



Local Governing Body
Scheme of Delegated Authority (SoDA)
September 2018

School: (the "School")

SoDA Date:

Appendices:

- A) General Delegated Powers**
- B) Articles of Association (see separate document)**
- C) Governance Structure Chart**
- D) Financial Limits – as existing in schools currently (not included in this document)**
- E) Centrally Provided Services – (see separate funding document)**
- F) Vision statement**
- G) Levels of Delegation**

1. INTRODUCTION

1.1 As a charity and company limited by guarantee, Southernly Point Co-operative Trust (the "Trust") is comprised and governed by:

Members who guarantee the liabilities of the Company and review the strategic direction;

Board of Trustees (the "Trustees") who are responsible for, and oversee, the management and administration of the Trust and the schools run by the Trust;

Curriculum, Standards and Pupils Committee: Trustees with elected representatives from the Local Governing Bodies

Finance, Premises, Resources Committee: Trustees with elected representatives from the Local Governing Bodies

Co-operative Spirituality and Well-Being Committee: Trustees, Church School Headteachers and Parish Incumbents, a non-Church School Headteacher, Askel Veur representative who are responsible for ensuring the distinctive Christian characteristics of the church schools and the development of spirituality, co-operative values and wellbeing across the Trust

Forum: a requirement of every co-operative, comprised of school level forums with elected Forum Partners from each of the 5 constituency groups: Pupils, parents, staff, community and alumni

Local Governing Bodies (“LGBs); to scrutinise and provide triangulation of the effectiveness of school level provision; an LGB may be shared by more than one school subject to the provisions in the Articles of Association

The Local Governors will be elected on a skills set basis. Applications to the role of local governor will be subject to approval by the Board.

A chart summarising the governance structure of the Trust is contained in Appendix C.

- 1.2 Up to [6] Trustees are appointed by the Members; up to 25% of Trustees and no fewer than 2 Trustees are appointed by Askel Veur ; the CEO; and co-opted Trustees appointed by the Trustees
- 1.3 The Trustees have agreed the vision statement contained in Appendix F
- 1.4 The aim of the SoDA is to provide clarity to all levels of governance on the extent of their rights, responsibilities, authority and powers, and to provide a framework within which LGBs will interact and work with the other governance aspects of the Trust.
- 1.5 This SoDA has been put in place by the Trustees and applies from the SoDA date in accordance with the provisions of the Trust’s Articles of Association (the “Articles”), and it should be read in conjunction with those Articles, and any terms used in the Articles (a copy of which is attached to this SoDA in Appendix B).
- 1.6 Any reference to the “School” in this SoDA will be a reference to the School so named at the beginning of this document. References to “Trust schools” is a reference to all the schools for which the Trust is responsible at a given point in time.
- 1.7 The Trustees are accountable to external government agencies, including the Regional Schools’ Commissioner, Education Funding Agency, the Charity Commission, and the Department for Education (including any successor bodies) for the quality of the education the Trust provides, and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

1.8 The LGBs are established to support good governance throughout the Trust.

1.9 This SoDA explains the ways in which the Trust requires the LGBs to fulfil their responsibilities to ensure the success of the School.

1.10 The object (the “Object”) of the Trust is specifically restricted to the following:

“to advance for the public benefit education in the United Kingdom, in particular, but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools (“the mainstream Schools”), offering a broad and balanced curriculum and which shall include: i) schools other than those designated Church of England whether with or without a designated religious character

and

ii) Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship and in having regard to any advice and following any directives issued by the Diocesan Board of Education

but in relation to each of the schools to recognise and support their individual ethos whether or not designated Church of England (Article 4)

1.11 The LGBs recognise and acknowledge the responsibility of the Trustees and the Trust, including any officer appointed with the express purpose of achieving and maintaining School improvement, to support the Schools to ensure their long-term sustainability. Schools will prepare their improvement plans to be quality assured by the officers of the Trust and presented to the Board for approval. This is to ensure the plan will achieve best outcomes for children and are consistent with the objectives of the Multi-Academy Trust. The financial cost of any support package will be the responsibility of the School. Any School Improvement Plan will take account of the Secretary of State’s concerns, and will identify measurable objectives and milestones for improvement. The LGB will support and ensure implementation of any plan.

1.12 The Trustees also recognise the role that the Schools play in their communities and LGBs are, subject to the provisions of this SoDA, free to decide how such support is given. The LGB shall ensure that any support is not inconsistent with the Object of the Trust and the restrictions on use of its charitable resources and any advice or restriction placed on the Trust by the Secretary of State. The LGB shall ensure that any formal collaboration or support is appropriately documented and the details notified in advance to the Trustees.

2. TRUSTEES’ POWERS AND RESPONSIBILITIES

2.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust.

2.2 The Trustees must act in the fulfilment of the Object.

- 2.3 Trustees will have regard to the interests of all the Trust Schools and the co-operative values in deciding and implementing any policy or exercising any authority in respect of an individual Trust School.
- 2.4 Article 101 provides for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the functions of the Trustees, one of which is the Local Governing Body (LGB)
- 2.5 The constitution, membership and proceedings of the LGB is determined by the Trustees, and this SoDA expresses such matters as well as acknowledging the authority delegated to the LGB.
- 2.6 The Trustees shall consult with the LGBs of Trust Schools before making changes to this SoDA.
- 2.7 If at any time:

Ofsted rate the School as inadequate

Ofsted rate the School as requiring improvement

The School is predicted to have or has a deficit budget

An event occurs at or in relation to the School which is significantly damaging to the reputation of the Trust; or

Any event analogous to the above events occurs at or in relation to the School

the Trustees shall have the right (but shall not be required) to direct that all members of the LGB resign their posts, and at such time this SoDA shall cease to have effect until such time as the Trustees are satisfied that the event that has occurred to trigger the right to exercise these powers has been rectified or ceases to cause a concern to the Trustees.

