



Transforming Lives
EDUCATIONAL TRUST

Transforming Lives Educational Trust

~Learning Today for the World of Tomorrow~

Adopted

Scheme of Delegated Authority

LGB Terms of Reference Scheme of Delegated Authority

Adopted by resolution of the Board 15 November 2016

Reviewed and Revised 14 February 2018

1. INTRODUCTION

- 1.1 Transforming Lives Educational Trust (the “**Trust**”) is governed by a Board of Trustees (the “**Trustees**”) who are accountable to the Department for Education and have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 The following academies are currently operated by the Trust:
- **Ashlawn School**
 - **Henry Hinde Infant School**
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Body (“**LGB**”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “**Articles**”).
- 1.4 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Trustees.

2. CONSTITUTION OF THE LGBs

- 2.1 Members of the LGB shall be known as “governors”.
- 2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time
- 2.3 Subject to clause 2.2, the composition of the Local Governing bodies for the Academies **shall** be as follows:
- 2.3.1 the Headteacher of the Academy (or the CEO if no such person is appointed);
 - 2.3.2 up to 2 staff governors;
 - 2.3.3 up to 2 parent governors; and
 - 2.3.4 up to a 4 co-opted governors.
- 2.4 The procedure for the appointment and the removal of governors is as set out in Annex 1:

3. PROCEEDINGS OF THE LGB

The proceedings for meetings of the LGB shall be as set out in Annex 2.

4. RELATIONSHIP BETWEEN THE BOARD AND LGB

4.1 The LGB shall in carrying out its role:

- 4.1.1 promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being;
- 4.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees;
- 4.1.3 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance;
- 4.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics;
- 4.1.5 uphold, support and promote the vision and values of the Trust;

4.2 The Trustees shall support the work of the LGB by:

- 4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;
- 4.2.2 ensuring that systems are put in place to allow the governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Headteacher of School and the senior leadership team of the Academy;
- 4.2.3 ensuring that the governors have access to high quality training 'or professional development informed by a skills audit and general contribution'

4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:

- 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
- 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
- 4.3.3 suspend or remove any or all of the governors of the relevant LGB;

4.4 The Trustees may require a governance action where:

- 4.4.1 the Academy has a deficit budget (both revenue and capital)
- 4.4.2 pupil results fall below national expected attainment levels
- 4.4.3 the Academy has been rated by Ofsted as 'Requiring Improvement' or 'Inadequate'
- 4.4.4 there has been a serious breach of Trust policies

- 4.5 The Trustees may vary the matters delegated where:
 - 4.5.1 the LGB act outside its delegated powers and limitations;
 - 4.5.2 the LGB are in breach of these terms of reference;
 - 4.5.3 there has been a serious breach of Trust policies

- 4.6 The Trustees may remove/replace governors where:
 - 4.6.1 the Academy is in material]breach of its funding arrangements;
 - 4.6.2 the LGB is in material breach of its delegated level of financial authority
 - 4.6.3 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference;
 - 4.6.4 An individual Governor has failed to meet the standards of honesty, integrity and objectivity required of their office

- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

DELEGATED POWERS

General principles

- 5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:
 - 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust or lease governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
 - 5.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees;
 - 5.1.3 review its local policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
 - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
 - 5.1.5 be open about decisions and be prepared to justify those decisions;
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust;
 - 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them
 - 5.1.8 hold the Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff

- 5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided – particularly with regard to safeguarding training.

- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGBs shall be as set out in Annex 3 that sets out the powers retained by the Trust, the powers delegated to the CEO, the LGB and the Headteacher of the Academy.
- 1.5 For the avoidance of doubt, where a power is not expressly delegated to the CEO, LGB or Headteacher of the Academy it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 1.6 Annex 3 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.
- 1.7 Notwithstanding the application of any provision of these terms of reference, if the Chair/Vice Chair of the LGB is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with the CEO and at least one Trustee.
- 1.8 The LGB shall conduct an annual self-review of their performance and to report their findings to the Directors. As a minimum the self-review will be in line with the National Governors Association guidelines.
- 1.9 The Clerk to the Governors shall maintain a record of Governors' attendance at meetings and shall report on such attendance annually.

