

Scheme of Delegation & Schedule of Matters Reserved 2020/21

The Midland Academies Trust

Company Secretary

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Scheme of Delegation & Schedule of Matters Reserved 2020/21

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Scheme of Delegation & Schedule of Matters Reserved 2020/21

1. Introduction

- 1.1 The Midland Academies Trust Board of Directors is required to agree a formal schedule of matters reserved for its decision, i.e. those matters which should not be delegated.
- 1.2 As provided by article 105 of the Articles of Association, the Board may delegate to any Director, committee, (including any Raising Achievement Board), the Chief Executive, the Executive Principal, any Principal or any other holder of executive office, such of its powers or functions as it considers desirable, to be exercised by them.
- 1.3 Any such delegation may be made subject to any conditions the Board may impose and may be revoked or altered by the Board.
- 1.4 Any individual or body to whom the Board has delegated a power or function may further sub-delegate those powers or functions to a further person. Where sub-delegation has occurred the person making that sub-delegation must inform the Board as soon as reasonably practicable as to which powers and / or functions have been sub-delegated and to whom.
- 1.5 The objectives of this Scheme of Delegation & Schedule of Matters Reserved are to ensure that:
 - i. the exercise of delegated powers and functions occur at the correct level of the corporate governance structure;
 - ii. the process of delegating powers or functions is clear, open and transparent; and
 - iii. the lines of accountability for the exercise of powers or functions are clearly understood by those who are delegated to.
- 1.6 Specific financial delegations are set out within the Financial Regulations which are updated annually.

2. Definitions

- 2.1 'Academy' means any school or academy which is established and maintained by The Midland Academies Trust;
- 2.2 'Board' means the Board of Directors;
- 2.3 'Member,' 'Director,' 'Raising Achievement Board member,' 'Principal' and 'Company Secretary' mean respectively:
 - i. one of the original subscribers to the Trust's memorandum of association or an individual or legal entity subsequently appointed as a Member;
 - ii. a Director of the Board of Directors;
 - iii. a member of a Raising Achievement Board;
 - iv. an academy Principal;
 - v. the Trust Company Secretary.
- 2.4 'Raising Achievement Board (RAB)' means a body established by the Board to act on its behalf in respect of specific delegated functions, at academy level;
- 2.5 'the Scheme' means the Scheme of Delegation & Schedule of Matters Reserved;
- 2.6 'the Trust' means The Midland Academies Trust;
- 2.7 All other definitions have the same meanings as given in the Trust's Articles of Association and the Academies Act 2010.

3. Related or Subsidiary Policies and Documents

- 3.1 Articles of Association;
- 3.2 Master Funding Agreement and Supplemental Funding Agreements;
- 3.3 Academies Financial Handbook;
- 3.4 Financial Regulations;
- 3.5 Standing Orders;
- 3.6 Trust Policies;
- 3.7 Governance Handbook;
- 3.8 Other policies and documents may be identified from time to time as circumstances change and may be added to this list.

4. Core Principles

- 4.1 Governance working practices are sustainable, scalable, coherent and consistent.
- 4.2 The distinction between governance and management is unambiguous.
- 4.3 Governance and management oversight is clear, streamlined and proportionate.
- 4.4 Delegations, accountabilities and roles are clearly delineated and explained, complementary and non-duplicative.
- 4.5 Delegations (including those within the Financial Regulations) are well-defined, transparent and proportionate and reside at appropriate levels taking into account:
 - i. the responsibility of Directors for exercising the powers set out in the Articles and operating individual academies;
 - ii. the responsibility of the Chief Executive (supported by the Executive Team) for the running of the Trust under Board guidance, undertaking the Accounting Officer role and acting as principal adviser to the Board;
 - iii. the purpose of RABs, acting on behalf of the Board, to scrutinise and challenge the impact and effectiveness of school and academy educational performance and to hold Principals to account for improving student outcomes and complying with relevant, delegated statutory and regulatory requirements;
 - iv. the need for Principals to focus on the provision of education, whilst being responsible for the internal organisation, management and control of an academy, the direction of teaching and curriculum and the implementation of Trust policies;
 - v. Trust management resource and capacity;
 - vi. the effective and coherent management of the Trust's finances, human resources, estate and facilities and reputation.

5. Review and Amendment

- 5.1 The Company Secretary will ensure that the Scheme is reviewed annually and will recommend to the Board any improvements or amendments required to meet changed circumstances.
- 5.2 Any amendments will require Board approval, unless those amendments are provided for by statute or regulation, in which case such changes will be made and notified to the Board and relevant bodies and individuals without delay.

5.3 The adoption of this Scheme may amend previously approved policy or procedure and will therefore be deemed to take precedence and inform subsequent decisions. The amendments will not work retrospectively and affect previous decisions.

6. Trust Structures

6.1 Governance Structures

6.1.1 The Trust is a multi-academy trust which is a company limited by guarantee and an exempt charity. It is also a wholly owned subsidiary of the North Warwickshire and South Leicestershire College (NWSLC) which sponsors the academies the Trust is responsible for operating.