(Please note Trustees can also be removed from office (Articles 66, Articles 68 -80).

Hub Roles:

Each Local Governing Body is required to identify 2 members of the Council to hold Hub level responsibilities which include election to other Trust Committees or to panels which are required from time to time

3. CONSTITUTION OF THE LGB

3.1 Governors of the LGB

3.1.1 The number of Governors who shall sit on the LGB shall be not less than six and not more than twelve including the Headteacher of the school

3.1.2 No more than one third of the Governors of the LGB shall be employees of the Trust.

3.1.3 There will be at least 2 parent/carer Governors

3.1.4 There will be at least 2 Community Governors

The Governing Body of Church Schools shall have no more than 25% of its members appointed by Askel Veur if the school was previously a voluntary controlled school, or the majority of its members appointed by Askel Veur if the school was a voluntary aided school.

3.1.5 The Trustees (all or any of them) shall also be entitled to attend meetings of the LGB

3.2 Appointment of Governors of the LGB

3.2.1 In advertising Governor vacancies, the LGB must be clear about the required skill set and designation (Staff, Parents, Community) that they are seeking to fill. Applications should be invited. Candidates must provide a pen portrait profile outlining their experience, why they wish to be a school governor and a commitment to the Co-operative values of the Trust. The board must ratify all profiles prior to appointment or election. Where there are more applications than vacancies an election should be arranged. Community Governors can be co-opted subject to the agreement of their profile by the Trust Board.

3.2.2 The Headteacher or Head of School (as applicable) shall be treated for all purposes as being an ex-officio Governor of the LGB.

3.2.3 Parent Governors of the LGB shall be elected by parents of registered pupils at the School. He or she must be a parent of, or have parental responsibility for, a pupil at the School at the time when he or she is elected, subject to the parameters in 3.2 above

3.2.4 Where the number of parents standing for election is less than the number of vacancies, the LGB may appoint a person who is the parent of a registered pupil at the School or, where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age to be a Parent Governor subject to the parameters in 3.2. above

3.2.5 Support and guidance will be provided to enable governors to develop the necessary skills and knowledge to fulfil their duties as a member of the LGB. Governors will be expected to attend training events, including induction, and to avail themselves of relevant development opportunities. The Trustees reserve the right to declare certain essential training mandatory for all governors.

3.3 Term of office

3.3.1 Governors term of office shall be 3 years, and can be re-elected up to 3 consecutive terms and then must take one calendar year break; save that this time limit shall not apply to:

The Headteacher, who shall be treated for all purposes as being an ex officio Governor of the LGB.

Governors who have come to the end of their term of office and would be willing to serve on another LGB should make this known to the Board of Trustees

3.4 Resignation and removal

3.4.1 A person serving on the LGB shall cease to hold office if:

- he/she resigns his/her office by notice in writing to the LGB
- he/she is removed by the person or persons who appointed him unless he is a Parent or Staff Governor, who may be removed by the Trustees under articles (see previous)
- a Staff Governor ceases to work at the School
- his/her term of office is not renewed or
- Parent Governor ceases to be a parent of a child attending the School

4. PROCEEDINGS OF THE LGB

4.1 Appointment and removal of the Chair and Vice Chair

- 4.1.1 The Governors of the LGB shall elect a Chair from among their number on an annual basis. Neither a person who is employed by the Trust (whether or not at the School), nor a person who is at the time of election a Trustee, shall be eligible for election as Chair. Any election of the Chair which is contested shall be held by secret ballot.
- 4.1.2 The Chair of the LGB is responsible for ensuring that the business of the LGB is appropriately organised and for acting as the communication link between the LGB and the School Headteacher. The Chair will also be responsible for reporting to the Board of Trustees where applicable. The Chair, together with the other governors of the LGB, has responsibility for providing leadership of matters such as formulating the LGB's strategy for executing its duties; encouraging high standards of propriety; promoting efficient and effective use of resources; ensuring that decision making takes account of governance documents and ministerial guidance.
- 4.1.3 The Governors of the LGB shall elect a Vice Chair from among their number on an annual basis. Neither a person who is employed by the Trust (whether or not at the School), nor a person who is at the time of election a Trustee shall be eligible for election as a Vice Chair. Any election of the Vice Chair which is contested shall be held by secret ballot.
- 4.1.4 The Chair and/or Vice Chair may at any time resign his/her office by giving notice in writing to the LGB, which will inform the Board of Trustees. The Chair or Vice Chair shall cease to hold office if:
- he/she ceases to serve on the LGB
 - he/she is employed by the Trust whether or not at the School
 - he/she is removed from office in accordance with this SoDA.
- 4.1.5 Where the Chair is absent from any meeting, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the members of the LGB shall elect one of their number to act as chair for the purposes of that meeting, provided that the person elected shall not be a person employed by the Trust nor a Trustee. When there is at the time a vacancy in the office of the Chair, the Vice Chair acting as Chair takes on all the responsibilities of the Chair.
- 4.1.6 The Chair and/or Vice Chair may be removed by a resolution of the LGB with a 2/3 majority vote. A LGB resolution to remove the Chair and/or Vice Chair from office shall not have effect unless it is confirmed by a meeting of the LGB and the matter of the Chair/Vice Chair's removal from office is specified as an item of business on the agenda for that meeting.

4.1.7 Before a resolution is passed by the LGB at the relevant meeting to remove the Chair/Vice Chair from office, the person or persons proposing either of their removals shall at that meeting state their reasons for doing so and the Chair/Vice Chair shall be given an opportunity to make a statement in response.

