permanently
- Direct reinstatement of excluded students
- To monitor concerns/complaints annually
- Any items which individual governing bodies may wish to include

### **Curriculum and Standards**

- Keep under review the secular curriculum for the school to ensure that the requirements of the National Curriculum and relevant legislation are met.
- Consider and make recommendations on the adoption of policies on specific subjects or aspects of the curriculum.
- Determine such targets as the school is required to set.
- Receive reports on the monitoring of the performance of pupils.
- Ensure that the school's curriculum is compatible with the principles of equal opportunity.
- Ensure provision of religious education in line with the agreed syllabus.
- Ensure that all pupils take part in a daily act of collective worship.
- Consider, where appropriate how the school might collaborate with other providers to ensure that all pupils in the area have access to the full range of curriculum opportunities.
- Consider what range of extra-curricular activities should be offered beyond the school day.
- Liaise with colleagues within the Academies Trust in order to share good practice.

### **Resources**

- Receive reports from the Headteacher/Head of School on the management of the school's budget.
- Receive monthly KPIs for numbers and termly accounts.
- Deal with any other financial matters which the Trust may refer from time to time.
- Review the dispersal of pupil premium.
- Report and feedback to the Academies Trust Board through minutes.
- Academies Trust to communicate through report or comments on KPIs.
- Undertake in consultation with the Headteacher/Head of School an annual review of the staffing establishment of the school and to recommend an establishment for the following year so that proposals can be incorporated in the school's budget plan. Where it is proposed that there will be a reduction or restructuring of the staffing establishment, to ensure that the appropriate staff consultation process is followed.

- Be involved at the request of the Head on the appointment procedure for all staff to include ensuring the school has adequate arrangements in place to complete pre-employment checks.
- Receive reports from the Head on the management of the school's staffing establishment and on general personnel issues.
- Continually keep under review leadership development within the management structure of the school to ensure that the appropriate opportunities for CPD are available and encouraged.
- Review the provision of mentoring to new staff and of continuing CPD to all staff.
- Operate in accordance with statutory performance management framework and the school's adopted policy as follows:
  - Take advice from the Executive Principal/CEO when agreeing objectives and reviewing the Head's performance.
  - Agree performance objectives for the Head.
  - Conduct the Head's performance review.
  - Determine whether the outcome of the Head's performance review meets the criteria for pay progression as covered under the adopted pay policy.
- Hear any appeal by a teacher against entries made within their performance review statement.
- Hear any appeal by a teacher employed at the school against the outcome of their threshold assessment application.
- Determine annually, as required by the School Teachers Pay and Conditions regulations and within the scope of the adopted Trust performance management and pay policies and the salaries budget, the salaries of the teaching staff employed at the school.
- Determine annually, in accordance with the adopted pay policy, any appropriate regulations and agreements within the salaries budget, the salaries and gradings of support staff.
- Consider staff grievances under the grievance procedure adopted by the Trust.

**Staff governors may need to withdraw from the meeting when discussions take place regarding individuals pay and personnel issues.**

#### **Health & Safety**

- Ensure risk assessments are being completed.
- Ensure fire risk assessments are up to date.
- Review H&S policy and ensure staff are aware of the policy.
- Monitor incidents/accidents termly.
- Ensure Asbestos register is maintained.

**\*these matters cannot be delegated to either a committee or an individual**

<b>Quorum:</b>	<b>One half of the number of Governors in post</b>
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**LOCAL GOVERNING COMMITTEE (LGC)**  
Terms of Reference

**Ad hoc Committees**

Complaints

Pupil Discipline

Staff Discipline/Dismissal

# Ad hoc Committees

## Complaints Committee

### Terms of reference:

- On behalf of the LGC to consider any formal complaints which the Head and Chair of Governors have been unable to resolve under the school's complaints procedure.
- In relation to a formal written complaint to acknowledge it, investigate the complaint and send a suitable response to the complainant within the timescale specified in the policy.
- Where the complainant requests it, to hear representations from the complainant, the Head and Chair of Governors and to send a suitable response to the complainant within the timescale specified in the policy.