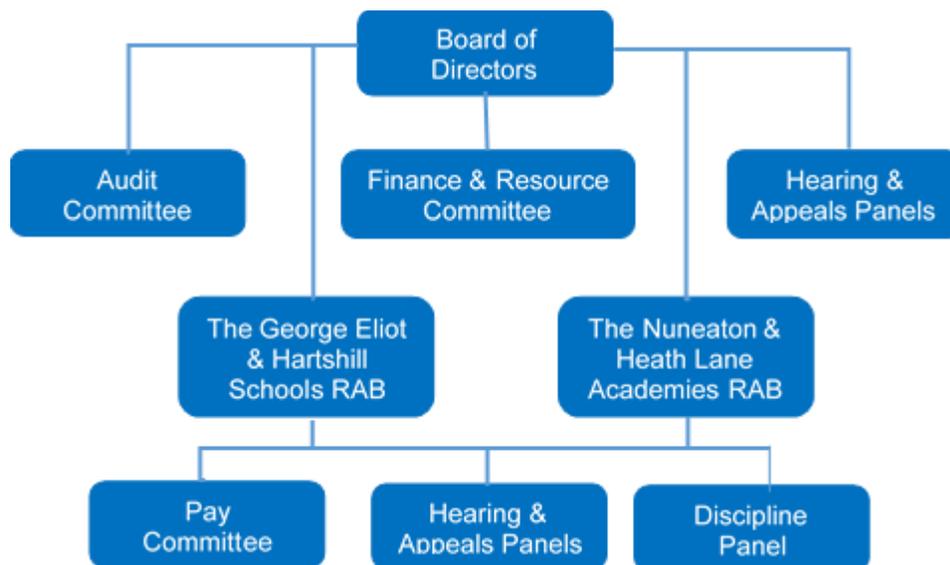
6.1.2 MAT operates four academies / schools:

- i. The George Eliot School
- ii. The Nuneaton Academy
- iii. Hartshill School
- iv. Heath Lane Academy

6.1.3 The Board has established two committees which focus on audit and finance and resource matters and two Raising Achievement Boards each overseeing two academies. The Board also operates hearings and appeals panels to consider and determine issues relating to staff.

6.1.4 On the Board's behalf, the RABs operate:

- i. a single Pay Committee to take decisions on academy and school staff pay matters as delegated by the Board and defined within the Trust's Pay Policy;
- ii. a single Discipline Panel to consider student exclusions as delegated by the Board and in line with relevant legislation, regulation and national guidance;
- iii. hearings and appeals panels dealing with relevant matters as delegated by the Board and as defined within the Trust's Complaints Policy and in line with relevant national guidance.

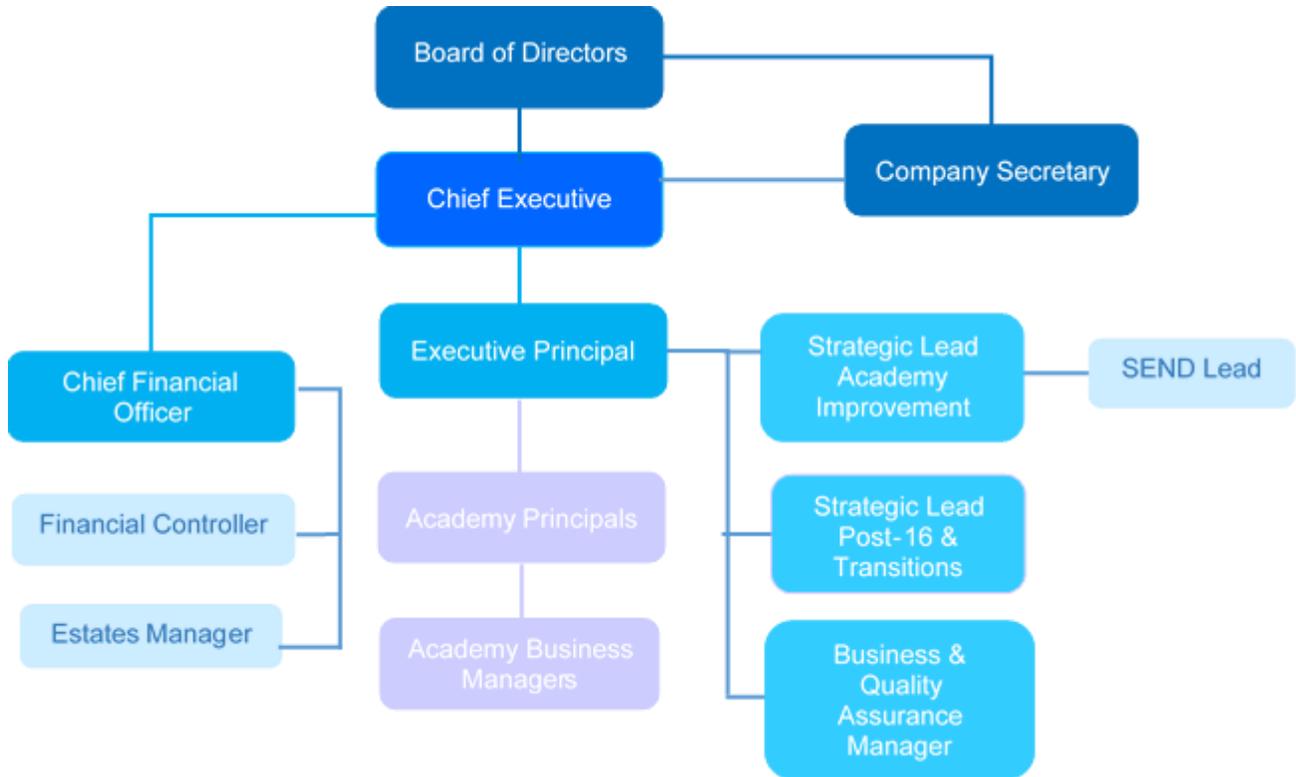


6.2 Management Structures

6.2.1 The Trust employs all staff who work for it within its Central Team or within its academies. Staff who are employed within academies are line managed by the relevant Principal.