4.1.8 Each LGB will appoint an appropriately skilled Governor to lead on areas of expertise to report to the LGB.

4.2 Meetings

4.2.1 Subject to the provisions contained in this SoDA, the LGB may regulate its proceedings as the governors think fit.

4.2.2 The LGB shall meet at least termly. Meetings of the LGB shall be convened by the clerk to the LGB. The minutes of the LGB meeting(s) must be made available to the linked Trustees at least 2 weeks prior to a Full Trust Board Meeting. A schedule of annual meetings will be published.

4.2.3 Each Governor shall be given at least seven clear days' notice before the date of a meeting and a copy of the agenda and relevant papers, unless the Chair determines that there are matters demanding urgent consideration, in which case shorter notice may be given.

4.2.4 The convening of a meeting and its proceedings shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda and relevant papers or any defect in the election, appointment or nomination of any person serving on the LGB.

4.3 Quorum

4.3.1 The quorum for a meeting of the LGB shall be 40% of the total number of Governors of the LGB (rounded up to a whole number) at the date of the meeting.

4.4 Voting

4.4.1 Every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote.

4.4.2 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the LGB or of a subcommittee of the LGB, shall be valid and effective as if it had been passed at a meeting duly convened and held. Such a resolution may consist of several documents in the same form signed by one or more Governors and may include electronic communication.

4.5 Conflicts of Interest

- 4.5.1 The clerk to the LGB shall maintain a register of the interests of the Governors (including, but not limited to Personal Financial Interests as defined below) and this register shall be made available on request to persons wishing to inspect it. (The same shall apply to all Members and Trustees).
- 4.5.2 Any Governor of the LGB who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest as defined below) which conflicts or may conflict with his/her duties as a member of the LGB or subcommittee shall disclose that fact to the LGB or subcommittee as soon as he/she becomes aware of it. A person must absent himself from any discussions of the LGB or subcommittee in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the School and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.5.3 A member of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the member or any person living with the member as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the School.

4.6 Minutes of Meetings

- 4.6.1 The minutes of the proceedings of a meeting of the LGB shall be drawn up and signed (subject to the approval of the Governors) at the same or next subsequent meeting by the Chair of the meeting. The minutes shall include a record of all appointments of Governors and all proceedings at meetings of the LGB and of subcommittees of the LGB, including the names of all persons present at each such meeting. The minutes should also include details of decisions taken, actions agreed, person responsible for taking action and timescales for completion. The agreed actions from a previous meeting should be included in the agenda for the next meeting. Notwithstanding that the official version may not have been signed off, the minutes must be made available to the Trustees at least two weeks before the Board meeting.
- 4.6.2 The Chair shall ensure that copies of the draft minutes of all meetings, including any confidential item(s), of the LGB (and any subcommittees) shall be provided to the Company Secretary as soon as reasonably practicable and in any event within fourteen days of the meeting having been approved by the Chair of that meeting, and the Chair shall thereafter ensure that the Company Secretary is provided with updated copies of such minutes if later revisions are made.
- 4.6.3 The LGB shall ensure that a copy of:
- the agenda for every meeting of the LGB

- the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting
- the signed minutes of every such meeting and
- any report, document or other paper considered at any such meeting

are, as soon as is reasonably practicable, made available at the School to persons wishing to inspect them. There may be excluded from any item required to be made available any material relating to a named teacher or other person employed, or proposed to be employed, at the School, a named at, or candidate for admission to, the School and any matter which, by reason of its nature, the LGB is satisfied should remain confidential.

4.6.4 The proceedings of the LGB shall not be invalidated by

any Governor vacancy or

any defect in the election, appointment or nomination of any person serving on the LGB

4.7 Communications

4.7.1 The Chair of the LGB shall ensure that all members of the LGB, when taking up office, shall receive an induction in governance. The Chair shall also ensure that all members of the LGB receive copies of the key Governance Documents as part of their induction.

4.7.2 On occasions, it will be necessary for the Chair to act on behalf of the LGB between scheduled meetings. In these circumstances, the LGB delegate to the Chair authority to take action on its behalf, after taking advice from the CEO, providing that the course of action is not contrary to the Funding Agreement, the Memorandum and Articles of Association or other regulations. Any action taken shall be reported to the next LGB meeting.

5. DELEGATED POWERS

5.1 Subject to the provisions of the Companies Act 2006, to the Academies Financial Handbook, to the Articles, to any directions given by the Trustees from time-to-time, and in accordance with the terms of this SoDA, the management of the business of the School shall be delegated by the Trustees to the LGB who may exercise all the powers of the Trust in so far as they relate to the School.

5.2 At all times, the Trustees and the LGB shall ensure that the School is conducted in accordance with the Object of the Company, the terms of any trust governing the use of the land which is used for the purposes of the School and this Scheme of Delegation.

- 5.3 Appendix A sets out the general powers that are delegated to the LGB. Appendix G summarises the levels of delegation of responsibilities, obligations and powers within the Trust. Appendix A and G may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 5.4 In the exercise of its powers and functions, the LGB shall consider any advice given by the Headteacher and any other executive officer, and have due regard to any guidelines and policies issued by the Trustees.
- 5.5 Any decision to increase or decrease the size of the School shall be that of the Trustees, who shall have regard to the views and recommendations of the LGB.
- 5.6 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be for the Trustees but the LGB shall do all such things as the Trustees may specify as being necessary to ensure that the Trust is meeting its legal obligations.
- 5.7 No monies of the Trust (whether or not authority to expend has been delegated to the LGB) shall be paid into any bank account other than a bank account authorised by the Trustees.