Annex 1 – Appointment and Removal of Governors

1 Staff governors

- 1.1 The LGB shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.
- 1.3 The LGB will report the outcome of the election, including the number of votes cast, to the Directors, who will then appoint the required number of Staff Governors.

2 Parent governors

- 2.1 Parent governors of the LGB shall be elected by parents of registered pupils at the Academy. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is elected.
- 2.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be agreed in advance by the Trustees. The Trustees will delegate the running of the election to the LGB..
- 2.3 Where a vacancy for a parent governor is required to be filled by election, the LGB shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.4 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy.
- 2.5 The LGB will report the outcome of the election, including the number of votes cast, to the Trustees, who may then proceed to appoint the required number of parent Governors.
- 2.6 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust.

3 Co-opted governors

- 3.1 Providing a vacancy has been notified to the Trustees, the LGB can through proper and transparent advertising recruit Co-opted governors. Co-opted governors are appointed by the Trustees. He or she must be:
 - a) a person who lives or works in the community served by the Academy; or
 - b) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the Academy.
- 3.2 Employees of the Trust are not permitted to be Co-opted governor.

4 Term of office

- 4.1 The term of office for any governor shall be 4 years, save for the Headteacher of the Academy (as applicable) who shall remain a governor until he or she ceases to work at the Academy.
- 4.2 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB.

5 Resignation and removal

- 5.1 A person serving on the LGB shall cease to hold office if:
- a) their term of office expires
 - b) he resigns his office by giving notice in writing to the clerk of the LGB;
 - c) the Headteacher or a staff governor ceases to work at the Academy;
 - d) the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the Academy.
- 5.2 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the Academy.
- 5.3 It shall be the responsibility of the Chair of the LGB to inform the Directors when a vacancy becomes available on the LGB.

6 Disqualification of governors of the LGB

- 6.1 A person shall be disqualified from serving on the LGB if he would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

7 Appointment and removal of Chair and Vice Chair

- 7.1 The Chair and Vice Chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.
- 7.2 The term of office of the Chair and Vice Chair shall be 2 years. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.
- 7.3 Subject to re-election, the maximum term of continuous office for the Chair and Vice-Chair shall be 4 years.
- 7.4 The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:
- a) he/she ceases to serve on the LGB;
 - b) he/she is employed by the Trust whether or not at the Academy; or
 - c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.
- 7.5 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, 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 governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

8 Committees

- 8.1 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- 8.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.
- 8.3 The establishment, terms of reference, constitution and membership of any committee of the Governors shall be reviewed at least once in every twelve months with Trustees being advised of the outcome of the review

Annex 2 – Proceedings of the LGB

1. Meetings

- 1.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors and the Clerk to the Trustees written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 1.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that he has given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- 1.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.
- 1.5 Any three Governors may, by notice in writing given to the Clerk, call a meeting of the LGB and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

2. Quorum

- 2.1 The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be 51% of the LGB governors.
- 2.2 The quorum for a meeting of a subcommittee of the LGB, and any vote on any matter at such a meeting, shall be any three of the Governors of the LGB at the date of the meeting.

3. Voting

- 3.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.2 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

4 Conflicts of Interest

- 4.1 Any governor who has or may 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 duties as a governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor 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 Academy.

5 Minutes of meetings

- 5.1 Within 7 working days of the LGB meeting the Clerk to the LGB must ensure the minutes are issued to the governors.
- 5.2 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 5.3 The clerk to the LGB shall ensure that a copy of the minutes of every LGB meeting is reasonably practicable, made available to the Clerk of the Trustees within 7 working days of the meeting
- 5.4 The Clerk to the LGB shall ensure that a central record, available for inspection, of all meeting agendas, minutes and supporting papers is maintained and kept up to date at the Academy.