### Membership – not less than 3 members of the LGC

(NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

### Disqualification – The Headteacher/Head of School

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member)

Quorum	3
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# Pupil Discipline Committee

## Terms of reference:

- To consider the views of the parents/carers of an excluded pupil.
- To consider one or more fixed period exclusions totalling 5 school days or less in any one term where the parent/carer wished to make representations. The committee cannot direct reinstatement of pupils excluded for less than 6 days.
- To meet to consider one or more fixed term exclusions totalling more than 5 but less than 15 school days in any one term if the parent/carer requests this.
- To meet to consider a permanent exclusion, or one or more fixed period exclusions, totalling more than 15 school days in any one term.
- To consider exclusion where this would cause a pupil to miss sitting a public examination. (This would require the committee to meet prior to the date of the examination and determine whether or not to reinstate the pupil. Normal time limits would not apply. Exceptionally, the Chair of Governors could consider this and decide whether to reinstate).
- To notify the CEO and the parent/carer of its decision within one school day of the hearing, giving reasons and ensure that the school notifies the LA.
- The procedures to be applied at a meeting of the Pupil Discipline Committee will be in accordance with those determined in the latest DfE guidance.

Membership – 3 to 7 governors, excluding the Head. The Head may however attend the meeting to present his reasons for the exclusion.

If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If an even number of governors considers an exclusion, the chair has the casting vote.

**Quorum: 3**

# Staff Discipline/Dismissal Committee

## Terms of reference:

- Under the disciplinary procedure for headteachers or capability procedure for headteachers adopted by the governing body, to consider formal action against the headteacher/head and to make a determination as provided for under either procedure. Any decision will follow a formal meeting conducted in accordance with the adopted procedure and will be subject to the head having a right of appeal. The committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- Under the disciplinary or other relevant procedures (ie relating to capability, redundancy or incapability due to ill-health) adopted by the governing body, to make any initial determination that any member of staff employed at the school should be dismissed from their post.
- Before taking a decision on dismissal, to give the member of staff concerned an opportunity to make representations on the proposed action and to consider those representations at a formal meeting conducted in accordance with the relevant adopted procedure. (Under the adopted disciplinary procedures the committee is empowered to issue a disciplinary sanction short of dismissal where it is determined that the member of staff concerned should not be dismissed).
- Where it is determined that a member of staff should be dismissed, to ensure that the member of staff is notified of the decision, the reason for it and that the member of staff has a right of appeal against the decision.

Quorum	3
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# Delegation of Responsibility to Individuals

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

## **Terms of reference:**

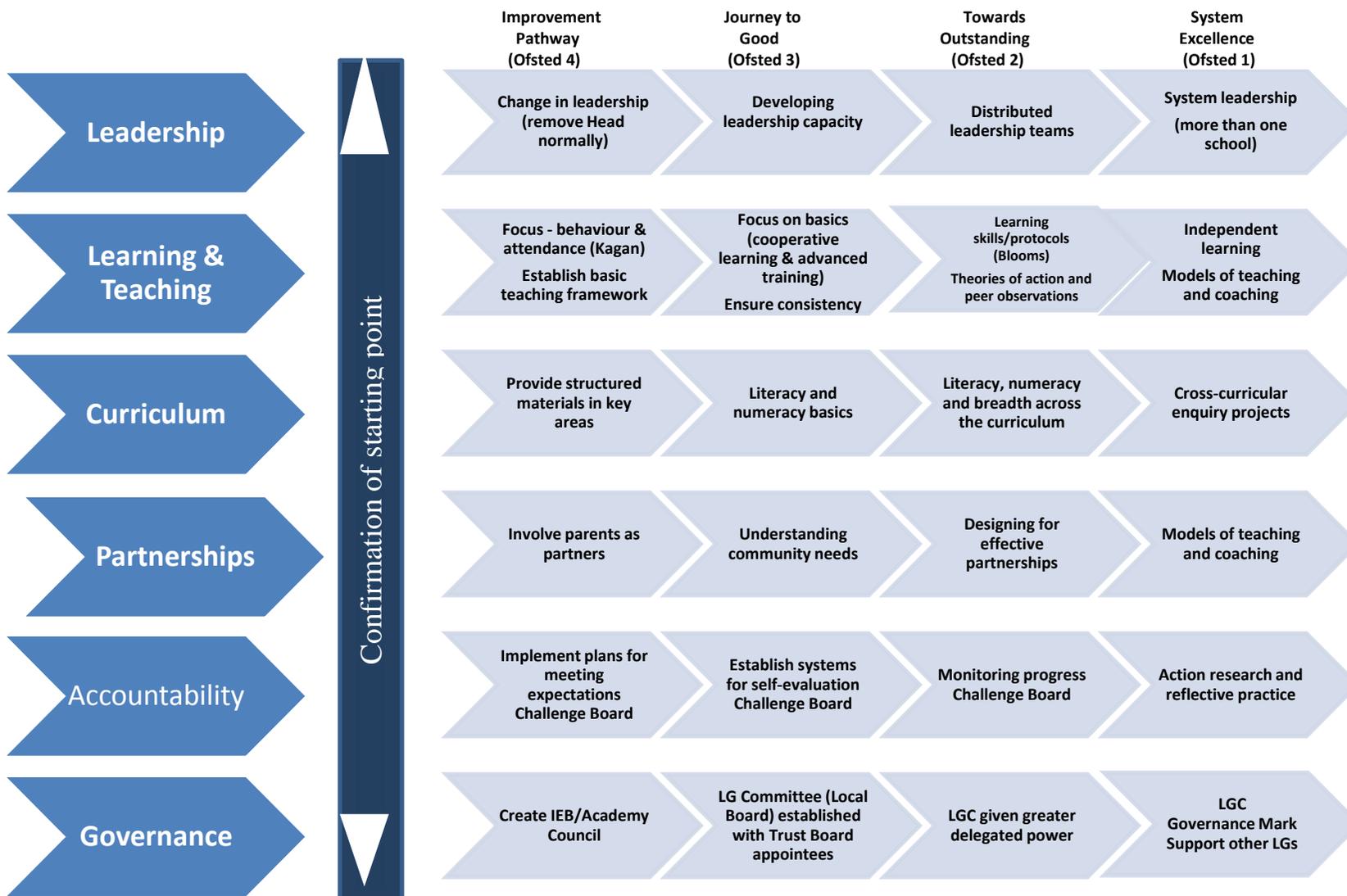
- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the LGC, the Curriculum Committee or whichever the LGC deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the LGC
- To attend training as appropriate