6.2.2 The Executive Team is led by the Chief Executive.

6.2.3 The Central Team led by the Executive Principal and Chief Finance Officer, provides support and challenge to academies. The organisation of, and line management responsibilities within the Central Team is shown below.



7. Individual Roles and Responsibilities

7.1 Chair Role

Purpose: to provide effective leadership to the Board, overseeing the Board's business to ensure each Director fulfils their duties and responsibilities and that the Board functions effectively. The Chair will support, and, where appropriate, challenge the Chief Executive. The Chair will work with the Company Secretary to ensure the operation of compliant and effective governance. He or she will act as an ambassador for the Trust in partnership with the Chief Executive.

Responsibilities:

In respect of leadership to the Board:

- i. Ensuring the Board's business is carried on efficiently, effectively and in a manner appropriate for the proper conduct of public business.
- ii. Ensuring the Board acts in accordance with the Articles of Association, Funding Agreements, other external regulatory requirements, and with the Trust's own internal rules and regulations, and should seek advice from the Company Secretary in any case of uncertainty.
- iii. Ensuring the Board exercises collective responsibility and conducts itself in accordance with accepted standards of behaviour in public life.

- iv. Encouraging Directors to work together effectively, contributing their skills and expertise as appropriate and following full debate, to seek to build consensus among them and where necessary resolve any conflicts within the Board.
- v. Ensure the performance of Directors and the Board is appraised on a regular basis.
- vi. Ensure the Board is regularly refreshed and incorporate an appropriate balance of skills, knowledge and experience need to govern and lead the Trust and which also reflects the wider population.

In respect of overseeing the business of the Board:

- i. Ensuring the Board exercises control over the strategic direction of the Trust and that the performance of academies is adequately assessed against relevant, Board approved objectives and indicators.
- ii. Ensuring, through liaison with the Chief Executive and Company Secretary, that all relevant information (including regular and satisfactory management and committee reports) is presented to the Board.
- iii. Ensuring that all Standing Orders are complied with including acting in accordance with established protocols for the use of delegated authority.
- iv. Establishing a constructive and supportive, yet challenging working relationship with the Company Secretary and working closely with him / her in the operation of Board business.
- v. Developing an effective working relationship with the Vice-chair and work closely with him/her in the operation of Board business.
- vi. Establishing a constructive and supportive, yet challenging working relationship with the Chief Executive, recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the Trust and its academies.
- vii. Representing the Board at external meetings, presentations and conferences and where requested, playing an agreed ambassadorial role on behalf of the Trust.
- viii. Ensuring the exercise of any delegated power:
 - complies with legal and regulatory requirements, the rules of funding bodies, accepted accounting standards and Trust policies;
 - upholds the highest standards of business and professional ethics, including prudence, integrity, fairness, honesty, objectivity and self-disinterest; and
 - safeguards the reputation of the Trust.

Delegation: the following powers shall be delegated to the Chair of the Board allowing him or her to act on behalf of the Board where:

- i. the Board agrees by resolution to delegate specific powers to the Chair to deal with a specific matter;
- ii. Chair's action is required on an urgent matter, where delay would seriously prejudice the Trust. In such circumstances the Chair may consult with the Vice-chair. The Chair will ensure that the action is reported at the next Board meeting. In such circumstances, and where it is shown that the Chair acted reasonably in all the circumstances, the Board will accept responsibility for any action taken;
- iii. a RAB member is removed with immediate effect in accordance with Standing Order 13.

Accountability: to the Board.

Appointment: annual appointment by the Board.

7.2 Board Vice-chair

Purpose: to deputise and provide support for the Board chair.

Responsibilities:

- i. In respect of deputising for the Board Chair, the Vice-chair is required to deputise for the Chair in her / his absence and is referred to the role description for the Chair for details as to that role and those responsibilities.

- ii. In respect of supporting the Board Chair, the Vice-chair should develop effective working relationships with the Chair and work closely with him / her.
- iii. In respect of issues of propriety affecting the Board Chair, where any Director, RAB member, the Chief Executive or the Company Secretary has concerns as to the conduct of the Chair in respect of non-compliance with the Scheme of Delegation & Schedule of Matters Reserved, Standing Orders, Code of Conduct, Nolan Principles or any other issue, the Vice-chair, will take the lead in considering those issues.

Accountability: to the Board.

Appointment: annual appointment by the Board.

7.3 Raising Achievement Board Chair

Purpose: to provide effective leadership to the Raising Achievement Board.