6. OPERATIONAL MATTERS

- 6.1 The LGB will adopt and will comply with all policies that the Trustees communicate to the LGB as being Trust policies.
- 6.2 In addition to the Trust's policies, Trustees will from time-to-time communicate to the LGB details of other policies which the LGB must have in place but the contents of which will be for the LGB to decide, provided that the contents must not contradict or conflict with the contents or aims of the Trust's policies.
- 6.3 The LGB may produce and have in place such other policies as it thinks fit provided that such policies do not contradict or conflict with the policies referred to in clause 6.1 and 6.2
- 6.4 Both the Trustees and all Governors have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in line with the values and the best interests of the Trust and the School, and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 6.5 The LGB will review its policies and practices on a regular basis, having regard to requirements and recommendations made by the Trustees from time-to-time, in order to ensure that the governance of the School is best able to adapt to the changing political and legal environment.

- 6.6 The LGB shall provide such data and information regarding the business of the School and the pupils attending the School as the Trustees may require from time-to-time within the limits of the General Data Protection Regulations.
- 6.7 The LGB shall welcome any visits by the Trustees with appropriate notice and any inspections pursuant to section 48 of the Education Act 2005. (e.g. Ofsted)
- 6.8 The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees reserve the right to review or remove any power or responsibility conferred on the LGB under this Scheme of Delegated Authority in such circumstances. (In making such decisions, due regard will be given to any advice previously issued by Trustees - Appendix A 5.1)
- 6.9 This SoDA may be amended by the Trustees at any time by giving notice in writing to the LGB. In considering any material changes to this SoDA, including termination, the Trustees will consult with and have regard to any views of the LGB.

7. NOTICES

- 7.1 Any notice to be given to or by any person under this Scheme of Delegated Authority shall be in writing or given using electronic communications to an appropriate email address. Communications to the Board of Trustees may be sent to:

Board of Trustees
Southerly Point Co-operative Trust

Alternatively, communications may be sent electronically to: kteague@southerlypoint.co

8. INDEMNITY

- 8.1 Subject to the provisions of the Companies Act 2006 and Article 6.3 of the Trust's Articles, every member of the LGB or other officer or auditor of the Trust acting in relation to the Trust shall be indemnified out of the assets of the Trust against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he/she is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust.

APPENDIX A

General Powers Delegated to the LGB

1. CONTRACTS

- 1.1. It is imperative that finance team know about any potential contracts to try to achieve economies of scale without delaying purchase.
- 1.2 All contracts should be signed by the Headteacher, the Trust Business Manager or a Trustee.

2. FINANCE

- 2.1 The school budget will be set by the Headteacher, supported by the Central Finance team. The budgets will be signed off by the Trustees Finance and Resources Committee. The budget spend will be monitored by the Finance team and the Finance and Resources Committee. The finance team will produce monthly reports and the Headteacher will keep the LGB informed regarding any financial implications for the school.
- 2.3 The services which will be provided by the Trust are set out in Appendix E:
 - 2.3.1 a percentage of the School's budget General Annual Grant (GAG) funding will be paid to the Trust each financial year to pay for or contribute to the payment for the services provided by the Trust as set out in Appendix E
 - 2.3.2 details of how and what the budget deduction will cover are set out in Appendix E
 - 2.3.3 the Trust may, on such notice as is reasonable, add or remove services to be provided and vary the amount which the School will contribute to the funding of these services explaining the rationale for this to the to the LGBs having due regard for their views.
- 2.4 There may be other services provided by the Trustees on either an optional or a non-discretionary basis. The School will meet such proportion of the costs incurred by the Trust in relation to such additional services as shall be determined by the Trustees on an annual basis.
- 2.5 The Trust accounts are open to scrutiny via the Finance and Resources Committee and by being a matter of public record.

3. PREMISES

- 3.1 The use of monies apportioned in the Budget for the routine maintenance of the buildings and facilities used by the School will be the responsibility of the Headteacher in consultation with the Estates Manager with due regard to the views of the LGB in respect of 3.2 below.
- 3.2 The LGB shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trustees (and/or any others) as owners of such buildings and facilities.
- 3.3 The Trustees shall have regard to, but not be bound by, the views of the LGB in developing any mid to long term estate management strategy.
- 3.4 Insuring the land and buildings used by the School will be the responsibility of the Trustees.
- 3.5 The Headteacher will notify the Estate Manager as soon as reasonably practicable following the occurrence of an event in respect of which an insurance claim is required. The responsibility for notifying the insurers is the Estate Manager/Chief Finance Officer. The Trustees and the LGB will provide each other with all necessary information and assistance as may be helpful in the management of any insurance claims.

4. HUMAN RESOURCES

Headteacher

- 4.1 The Trustees shall be responsible for the decision to employ a Headteacher or Executive Headteacher and to appoint to these roles but shall include the LGB in the decision making process and take due account of the views of the LGB prior to making an appointment.
- 4.2 The Trustees shall decide the pay and pay progression of the Headteacher and shall work with the Chair of the LGB to undertake the annual performance review of the Headteacher.

Other Staff

- 4.3 The Trustees shall be responsible for the appointment, dismissal and contractual management of all other staff (to include teaching and support staff) to be employed by the School and may delegate this in part or whole to the LGB. As the Trust is one employer it is imperative that any change to the staffing complement is discussed with the CEO prior to any recruitment process.
- 4.4 Where appointment of staff is delegated to the LGB, the LGB shall:

Comply with all policies dealing with staff issued by the Trustees from time-to-time

Take account of any pay terms set by the Trustees

Adopt any standard contracts or terms and conditions for the employment of staff issued by the Trustees and

Manage any claims and disputes with staff members having regard to any advice and recommendations given by the Trustees

- 4.5 The Trustees shall be responsible for ensuring the performance management of all staff (including the Headteacher) and shall put in place procedures for the proper professional and personal development of staff.