**Disqualification –** The following functions **CANNOT** be delegated to an **individual**:

Functions relating to:

- ❖ School discipline policies
- ❖ Exclusions of pupils (except in an emergency when the chair has the power to exercise these functions)

## The Shrewsbury Academies Trust School Improvement Pathway – earned autonomy



## LOCAL GOVERNING COMMITTEE

Level 1: Members
Level 2: Board of Trustees of the Multi Academy Trust
Level 3: Chief Executive Officer
Level 4: Local Governing Committee (LGC)
Level 5: Academy Head
<b>Blue box</b> Function <b>cannot</b> be legally carried out at this level.
✓ Action to be undertaken at this level
✓ Action to be undertaken at this level
<b>A</b> Provide advice and support to those accountable for decision making
<> Direction of advice and support

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC	Academy Head
Governance framework						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓	<A		
	Parent trustee/committee member: elected		✓		✓	
	Committee chairs: appoint and remove		✓	<A		
	LGC chairs: appoint and remove		✓	<A	✓	
	Clerk to board: appoint and remove		✓			
	Clerk to LGC: appoint and remove		✓		✓	
Systems and structures	Articles of association: agree and review	✓	<A	<A		
	Governance structure (committees) for the trust: establish and review annually		✓	<A		
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	<A		
	Terms of reference for LGC/local committees: agree and review annually		✓	<A		
	Skills audit: complete and recruit to fill gaps		✓	<A>	✓	A
Systems and structures	Annual self review of trust board and committee performance: complete annually		✓			
	Annual self review of LGC performance: complete annually				✓	
	Chair's performance: carry out 360 review periodically		✓		✓	

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC	Academy Head
	Trustee / committee member contribution: review annually		✓		✓	
	Succession: plan		✓	<A>	✓	A
	Annual schedule of business for trust board: agree		✓	<A		
	Annual schedule of business for LGC: agree			A>	✓	A
Reporting						
Reporting	Trust governance details on trust and academies' websites: ensure		✓	<A		
	Academy governance details on academy website: ensure		✓	<A		
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	<A		
	Annual report on performance of the trust: submit to members and publish		✓	<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		
	Annual report work of LGC: submit to trust and publish				✓	A
Being Strategic						
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A		
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child			A>	A	✓

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC	Academy Head
Being Strategic	protection; curriculum; behaviour: approve					
	Central spend / top slice: agree		✓	<A		
	Management of risk: establish register, review and monitor		✓	<A>	✓	A
	Engagement with stakeholders	✓	✓	✓✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A		
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>	A	✓
	Chief executive officer: Appoint and dismiss		✓			
	Academy principal : Appoint and dismiss			✓		
	Budget plan to support delivery of trust key priorities: agree		✓	<A		
	Budget plan to support delivery of school key priorities: agree			A>	A	✓
	Trust's staffing structure: agree		✓	<A		
	School staffing structure: agree			A>	A	✓
Holding to account						
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	<A>	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	<A>	✓	A
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy principal : undertake			✓	A	
	Trustee monitoring: agree arrangements		✓	<A		