| STRATEGY & LEADERSHIP | Trustees | CEO | LGB | Headteacher |
|--|--------------------------------|--|---------------------------------------|---|
| 1. Set strategic objectives and KPIs of the Trust | Review, challenge and approve | Draft and develop | | |
| 2. Set strategic objectives of the Academies | Review, and approve | Review, Challenge and Approve Consolidate Academy plans and present to the Trustees | Review, Challenge and Approve | Draft and develop individual Academy Objectives line with Trust strategy and KPIs |
| 3. Deliver strategic objectives of the Trust and monitor performance against KPIs | Review and monitor performance | Deliver & Report to Trustees | | |
| 4. Deliver strategic objectives of the Academies | Review | Review and monitor performance Report progress to Trustees | Review and monitor performance | Deliver/achieve objectives Report progress to LGB & CEO |
| 5. Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook | Monitor Trust-wide compliance | Monitor and report to Trustees Take action to mitigate non-compliance Deliver compliance with policies | Monitor individual academy compliance | Deliver & Report to LGB & CEO Deliver compliance with policies |
| 6. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) | Monitor Trust-wide compliance | Monitor and report to Trustees Take action to mitigate non-compliance Deliver compliance with policies | Monitor individual academy compliance | Deliver & Report to LGB & CEO Deliver compliance with policies |

ANNEX 3: Scheme of Delegated Authority

| STRATEGY & LEADERSHIP | Trustees | CEO | LGB | Headteacher |
|--|---|---|--|---|
| <p>7. Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</p> | <p>Review and approve Trust policies and controls to ensure compliance</p> | <p>Develop policies, checks & balances to ensure proper financial oversight</p> <p>Deliver compliance with policies</p> | <p>Monitor individual academy compliance</p> | <p>Deliver & Report to LGB & CEO</p> <p>Deliver compliance with policies and controls</p> |
| <p>8. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions</p> | <p>Review and approve Trust policies and processes to ensure compliance</p> <p>Record Trustees conflicts of interest and connected party transactions</p> <p>Review annually conflicts of interest and connected party transactions of each LGB</p> | <p>Develop policies and processes</p> <p>Deliver compliance with policies</p> | <p>Monitor individual academy compliance</p> <p>Report annually conflicts of interest and connected party transactions to the Trustees</p> | <p>Deliver & Report to LGB & CEO</p> <p>Deliver compliance with policies</p> |
| <p>9. Appointments of Trustees– ensuring processes in place for appointment of trustees (including ensuring that the Trustees have the skills to run the Trust</p> | <p>Appoint in accordance with Articles of Association</p> <p>Review Trustees performance against competency framework</p> | <p>Develop processes in accordance with Articles of Association</p> | | |

| STRATEGY & LEADERSHIP | Trustees | CEO | LGB | Headteacher |
|---|--|--|--|---|
| 10. Appointments of Governors – ensuring processes in place for appointment of Governors (including ensuring that the Governors have the skills to run the Academies) | Appoint co-opted and partnership governors | | Appoint Staff and Parent Governors as per Annex 1 Recommend Co-opted governors to Trustees Review Governor competency and performance and report to Trustees | |
| 11. Appointment of the Responsible Officer and Audit Committee | Appoint and monitor performance | Perform the Responsible Officer role | | |
| 12. Appointment of Clerk – Board and LGBs | Appoint the Clerk to the Board & LGBs | | Recommend to the Trustee the appointment of the LGB clerk | |
| 13. Policies – review ,approve and monitoring of Trust Wide Policies (including curriculum, admissions, DBS, charging and remissions policies, health & safety and safeguarding) | Review & Approve Trust wide policies | Develop Trust wide polices for Board approval Deliver compliance with policies Report material non-compliance to the Board | Review all policies approved by the Board and monitor compliance Review and approve academy specific policies | Develop academy specific polices for LGB approval Deliver compliance with Trust and academy policies Report non-compliance to the LGB and the CEO |
| 14. Prepare terms of reference for Trust Committees | Approve & Deliver | Develop | | |
| 15. Prepare ToR for LGB's and Sub-Committees | | Develop | Comply and Deliver | |
| 16. Training programme for trustees and governors | Approve & Comply | Develop | Comply | |