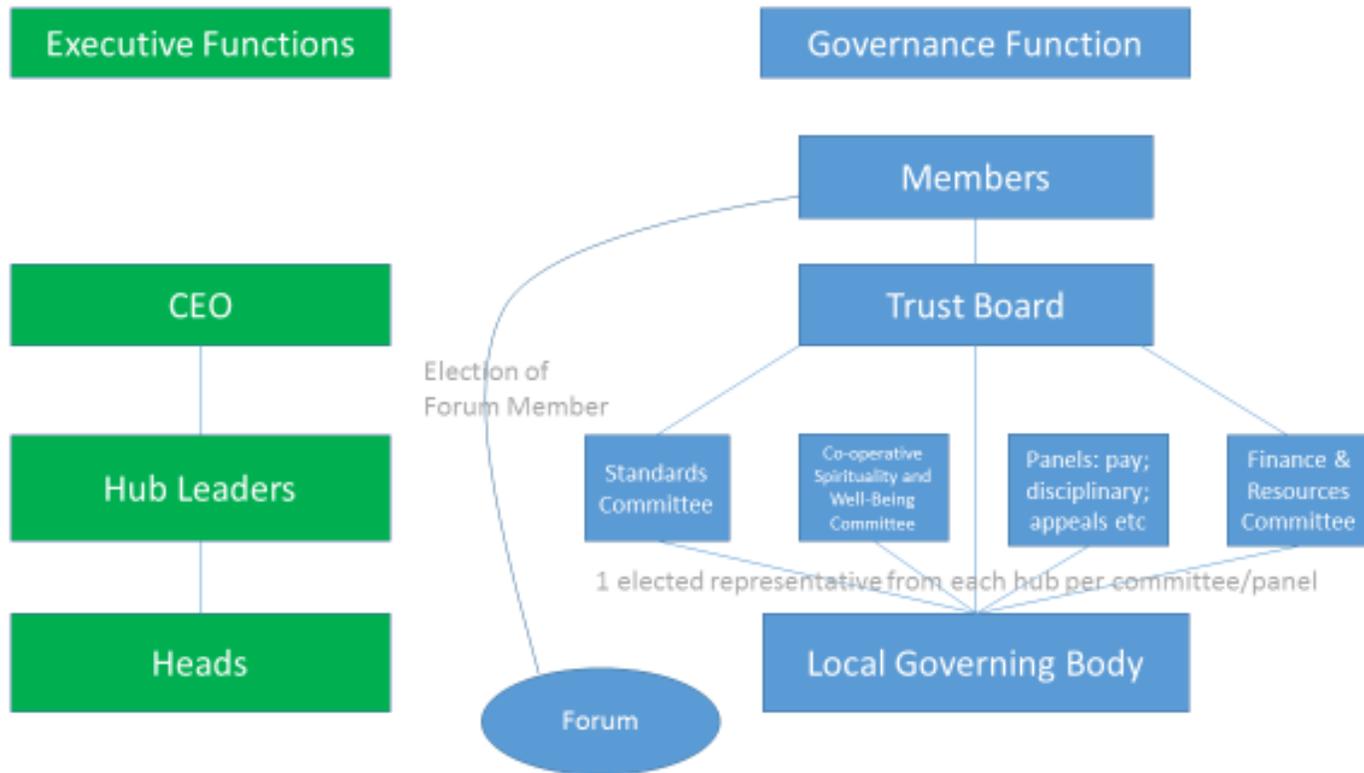
5. CURRICULUM AND STANDARDS

- 5.1 The LGB shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Trustees in recognition of the Trustees' obligation to the Secretary of State to provide a broad and balanced curriculum. The LGB shall be responsible for the standards achieved by the School and the pupils attending the School but shall follow such advice and recommendations of the Trustees as they might circulate from time-to-time. Prior to the beginning of each academic year, the Head and LGB shall submit to the Trustees a curriculum plan for approval.
- 5.2 The Trustees shall be ultimately responsible for the setting and approval of the admissions policy and no change will be made to the admissions criteria without consent of the Trustees.
- 5.3 If a serious safeguarding issue arises, the Headteacher or Chair of the LGB shall inform the CEO as soon as practicable. The first priority should be to report to LADO and/or MARU as appropriate.

6. EXTENDED SCHOOL AND BUSINESS ACTIVITIES

- 6.1 Whilst the undertaking of any activities which would be described as part of the School's "extended schools agenda" or any activities designed to generate business income, shall be the responsibility of the LGB, such activities shall only be undertaken in a manner consistent with any policy set by the Trustees and provided that the LGB shall have regard to the viability of such activities and possible implications including taxation.