Responsibilities:

In respect of the RAB:

- i. Ensuring that RAB members understand their role and place in the Trust's governance structure.
- ii. Enabling the RAB to organise itself and its work, effectively and efficiently, ensuring all members fully contribute to that work.
- iii. Facilitating the RAB's understanding of, and ability to hold the Principal to account.
- iv. Encouraging members to regularly undertake link or academy visits and provide written reports of those visits.
- v. Promoting and fostering supportive working relationships between the RAB and the Principal.
- vi. Setting high expectations for members' conduct and behaviour and being an exemplary role model in demonstrating these expectations.
- vii. Recognising when the RAB or individual members are not behaving as expected and taking appropriate action to address issues.
- viii. Leading the RAB in undertaking its annual self-evaluation and effectiveness review and the identification of training and development needs.
- ix. Supporting individual member development to ensure effectiveness and impact.
- x. Being involved in an academy Ofsted inspection.
- xi. Undertaking an 'ambassadorial' role on behalf of the RAB when required.

In respect of the Principal:

- i. Establishing and fostering an effective working relationship with the Principal and meeting regularly (at least 6 weekly) with the Principal to discuss academy educational performance and receive briefings on a range of school matters to enable a full understanding of the context of academy performance.
- ii. Supporting and working with the Principal where a safeguarding issue has arisen at the academy.

In respect of the Trust Executive:

- i. Working with the Chief Executive and Executive Principal by sharing intelligence and information and highlighting issues of concern and good practice.
- ii. Providing feedback to the Chief Executive about the Principal's performance, as part of the Trust's performance management arrangements.
- iii. Working closely with the governance team to ensure co-ordination of leadership and governance requirements of the RAB and seeking relevant guidance and advice from the Company Secretary.
- iv. Being involved in interview processes for academy senior leadership team appointments.

In respect of the Board:

- i. Presenting a summary assurance report to the Board, summarising issues discussed at RAB meetings including matters of concern and recognition.
- ii. Providing a report to the RAB on key issues discussed and agreed at the Board.
- iii. Reporting the outcomes of the RAB's annual self-evaluation and effectiveness review to the Board, including any improvement actions and training and development needs.

Accountability: to the Board.

Appointment: annual appointment by the Board.

7.4 Raising Achievement Board Vice-chair

Purpose: to deputise and provide support for the RAB chair.

Responsibilities:

- i. In respect of deputising for the RAB Chair, the Vice-chair is required to deputise for the Chair in her / his absence and is referred to the role description for the Chair for details as to that role and those responsibilities.
- ii. In respect of supporting the RAB Chair, the Vice-chair should develop effective working relationships with the Chair and work closely with him / her.
- iii. In respect of issues of propriety affecting the RAB Chair, where any Director, RAB member, the Company Secretary or the Principal has concerns as to the conduct of the Chair in respect of non-compliance with the Standing Orders, the Code of Conduct or the Nolan Principles or any other issue, the Vice-chair, will take the lead in considering those issues.

Accountability: to the Board.

Appointment: annual appointment by the Board.

7.5 Chief Executive

Purpose: to run the Trust on behalf of the Board, undertake the Accounting Officer role and act as principal adviser to the Board.

Responsibilities:

- i. Proposing the strategic direction of the Trust.
- ii. Providing organisation, direction and management of the Trust and leadership of the staff.
- iii. Having direct line management responsibility for senior Trust Executives.
- iv. Overseeing the performance management of senior post holders.
- v. Overseeing the performance management of the Trust's schools and academies.
- vi. Ensuring the preparation of annual budget, medium term business plans and financial statement for consideration and approval by the Board.
- vii. Ensuring the management of the budget and resources as approved by the Board.
- viii. Ensuring the efficient and effective operation of the Trust's business functions.
- ix. Overseeing the effective operation of Human Resource services to the Trust.
- x. Acting as the main point of contact between the Trust and the Department for Education, the Regional Schools Commissioner and funding bodies.
- xi. Overseeing liaison with the Local Authority and partner agencies in the event a safeguarding allegation is made concerning any Principal.

- xii. Liaising with the Chair and Company Secretary on the governance management of the Trust including agenda setting, meeting arrangements and other relevant governance issues.

Accountability: to the Board.

Appointment: appointment by the Board.

8. Constitution and Terms of Reference

8.1 Board of Directors

1. Membership

- 1.1 The number of Directors shall be not less than three.
- 1.2 The Trust shall have the following Directors:
 - i. up to 10 Directors appointed by the Members by ordinary resolution,
 - ii. the Chief Executive, if appointed;
 - iii. up to three Directors, co-opted by the Directors who have been appointed by the Members.

2. Quorum

- 2.1 The quorum for a Board meeting shall be any three Directors, or, where greater, any one third (rounded up to a whole number) of the total number of Directors holding office at the date of the meeting, who are present at the meeting and entitled to vote on the matters to be resolved.
- 2.2 The Directors may act notwithstanding any vacancies, but, if the numbers of Directors is less than the number fixed as the quorum, the continuing Directors may act only for the purpose of filling vacancies or of calling a general meeting.
- 2.3 The quorum for the purposes of:
 - i. any vote on the removal of Directors;
 - ii. any vote on the removal of the Chair of the Directors;shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Directors entitled to vote on those respective matters.