| EDUCATION & CURRICULUM | Trustees | CEO | LGB | Headteacher |
|--|---|---|---|---|
| 1. Academy Development Plan (Improvement Plan)- for each Academy in line with strategic aims of the Trust | Review, challenge and approve the Academies Development Plans | Review and challenge the Academy Development Plan(s) Present plan(s) to Trustees | Review, Challenge and Recommend Academy Development Plan to CEO | Work with the CEO in producing the Academy Development Plan Review – the Academy Development Plan |
| 2. Key Performance Indicators – setting and reviewing performance of the Trust & the Academies | Set Trust- wide KPIs Review performance against KPIs | Delivering against the KPIs Report performance against KPIs to Trustees | Monitoring & challenging progress against KPIs | Delivering against the KPIs Reporting progress against KPIs to LGB & CEO |
| 3. Set admissions policy | Review and approve | Develop in consultation with LGB and Headteacher | | |
| 4. Admission decisions | | | Review and monitor | Advise, recommend and report to LGB |
| 5. Collective worship arrangements for school without religious character | | | Review | Deliver |
| 6. Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy) | Review, challenge and approve policy | Developing policy and ensuring compliance Report compliance to Trustees | Monitor compliance with Trust wide policy | Manage Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy) |

| EDUCATION & CURRICULUM | Trustees | CEO | LGB | Headteacher |
|---|-------------------------------------|------------|-----------------------------------|------------------------------------|
| 7. Academy Hours – setting the opening and closing times for the Academies | Determine in consultation with LGBs | | Consult with the Trustees and CEO | Comply |
| 8. Term Dates and length of school day | Determine in consultation with LGBs | | Consult with the Trustees and CEO | Comply |
| 9. School lunch – ensure provided to appropriate nutritional standards | | Monitor | Review | Deliver |
| 10. Provision of free school meals to those meeting criteria | | Monitor | Review | Deliver |
| 11. Educational Policies (other) – e.g. <ul style="list-style-type: none"> - SEN, home school agreements, management of medicines etc. - Monitoring educational performance and student progress. Setting targets for pupil achievement - Pupil premium - Changes to structure of school day | Review and approve | Review | Recommend to Trustees and CEO | Determine in consultation with LGB |

| FINANCIAL | Trustees | CEO | LGB | Headteacher |
|---|---|--|--|---|
| 1. Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term | Review and approve | Recommend funding model to the Trustees for approval | Comply with the overall financial plan for the Academy | Comply with the overall financial plan for the Academy |
| 2. Trust Annual Budget – formulating and setting the Trust wide budget | Review, challenge and approve | CEO & CFO prepare Trust budget CEO and/or CFO presents budget to the Trustees for approval Review submission of Trust budget to the ESFA | | |
| 3. Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances) | Review, challenge and approve | Manage the development of Academy budgets in consultation with the LGBs and present to the Trustees for approval | Review, Challenge and recommend to Trustees | Develop academy budget with CEO |
| 4. Expenditure and ensuring delivery of Annual Budgets and Financial Reporting | Review and challenge Trust-wide financial reporting | Review and challenge Academy financial reporting CEO with support from the CFO prepares Trust wide financial monitoring reports for trustees | Review and challenge Academy financial reporting | Deliver against agreed budget Prepare financial monitoring reports for LGB & CEO |

| FINANCIAL | Trustees | CEO | LGB | Headteacher |
|---|---|---|---|--|
| 5. Financial Policies (including procurement) – establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements | Review and approve Trust-wide policies | Develop with the support of the CFO Trust wide policies for Board approval Deliver compliance with policies Report material non-compliance to the Board | Review the implementation of all policies approved by the Trustees and monitor compliance Review and approve academy specific policies | Develop academy specific policies for LGB approval Deliver compliance with Trust and academy policies Report non-compliance to the LGB and the CEO |
| 6. Approving annual accounts | Review and approve Annual Accounts | Ensure the preparation of the annual financial statements Arrange for auditing of annual report and accounts Ensure compliance with regulatory filing requirements Keep proper records in respect of the Trust | Ensure proper records are maintained in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts | Keep proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts |
| 7. Corporate Risk Register | Review, challenge and approve Monitor compliance | Ensure corporate risk register is maintained Report compliance to the Trustees | Review and monitor Academy risk register | Ensure Academy risk register is maintained Report compliance to LGB |