Appendix C: Committee Structure



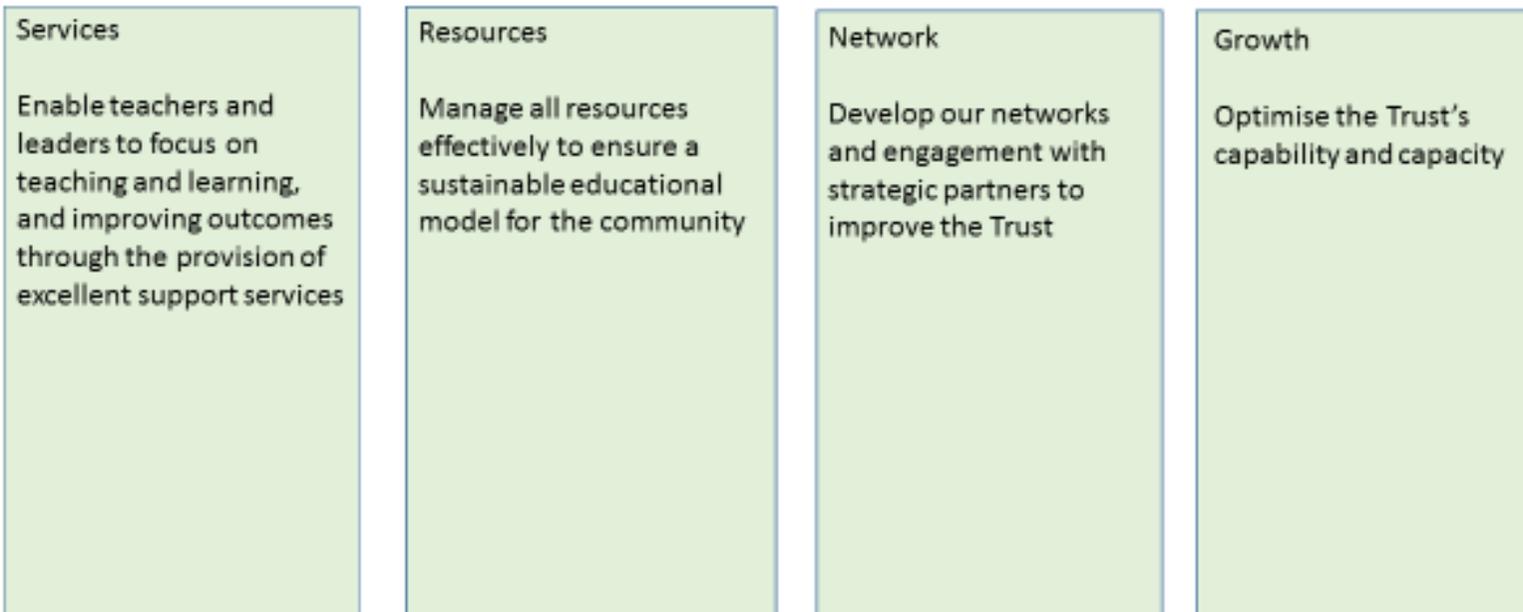
Appendix F Vision Statement:

What we will achieve

Improving Achievement:	Teaching and Learning:	Behaviour and Well Being:	Leadership:
<p>Attainment of children will be better than national comparators</p> <p>Progress of all groups of children will be better than national comparators</p> <p>Children will be prepared for the next stage of their education and life beyond school</p>	<p>Excellence in teaching and learning</p> <p>Culture of continuous improvement</p> <p>Subject specific support on curriculum development</p> <p>Effective intervention</p> <p>Commitment to learning from research and best practice</p>	<p>High aspirations</p> <p>Positive values and beliefs for life including respect for differences</p> <p>Resilient, lifelong learners</p> <p>Proactive approaches to positive mental health</p>	<p>High Quality Leadership at all levels</p> <p>Outstanding governance</p> <p>Effective development of our future leaders</p> <p>Trust wide coaching culture</p>

Self-Help Self-Responsibility Equity Equality Democracy Solidarity
Openness Honesty Social Responsibility Caring for Others

Making it Happen



Self-Help Self-Responsibility Equity Equality Democracy Solidarity
Openness Honesty Social Responsibility Caring for Others

Appendix G: Levels of Delegation

All bodies should bear in mind that even where decisions are delegated, the LGB, Hub Council and committees together with the Trust as a whole, remains responsible for decisions made pursuant to such delegated authority.

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
Admin & Finance	Central services	1.1	To determine the scope of mandatory core services to be delivered by the Trust on behalf of its schools	CEO/CFO to prepare and recommend	Ratify	F&R Scrutinise	
		1.2	To identify those additional services to be procured on behalf of individual schools within financial limits	Heads identify and implement			
		1.3	Scrutiny to ensure centrally procured services provide value for money			F&R Scrutinise	
		1.4	Scrutiny to ensure locally procured services provide value for money	Finance team Review	Ratify	F&R Scrutinise	
	Budgets	2.1	To determine the proportion of the overall school budget to be delegated to individual schools	CEO/CFO to recommend	Ratify	F&R Scrutiny	
		2.2	To develop and propose the individual school budget	Heads CFO prepare and recommend	Ratify	F&R Scrutiny	Receive
		2.3	To approve the first formal Trust budget plan each financial year	Heads CFO prepare and recommend	Ratify	F&R Scrutiny	

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		2.4	To monitor bi- monthly School expenditure	Finance team prepare; Heads review		F&R Termly scrutiny	Receive
		2.5	Approving significant transfers between budget headings in line with (existing) financial schemes of delegation and/or likely budget overspends	Finance team with Head recommends		F&R Ratify	Receive
		2.6	Ensuring the arrangements for the collection of income, ordering of goods and services and payment	Finance team with Head prepares and recommends		F&R Ratify	
		2.7	To establish financial decision levels and limits	Recommended by CFO		F&R Ratify	
		2.8	To establish a charging and remissions policy	CFO researches and recommends		F&R Ratify	Receive
		2.9	To appoint the Accounting Officer		Appoint and Ratify		
		2.10	Miscellaneous financial expenditure outside of the agreed budget	Heads request/ CFO recommends		F&R Ratify	Receive
		2.11	To enter into contracts which relate to the school in accordance with the financial limits	Head authorises; Finance team action			
		2.12	To enter into contracts which affect more than one Trust school	Researched and recommended by CFO		F&R Ratify	
		2.13	To make payments within agreed financial limits	Heads authorise Finance team action			
		2.14	Maintaining a register of formal contracts entered into, amounts paid	CFO maintains		F&R Scrutiny (via External audit)	