3. Meetings

- 3.1 Subject to the Articles, the Directors may regulate their proceedings as they think fit.
- 3.2 The Board shall hold at least three meetings each year.
- 3.3 The calendar of meeting dates will be agreed before the start of each academic year.
- 3.4 **Chair and Vice-chair:**
 - i. The Chair and Vice-chair will be elected by the Board on an annual basis at its last meeting of the academic year, in the summer term..
 - ii. No Director employed by the Trust will act as Chair to the Board.
 - iii. 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.
- 3.5 **Clerking:**
 - i. The Secretary will clerk all Board meetings and will be appointed by the Board.
 - ii. In the absence of the Secretary, the Governance Assistant will clerk. In the absence of the Governance Assistant, the Board will elect a replacement for the meeting from their number.

4. Delegation

- 4.1 The Board has agreed a formal Schedule of Matters Reserved for its decision, i.e. those matters which should not be delegated. Within the Schedule of Delegation the Board has delegated such of its powers or functions as it consider desirable, to be exercised by those bodies or individuals specified.
- 4.2 Any delegations made, may be made subject to any conditions the Board may impose and may be revoked or altered by the Board
- 4.3 In the event of a need to make genuinely urgent decisions between meetings of the Board, and where appropriate, in consultation with any Principal, the Vice-chair and a relevant Committee Chair, the Chair of the Board may take action on behalf of the Board. The decision taken and the reasons for urgency will be explained fully at the next meeting of the Board and minuted accordingly.

5. Responsibilities

- 5.1 The business of the Trust shall be managed by the Board who may exercise all the powers of the Trust as set out in the Articles.
- 5.2 The Board is responsible for ensuring that high standards of corporate governance are maintained. It will exercise its powers and functions with a view to fulfilling a largely strategic leadership role in the running of the Trust, addressing such matters as:
 - i. policy development and strategic planning, including target-setting to keep up momentum on academy improvement;
 - ii. ensuring sound management and administration of the Trust and its academies and ensuring that managers are equipped with relevant skills and guidance;
 - iii. ensuring compliance with general legislative requirements covering education, employment, property and health and safety regulations;
 - iv. establishing and maintaining a transparent system of prudent and effective internal controls;
 - v. oversight of the Trust's financial, human and other resources (in particular control over the spending identified in Academy Development Plan);
 - vi. monitoring performance and the achievement of objectives and ensuring that plans for improvement are acted upon;
 - vii. assisting academies to be responsive to the needs of parents and the community and making them more accountable through consultation and reporting;
 - viii. setting the Trust's standards of conduct and values;
 - ix. assessing and managing risk, (including the preparation of a statement on academies risk management, for its annual report and accounts);
 - x. being accountable to the community and to those who fund the Trust for the quality of education the Trust provides; and
 - xi. holding the Chief Executive to account.

6. Powers

- 6.1 The powers of the Board are set out in Article 5 and Articles 93-96 of the Articles of Association.

8.2 Finance and Resource Committee

1. Membership

- 1.1 The Committee will be composed of between 3 and 7 Directors.
- 1.2 The membership of the Committee will be agreed on an annual basis at the last meeting of the Board in the summer term.

2. Quorum

2.1 The quorum for the Committee is three Directors who are members of the Committee.

3. Meetings

3.1 The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term. Work scheduled will be consistent with the Trust's Annual Governance Business Planner.

3.2 Any Director may attend Committee meetings.

3.3 Only Directors who are Committee members may vote at Committee meetings. Where necessary, the Committee Chair may have a casting vote.

3.4 The Committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including members of school and academy staff.

3.5 Chairing:

i. The Chair of the Committee will be appointed by the Board.

ii. In the absence of the Chair, the Committee will elect a temporary replacement from among the Directors present at the Committee meeting.

3.6 Clerking:

i. The Clerk of the Committee will be the Company Secretary or the Governance Assistant.

ii. In the absence of the Governance Assistant, the Chief Financial Officer will act as clerk at the meeting.

4. Key Responsibilities

4.1 The Committee will be responsible for the detailed consideration as to the best means of fulfilling the Trust's responsibility to ensure sound management of the Trust finances and resources, including proper planning, monitoring and probity.

4.2 To receive reports about matters relating to any of the issues listed in these terms of reference.

4.3 To scrutinise the Trust and school / academy budgets and financial arrangements and policies:

i. to promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds;

ii. to improve the quality of financial reporting by reviewing internal and external financial statements on behalf of the Board.

4.4 The Chair of the Committee will be responsible for giving an oral summary of the Committee's deliberations if necessary at meetings of the Board.

4.5 Finance

i. To consider each school's / academy's indicative funding, notified annually by the Education and Skills Funding Agency (ESFA) and to assess its implications, in consultation with the Chief Financial Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board.

ii. To consider and recommend approval of the Trust's three year medium term business plan, including the annual budget, for the start of each financial year.

iii. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the Academies Financial Handbook, drawing any matters of concern to the attention of the Board.

iv. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.

v. To receive the financial statements to form part of the Annual Report of the Trust.

4.6 Staffing

- i. To consider and recommend to the Board, the Trust's HR policies.
- ii. To review and recommend staffing structures proposed by the **Executive Principal**, to the Board.
- iii. To approve for recommendation to the Board following an annual review, in consultation with staff, a Trust Pay Policy.

4.7 **Health and Safety:** to oversee and monitor the Trust's Health and Safety activities, including the implementation of suitable risk assessments and action taken to minimise risk.