| HR & OPERATIONS | Trustees | CEO | LGB | Headteacher |
|--|--|---|--|---|
| 1. Appointing the CEO | Appoint | | | |
| 2. Appointing the CFO & other Exec. Board roles | Appoint | Recommend appointment to the Trustees Sit on appointment panel along with two Trustees | | |
| 3. Appointing the Headteacher at each Academy | Approve and appoint in consultation with the CEO/ LGBs | Recommend appointment to the Trustees Sit on appointment panel along with two Governors | Nominate two governors to sit on the appointment panel with the CEO | |
| 4. Appointing of cross-Trust Staff (in line with recruitment policy) | | Appoint in line with Trust Policy and Budget | | |
| 5. Appointing Academy Staff | | | | Appoint in line with Trust Policy and Budget |
| 6. Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance., absence and performance management policies) in accordance with all appropriate regulations | Review and approve Trust-wide policies | Develop Trust wide polices for Trustee approval Deliver compliance with policies Report material non-compliance to the Trustees | Ensure implementation of all policies approved by the Trustees Monitor compliance Review and approve academy specific policies | Develop academy specific polices for LGB approval Deliver compliance with Trust and academy policies Report non-compliance to the LGB and the CEO |

| HR & OPERATIONS | Trustees | CEO | LGB | Headteacher |
|-----------------|----------|-----|-----|-------------|
|-----------------|----------|-----|-----|-------------|

| HR & OPERATIONS | Trustees | CEO | LGB | Headteacher |
|---|--|---|---|---|
| 7. Performance Management together with pay reviews (in line with the Trust's pay policy and all statutory regulations) | Conduct CEO & CFO PDR Receive reports in respect of appraisal arrangements and outcomes for the the SLT | Conduct the Headteacher and PDRs in accordance with policy Review appeals in respect of SLT and report to the Trustees | Review any appeals respect of non SLT staff | Conduct SLT PDRs in line with Trust Policy and report to CEO any recommendation to the CEO Ensure SLT conduct PDRs in accordance with policy for all other staff |
| 8. Setting Terms and Conditions of Employment and Staff Handbook | Review, challenge and approve | Develop and present Terms and Conditions of Employment and Staff Handbook to Trustees Ensure T&Cs and Employment Handbook are maintained and current Deliver and Comply | Monitor compliance of Academy | Deliver & Comply |
| 9. Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies or for reason of redundancy) | Dismiss in respect of the CEO Review SLT dismissal Monitor all other staff dismissals | Recommend SLT dismissal to Trustees Dismiss, in respect SLT Review in respect all other staff | Monitor Academy staff dismissals | Dismiss, in accordance with employment law in respect of all other staff Report all other staff dismissals to LGB & CEO |

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|--|---|---|--------------------|-----------------------|
| 12. Determining and allocating central services provided to the Trust to the Academies | Review, challenge and approve | Recommend scope and operation of central services, be that central shared services or a distributed services model Deliver | Comply | Comply |
| 13. Overseeing the effectiveness of services provided centrally by the Trust | Review and monitor | Deliver and report to the Trustee | | |
| 14. Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained | Review, challenge and approve Monitor compliance | Recommend strategy Ensure strategy is implemented and provide annual report annual report to the Trustees | Implement strategy | Comply with strategy |
| 15. Acquiring and disposing of Trust land and changing use of Assets | Review, challenge and approve | Recommend | | |
| 16. Arranging insurance for the Trust | Review, challenge and approve | Deliver | | |
| 17. Media and PR - overseeing public relations activities to protect the activities of the Trust and the Academies to the wider community | Determine Trust-wide approach and/or policy | Deliver and comply | Comply | Comply |
| 18. Academy Prospectus | | Review & approve | Review & approve | Prepare and Recommend |
| 19. Trust Prospectus and website | Review & approve | Prepare Recommend | | |