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC	Academy Head
	LGC member monitoring: agree arrangements				✓	A
Ensuring financial probity						
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A		
	Trust's scheme of financial delegation: establish and review		✓	<A		
	School's scheme of financial delegation: establish and review		✓	<A		
	External auditors' report: receive and respond		✓	<A	✓	A
	CEO pay award: agree		✓			
	Academy principal pay award: agree			✓	A	
	Staff appraisal procedure and pay progression: monitor and agree		✓	A>	A	✓
	Benchmarking and trust wide value for money: ensure robustness		✓	<A		
	Benchmarking and academy value for money: ensure robustness				✓	A
	Develop trust wide procurement strategies and efficiency savings programme			✓		

## ACADEMY COUNCIL

Level 0: Members
Level 1: Board of Trustees of the Multi Academy Trust
Level 2: Chief Executive Officer
Level 3: Academy Head
Level 4: Academy Council
<b>Blue box</b> Function <b>cannot</b> be legally carried out at this level.
✓ Action to be undertaken at this level
✓ Action to be undertaken at this level
<b>A</b> Provide advice and support to those accountable for decision making
<> Direction of advice and support

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
The governance framework						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓			
	Parent trustee/ academy council member: elected		✓			✓
	Committee (including school committee) chairs: appoint and remove		✓			
	Academy council chairs: appoint and remove		✓	A		
	Clerk to board: appoint and remove		✓			
	Clerk to school committees: appoint and remove		✓			✓
Systems and structures	Articles of association: agree and review	✓	A	A		
	Governance structure (committees) for the trust: establish and review annually		✓	A		
	Terms of reference for trust committees (including audit if required, and scheme of delegation for school committees): agree and review annually		✓			
	Terms of reference for academy council: agree and review annually		✓			
	Skills audit: complete and recruit to fill gaps		✓	<A>		✓

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
	Annual self review of trust board performance: complete annually		✓			
	Chair's performance: carry out 360 review periodically		✓			✓
	Trustee contribution: review annually		✓			
	Academy Council members' contribution: review annually			A>		✓
	Succession: plan		✓	A		
	Annual schedule of business for trust board: agree		✓	A		
	Annual schedule of business for committees: agree		✓	A		
	Annual schedule of business for academy council: agree		✓	A		
Reporting	Trust governance details on trust and academies' websites: ensure		✓	A		
	Academy governance details on academy website: ensure			✓	A	
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	A		

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
	Annual report on performance of the trust: submit to members and publish		✓	A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓			
	Annual report on work of academy council: submit to trust and publish				A	✓
Being strategic						
Being strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	A		
	Determine school level policies which reflect the school's ethos and values to include e.g.; SEND; safeguarding and child protection; curriculum; behaviour: approve				✓	A
	Central spend / top slice: agree		✓	A		
	Management of risk: establish register, review and monitor		✓	A		

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
	Engagement with stakeholders	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	A		
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>	✓	A
	Chief Executive Officer: Appoint and dismiss		✓			
	Academy principals: Appoint and dismiss			✓		
	Budget plan to support delivery of trust key priorities: agree		✓	A		
	Budget plan to support delivery of school key priorities: agree				✓	A
	Trust's staffing structure: agree		✓	A		
	Academies' staffing structure: agree			A>	✓	A
Holding to account						
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	A		
	Reporting arrangements for progress on key priorities: agree		✓	A		

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy principals: undertake			✓		
	Trustee monitoring: agree arrangements		✓	A		
	Academy council member monitoring: agree arrangements				✓	A
Ensuring financial probity						
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	A		
	Trust's scheme of financial delegation: establish and review		✓	A		
	School's scheme of financial delegation: establish and review		✓	A		
	External auditors' report: receive and respond		✓	A		
	CEO pay award: agree		✓			
	Academy principal pay award: agree			✓		
	Staff appraisal procedure and pay progression: monitor and agree			✓		
	Benchmarking and trust wide value for money: ensure robustness		✓	A		

Area	Function	Delegation				
		Members	Trust Board	CEO	Academy Head	Academy Council
	Benchmarking and academy value for money: ensure robustness			A		
	Develop trust wide procurement strategies and efficiency savings programme			✓		