4.8 Estates and Academy Premises

- i. To assure that the estates strategy best supports the Trust's curriculum strategy.
- ii. To oversee and monitor academy activities relating to the security of premises and equipment.
- iii. In consultation with Trust's estates manager, to oversee premises related funding bids.
- iv. To approve the drawing up of a Building Development Programme, Asset Management Plan and Accessibility Plan for schools and academies.
- v. To receive a report on repairs and maintenance expenditure within the monthly financial performance report.
- vi. To advise the Board on matters relating to capital development projects relating to capital development projects and sign off on behalf of the Board.

4.9 Information and Communications (ICT)

- i. To assure that the ICT strategy best supports the Trust's curriculum strategy.

4.10 Policy and Governance

- i. To consider any other matters where requested to do so by the Board.
- ii. To report to the Board on the discharge of all the above duties.

5. Delegated Powers

5.1 See the Financial Regulations and Schedule of Delegation & Scheme of Matters Reserved.

8.3 Audit Committee

1. Membership

- 1.1 The Committee will be composed of between 3 and 5 Directors, not including the Chief Executive Officer or the Chair of the Board of Directors.
- 1.2 The membership of the Committee will be agreed on an annual basis at the last meeting of the Board in the summer term.

2. Quorum

- 2.1 The quorum for the Committee is two Directors who are members of the Committee.

3. Meetings

- 3.1 The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term. Work scheduled will be consistent with the Trust's Annual Governance Business Planner.
- 3.2 Any Director may attend meetings of the Committee.
- 3.3 Only Directors who are members of the Committee or co-opted individuals may vote at Committee meetings. Where necessary, the elected Chair of the Committee may have a casting vote.
- 3.4 The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

3.5 The Committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including members of Academy staff.

3.6 Chairing:

- i. The Chair of the Committee will be appointed by the Board.
- ii. In the absence of the Chair the Committee will elect a temporary replacement from among the Directors present at the Committee meeting.

3.7 Clerking:

- i. The Clerk of the Committee will be the Company Secretary.
- ii. In the absence of the Secretary, the Governance Assistant will clerk the meeting.

4. Key Responsibilities

4.1 The Committee will be responsible for reviewing the risks to internal control and agree a programme of work that will address these risks, inform the statement of internal control and, so far as possible, provide assurance to the external auditors.

4.2 To receive reports from members of school and academy staff about matters relating to any of the issues listed in their terms of reference.

4.3 To scrutinise the Trust's internal controls systems and risk management arrangements, most particularly by:

- i. assisting to promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds;
- ii. promoting the development of internal controls and risk management systems which will help satisfy the Board that the Trust and its Academies will achieve their objectives and targets and are operating:
 - in accordance with any statutory requirements for the use of public funds;
 - within delegated authorities laid down by the sponsor department and the public body's own rules on what matters should be referred to the board;
 - in a manner which will make most economic and effective use of resources available.

4.4 The Chair of the Committee will be responsible for giving an oral summary of the Committee's deliberations if necessary at meetings of the Board.

4.5 Audit

- i. To receive the internal auditors' reports and to recommend to the Board action as appropriate in response to audit findings.
- ii. To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff.
- iii. To consider all relevant reports by the external auditor, including reports on the body's accounts, achievement of value for money and the response to any management letters and recommend the financial statements to the Board.
- iv. To review the effectiveness of the Trust's internal control systems established to ensure that the aims, objectives and key performance targets of the Trust are achieved in the most economic, effective and environmentally preferable manner,
- v. To ensure that the Trust's internal audit service meets, or exceeds, relevant standards and complies in all other respects with relevant guidelines and meets agreed levels of service.
- vi. To consider and advise the Trust on its annual and long-term audit programme.
- vii. To consider internal audit reports, including value-for-money reports and the arrangements for their implementation.
- viii. To recommend to the Board the appointment or reappointment of the internal and external audit service.

4.6 Risk Management

- i. To recommend to the Board a risk management framework and policy.
- ii. To receive and consider risk management reports at each meeting of the Committee.

4.7 Policy and Governance

- i. To recommend, monitor and evaluate assigned statutory policies and documents, such as the Financial Regulations and the risk management framework and policy.
- ii. To consider any other matters where requested to do so by the Board.
- iii. To report to the Board on the discharge of all the above duties.

5. Delegated Powers

- 5.1 See the Financial Regulations and Schedule of Delegation & Scheme of Matters Reserved.
- 5.2 The Audit Committee is authorised by the Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries.

8.4 Board Hearing Panel

1. Membership

- 1.1 The Panel will be comprised of the Board of Directors who may be called at any time to form a Panel of three Directors to conduct a hearing, with the exception of the Chief Executive.
- 1.2 Any Director with prior knowledge of the issue to be heard will be disqualified from being a member of the Panel.

2. Quorum

- 2.1 The quorum for a Panel is three Directors.

3. Meetings

- 3.1 Panel hearings will take place as required.
- 3.2 **Chairing:** the Chair for any meeting will be elected by the Directors at that meeting.
- 3.3 **Clerking:** the Company Secretary or Governance Assistant will clerk Panel hearings.

4. Responsibilities

- 4.1 To make a determination under the relevant staffing policies.
- 4.3 To have regard to relevant Trust Policies and any statutory guidance issued from time to time.