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		2.15	To approve capital spend within the agreed annual budget and financial limits	Head authorise Finance team action			Receive
		2.16	To approve capital spend within the agreed annual budget beyond financial limits	Estates Manager/CFO research and recommend	Ratify	F&R Scrutinise	Receive
		2.17	Maintaining a register of formal contracts entered into, amounts paid and certificates of completion	EM maintains		F&R Scrutiny (via External audit)	
		2.18	Retention of quotes obtained for goods, works and services	Finance team retains		F&R Scrutiny (via External audit)	
		2.19	Scrutiny to ensure that all correct invoices are certified by authorised people before payments are made, and that the invoices and accompanying documentation (including quotations) are stored in a secure way and available for inspection	Finance team and CEO (AO) checks		F&R Scrutiny (via External audit)	
		2.20	Authorisation of a tender document before it is published	CFO/EM research and prepare		F&R Scrutiny pre-publication	
	Audit	3.1	Appointment of auditors – recommendation by Trustees; appointed by Members	CFO researches and recommends	Ratify	F&R Scrutiny	

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		3.2	Compliance with keeping of accounting records for audit	Finance team maintains		F&R Scrutiny (via External audit)	
		3.3	Implementing recommendations arising from an auditor's inspection	CFO/CEO implements		F&R Scrutiny (via External audit)	
Staff employment and teachers' pay	Staffing	4.1	Headteacher appointment (selection panel)	CEO	Trustee (involve Diocese for Church schools)		Chair
		4.2	Head of School/ Deputy/Lead Person Appointment (selection panel)	CEO			Nominated governor
		4.3	Appoint other school teachers	Head			Nominated governor
		4.4	Appoint school non-teaching staff	Head			Nominated governor
		4.5	CEO appointment		Board		
		4.6	Central Trust staff appointment	CEO	Trustee		
		4.7	Pay policy	CEO/CFO research, prepare and recommend	Ratify	F&R Scrutiny	
		4.8	Pay discretions (non-performance related) for school staff (excluding Headteacher) within limits of pay policy and budget	Head recommends CEO checks for equity across employees and authorises		F&R Scrutiny	
		4.9	Establishing disciplinary /capability procedures	CEO prepares and recommends	Ratify		
		4.10	Disciplinary Panel	Head convenes			Nominated governors as panel with Head

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		4.11	Disciplinary Appeals	CEO convenes		Hub governors panel	
		4.12	Dismissal of Headteacher	CEO	Trustees		Chair
		4.13	Dismissal other staff	Head			Nominated governors as panel
		4.14	Dismissal of Central Trust staff	CEO	Trustees		
		4.17	Suspend Headteacher	CEO decision (HR advice taken)	Chair of Trustees informed		Chair informed
		4.15	Suspend other staff	Head decision (HR advice taken)			Chair informed
		4.16	Suspend Trust Central staff	CEO decision (HR advice taken)	Chair of Trustees informed		
		4.17	Suspend CEO		Chair of Trustees (HR advice taken)		
		4.18	Ending suspension (Headteacher)	CEO decision (HR advice taken)	Chair of Trustees informed		Chair informed
		4.19	Ending suspension other staff	Head decision (HR advice taken)			Chair informed
		4.20	Ending suspension of central Trust staff	CEO decision (HR advice taken)	Chair of Trustees informed		
		4.21	Ending suspension of CEO		Chair of Trustees (HR advice taken)		
		4.22	Determining staff complement within agreed budget	Head (consultation with CEO prior to recruitment)			Consulted
		4.23	Determine dismissal payments/early retirement	Head requests CEO /CFO recommend		F&R Ratify	
		4.24	Reviewing school Headteacher performance appraisal and salary review	CEO reviews	Nominated Trustee reviews		Chair reviews
		4.25	Headteacher Appeals		Trustee panel reviews		

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		4.26	Teaching staff performance appraisal and salary review	Head reviews and recommends salary progression to CEO		Trustees Pay Review Panel comprising Hub Governors and CEO	
		4.27	Teacher Appeals	CEO attends to represent first panel decision		Trustees Pay Appeals Panel comprising Hub Governors & nominated Trustee	
		4.28	Support staff appraisal and salary review	Head reviews and recommends salary progression to CEO		Trustees Pay Review Panel comprising Hub Governors and CEO	
		4.29	Support staff Appeals	CEO attends to represent first panel decision		Trustees Pay Appeals Panel comprising Hub Governors & nominated Trustee	
		4.30	Central Trust staff performance appraisal and salary review	CEO recommends	Trustee panel review and ratification		
		4.31	Central Trust Staff Appeals		Trustee panel review		
		4.32	Devise a central Complaints policy	CEO research recommend and implement	Ratify		

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		4.33	Hear Complaints	Heads Stage 2			Panel Stage 3 LGB with independent person
		4.34	Hear Complaints Appeals		Panel with independent person		
	Curriculum	5.1	Develop a curriculum policy	Head recommends and implements			Ratify
		5.2	Develop RE Curriculum Policy – in particular for church schools in relation to their protocols	Head recommends and implements		C-SAW committee advice and scrutiny	Ratify
		5.3	Responsibility for ensuring Collective Worship	Head implements		C-SAW committee scrutiny	Checks
		5.4	Responsibility for ensuring the distinctive nature/vision/values are embedded throughout the church schools			C-SAW committee scrutiny	Checks
		5.5	Monitoring of standards of Teaching	Head triangulated by Hub Leader/CEO			Scrutiny
		5.6	Monitoring of educational outcomes	Head/Hub Leader/ CEO – monitors and plans intervention at school/trust level		Standards Committee scrutiny for trust, common aspects; schools at risk	Scrutiny for school
		5.7	Responsibility and accountability for individual child's education (ECHP; Behaviour plan etc)	Head ensures planning for individual needs; monitors; supported by SENCO Network meeting and triangulated by CEO/HL		Standards Committee scrutinise	Nominated Governor Check