8.5 Board Appeal Panel

1. Membership

- 1.1 The Panel will be comprised of the Board of Directors who may be called at any time to form a Panel of three Directors to conduct a hearing, with the exception of the Chief Executive.
- 1.2 Any member of a Hearings Panel and any Director with prior knowledge of the appeal to be heard will be disqualified from being a member of the Panel.

2. Quorum

- 2.1 The quorum for a Panel is three Directors.

3. Meetings

- 3.1 Panel hearings will take place as required.
- 3.2 **Chairing:** the Chair for any meeting will be elected by the Directors at that meeting.

3.3 **Clerking:** the Company Secretary or Governance Assistant will clerk Panel hearings.

4. Committee Tasks

4.1 To make a determination on appeal after a decision by a Hearings Committee.

4.2 To have regard to relevant Trust Policies and any statutory guidance issued from time to time.

8.6 Raising Achievement Board

1. Membership

1.1 The RAB will be comprised of;

- i. between 5 and 7 members appointed by the Board;
- ii. 2 parent members appointed by the Board.

2. Quorum

2.1 The quorum for a meeting shall be three members.

3. Meetings

3.1 The Board has determined that each RAB shall hold at least one meeting each term, the calendar of meeting dates to be agreed at the start of each academic year.

3.2 Chair and Vice-chair:

- i. The Chair and Vice-chair(s) will be appointed by the Board on an annual basis.
- ii. No Director employed by the Trust will act as Chair.
- iii. 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.

3.3 Clerking:

- i. The Company Secretary or Governance Assistant will clerk the meetings.
- ii. In the absence of the Company Secretary or Governance Assistant, the RAB will elect a replacement for the meeting from their number.

4. Purpose

4.1 Acting on behalf of the Board, a RAB will scrutinise and challenge the impact and effectiveness of academy educational performance and hold the Principals to account for improving student outcomes and complying with relevant, delegated statutory and regulatory requirements.

5. Role

5.1 To provide focused and effective challenge and support at a local level and to report to, assure and alert the Board to matters of recognition or concern, as appropriate.

6. Responsibilities

6.1 Ensuring that the academies for which it has oversight have created a culture of high expectation, aspiration and achievement.

6.2 Robustly and rigorously evaluating evidence of:

- i. student progress and attainment and other measurable accountability outputs relating to Trust and national priorities,
- ii. the impact of targeted funding;
- iii. the quality and impact of extra-curricular provision.

6.3 Testing the rigour and accuracy of self-evaluation and the identification of academy strengths and weaknesses.

- 6.4 Interrogating the appropriateness, progress and impact of academy improvement activities.
- 6.5 Assuring academy compliance with statutory and regulatory requirements relating to safeguarding, child protection, PREVENT and special educational needs and disability.
- 6.6 Reviewing the effectiveness and impact of engagement with student voice, parent voice and the local community.
- 6.7 Undertaking termly academy visits and provide written feedback on those visits.
- 6.8 Conducting:
 - i. Student Behaviour Panels;
 - ii. Student Discipline Panels;
 - iii. Complaint Appeal Panels to consider appeals arising from the Complaints Procedure;
 - iv. a Pay Committee.
- 6.9 Undertaking an annual self-evaluation and effectiveness review and report the outcomes to the Board, including any improvement actions and training and development needs.
- 6.10 Undertaking necessary training to effectively discharge these functions.

7. Delegated Powers

- 7.1 See the Financial Regulations and Schedule of Delegation & Scheme of Matters Reserved.

8.7 Raising Achievement Board Pay and Appeal Committees

1. Membership

- 1.1 The Committee will be comprised of three members from the Trust's Raising Achievement Boards, one of which should be a RAB Chair.
- 1.2 Principals will attend the meeting of the Pay Committee in an advisory capacity.
- 1.3 Appeal hearings should be conducted by three RAB members who did not make the pay decision in the first instance, one of which should be a RAB Chair.

2. Quorum

- 2.1 The quorum for the Committee is three members.

3. Meetings

- 3.1 The Committee will meet in the November of each year.
- 3.2 **Chairing:** the Chair of the Committee / Appeal Committee will be a RAB Chair.
- 3.3 **Clerking:** The Company Secretary or Governance Assistant will clerk the meetings.
- 3.4 Attendance at the meeting, recommendations from Principals, decisions and the reasons for those decisions will be recorded.

4. Key Responsibilities

- 4.1 Determine pay at the time of an annual review for all teaching staff, excluding the Principal.
- 4.2 Achieve the aims of the Pay Policy in a fair and equal manner.
- 4.3 Observe all statutory and contractual obligations.
- 4.4 Receive from the Principals, an agreed assessment of the performance of staff on the Leadership and Management pay scales.
- 4.5 Apply the criteria set by the Pay Policy in determining the pay progression of each teaching member of staff at the annual Review, including areas of discretion and TLRs.
- 4.6 Provide a clear minutes setting out the decision made and the reason for it.

- 4.7 Recommend to the Board, the annual budget required for pay, taking into account the need to ensure the availability of funds to support the exercise of pay discretion.
- 4.8 Provide a hearing and report on appeals from staff as provided by the Pay Policy and support appeals procedures at other MAT academies as required.
- 4.9 Recognise the impact of decisions on other Trust academies.