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		5.8	Provision of Relationship, Sex and Health education - to establish and keep up to date written policy	Head recommends and implements			Ratify
		5.8	To establish a charging and remissions policy for activities	CFO recommends and implements		Ratify	
	Assessment and reporting	6.1	Ensuring statutory duties fulfilled in respect of assessment and reporting procedures	Head implements			Check
		6.2	To develop a core assessment and reporting policy	CEO recommends		Standards Committee Ratify	
		6.3	To propose school appendices to assessment and reporting policy	Head recommends		Standards Committee Ratify	Approve and Recommend
	School Improvement	7.1	To develop the Trust improvement plan	CEO prepare and recommend	Ratify		
		7.2	To develop a school improvement plan in line with the Trust improvement plan	Heads prepare, recommend and implement		Standards Committee Ratify	Approve and recommend
		7.3	To review the impact of school improvement plan against KPI s	Head prepares HL/CEO reviews with Head			Scrutiny
		7.4	To review the impact of Trust improvement plan against KPIs	CEO prepares with HLs	Scrutiny		
	Target Setting	8.1	Target setting for pupil achievement & attainment	Heads propose CEO/HL agree		Standards Committee Ratify	Check
	Behaviour & Attendance	9.1	To establish a behaviour policy	Head prepares, recommends and implements			Ratify

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		9.2	To establish an Exclusions Policy	CEO prepares, recommends Heads implement		Standards Committee Ratify	
		9.3	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (can be delegated to chair/vice chair in cases of urgency)				Review Panel
		9.4	To direct reinstatement of excluded pupils (can be delegated to chair/vice chair in cases of urgency)				Review Panel
		9.5	Appeals re exclusions			Local Authority independent panel	
		9.6	To establish a core attendance policy	CEO		Standards Committee Ratify	
		9.7	To monitor behaviour and attendance	Head reviews data supported by CEO/HL		Standards Committee Scrutiny at Trust level and schools at risk	Scrutiny at school level
	Admissions	10.1	To propose a core admissions policy	CEO prepares and recommends	Ratify		

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		10.2	Admissions: applications decisions			Decision Trustee sub committee	
		10.3	Admissions: application appeals			Independent panel – Governor services	
		10.4	To appeal against LA directions to admit pupils	Head			Support
	Premises and Insurance	11.1	General, Building and Personal liability insurance	CFO research recommend and implement		F&R Scrutiny and Ratify	
		11.2	Developing Trust wide building strategy	CEO EM recommend		F&R Scrutiny and Ratify	Consulted on work affecting their school
		11.3	Maintaining buildings, including developing properly funded maintenance plan and procurement as required	EM		F&R Scrutiny and Ratify	
		11.4	Arranging security and maintenance of buildings and furniture on a day to day basis	Heads			Check
		11.5	Maintaining an inventory of moveable items of equipment and checking the inventory annually	Heads			Check
		11.6	Maintaining a record of all property borrowed by staff	Heads			Check
		11.7	Authorising the disposal of all unusable and obsolete equipment in excess of £5000	Heads requests CFO validates		F&R Scrutiny and Ratify	

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
	Health and Safety	12.1	Determine the Health and safety policy	CEO with EM		F&R Scrutiny and Ratify	
		12.2	To ensure that Health and Safety Regulations are followed	Heads implement EM supports and reviews	Ratify	F&R Scrutiny including H&S Walks by H&S Trustee	Nominated Governor checks
		12.3	Undertake, review and update Risk assessments	Heads EM supports and reviews			Checks
	School organisation	13.1	To set the times of school sessions and the dates of school terms and holidays and consult on any proposed change	Head proposes any change	Ratify		Reviews, recommends, consult
		13.2	To ensure that the school meets for 380 sessions in a school year	Head			Checks
	Information for Parents	14.1	To ensure provision of free school meals to those pupils meeting the criteria	Head			Checks
	LGB Procedures	15.1	To appoint the chair of the LGB				Elect
		15.2	To hold a full LGB meeting at least 3 times in a school year or a meeting of a temporary GB as often as may be required				Implement
		15.3	To appoint and remove members of the LGB		Ratify		Implement
		15.4	To set up a register of Governors' businesses and interests to be held centrally				Implement

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		15.5	To approve the trustees/Governors' expenses policy	CFO recommends		F&R Committee Scrutiny and Ratify	
		15.6	To discharge duties in respect of pupils with special needs by appointing a responsible Governor				Implement
		15.7	To consider whether or not to exercise delegation of functions to individuals				Implement
	Extended schools	16.1	To decide to offer additional activities, what form these should take and ensure delivery	Head recommends and implements			Scrutiny and Ratify
		16.4	To cease providing extended school provision	Head recommends and implements			Ratify
	Safeguarding	17.1	To determine a safeguarding policy and its implementation	CEO with safeguarding network group Head implements	Scrutiny and Ratify		Nominated Safeguarding Governor Check
		17.2	To be informed about serious safeguarding issues	CEO	Safeguarding Trustee		Nominated Safeguarding Governor receives
		17.5	Devise General Data Protection Duty policy	CEO with Data Protection Officer	Scrutinise and Ratify		
		17.6	Implement General Data Protection Duty policy	Head at school level DPO at Trust level	Scrutiny		Check
		17.8	To prohibit political indoctrination and ensure balanced treatment of political issues	Head			Check

DFE Objective	Function	No.	Tasks	Executive Team (CEO HL CFO PM Heads)	Board of Trustees	Committees	LGB
		17.9	Establish and maintain a single central record	Head DSL Network support / monitoring	Safeguarding Trustee Scrutiny		Nominated Safeguarding Governor Scrutiny
	Policies	18.1	To determine, on an annual basis, those policies which will be developed by the Trust and mandatory for all schools	CEO	Scrutinise and Ratify		
		18.2	To provide on an annual basis, copies of all policies and procedures and a schedule for their review	CEO with Heads	Review Trust wide policy		Review Local policies
	Training	19.1	To develop training strategies across the MAT as required for all staff and Governors	CEO	Scrutinise		