5. Key Tasks

- 5.1 Minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the Board.
- 5.2 Review the Pay Policy and propose amendments as necessary.
- 5.3 Ensure that statutory and contractual requirements are applied to all staff groups.
- 5.4 Ensure Principals notify staff in writing of the pay decisions made, along with details of the agreed appeals procedure.
- 5.5 Notify staff, in writing of the results of pay appeals arising from decisions of the Pay Committee.
- 5.6 Follow advice from the HR provider on any national or local pay and conditions agreements. The reason for any departure from such advice must be clearly identified and recorded and should relate to particular circumstances which justifies the departure.

6. Delegated Powers

- 6.1 The Committee shall have the following delegated powers:
 - i. responsibility in conjunction with the Principal for implementing the Pay Policy;
 - ii. to take decisions on pay matters as defined in the Pay Policy and the Scheme of Delegation;
 - iii. to hear Appeals from the pay decisions.
- 6.2 The Committee is not responsible for the re-grading of posts.

8.8 Raising Achievement Board Discipline Panel

1. Membership

- 1.1 A Panel will be comprised of the members of the Trust's Raising Achievement Boards who may be called at any time to form a panel of three members to conduct a hearing.
- 1.2 Any members with prior knowledge of a student or the incident will be disqualified from being a member of the panel.
- 1.3 All members must undertake training to enable them to carry out their roles effectively.
- 1.4 Parent Members may sit on a Discipline Panel as long as the panel is not considering a decision to exclude a student from an academy overseen by the RAB that they are a member of.

2. Quorum

- 2.1 The quorum for a Panel is three members.

3. Meetings

- 3.1 Panel Hearings will take place as required and in accordance with statutory time limits.
- 3.2 **Chairing:** the Chair for any meeting will be elected by the members at the Panel hearing.
- 3.3 **Clerking:** the Company Secretary or the Governance Assistant will clerk the Panel hearing.

4. Committee Tasks

- 4.1 To consider representations from parents in the case of exclusions of 5 days or less.
- 4.2 To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term.

- 4.3 To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a student is denied the chance to take a public examination.
- 4.4 To have regard to any relevant statutory guidance issued from time-to-time.

8.9 Raising Achievement Board Hearing Panel

1. Membership

- 1.1 The Panel will be comprised of the members of Trust's Raising Achievement Boards who may be called at any time to form a Panel of three members to conduct a hearing.
- 1.2 Any member with prior knowledge of the matter will be disqualified from being a member of the Panel.

2. Quorum

- 2.1 The quorum for the Panel is three members.

3. Meetings

- 3.1 Panel hearings will take place as required.
- 3.2 **Chairing:** the Chair for any meeting will be elected by the members at the Panel hearing.
- 3.3 **Clerking:** the Company Secretary or the Governance Assistant will clerk Panel hearing.

4. Committee Tasks

- 4.1 To make any determination or decision under the Complaints Policy.
- 4.2 To have regard to any relevant statutory guidance issued from time-to-time.

8.10 Raising Achievement Board Appeal Panel

1. Membership

- 1.1 The Panel will be comprised of the members of Trust's Raising Achievement Boards who may be called at any time to form a Panel of three members to conduct a hearing.
- 1.2 Any member of a Hearings Panel or any member with prior knowledge of the appeal to be heard will be disqualified from being a member of the Panel.

2. Quorum

- 2.1 The quorum for the Panel is three members.

3. Meetings

- 3.1 Panel hearings will take place as required.
- 3.2 **Chairing:** the Chair for any meeting will be elected by the members at the Panel hearing.
- 3.3 **Clerking:** Company Secretary or the Governance Assistant will clerk Panel hearing.

4. Committee Tasks

- 4.1 To make a determination on appeal after a decision by the Hearings Committee under the Complaints Policy.
- 4.2 To have regard to any relevant statutory guidance issued from time-to-time.

9. General Scheme of Delegation

Note: these delegations must be read in conjunction with the Trust's Financial Regulations and the Department for Education's Academies Financial Handbook, which provide more and further detail.

1. Budget and Financial Matters

1.1 Financial Matters		Delegation
1.1.1	Appointment of the Accounting Officer	Board
1.1.2	Appointment of the Chief Financial Officer	Board
1.1.3	Approve appropriate financial regulations, controls and accounting records	Board

Delegations ensure that budgetary and financial issues are dealt with at the most appropriate level. The Board will retain responsibility for strategic and Trust business issues, whilst the operational management of finance is localised with the Chief Financial Officer (CFO), Executive Principal and Principals. This enables the Board to take an overview of all Trust business issues and consider matters such as the awarding of contracts in a coherent and consistent manner, providing economies of scale and opportunities for innovation and development.

The Financial Regulations (FRs) contain a set of rules establishing the limits that Principals must observe in viring money around the budget and in committing academies to costs in future years (such as a permanent staffing). The FRs set out approval limits for Principals and staff and define those financial decisions which must be referred to and approved by the Board (including any major contracts or building works). The FRs also define the Board's policy on the use of under-spends within the restrictions provided by the Funding Agreement, to allow flexibility in the use of any under-spends between schools and academies at year-end.

1.2 Budget Setting		Delegation
1.2.1	Develop, implement and report on annual Trust budget (including individual schools and academies budgets) and 3 year forecast / Medium Term Business Plan	Accounting Officer, CFO and Executive Principal in consultation with budget holders
1.2.2	Review and recommend annual budget, 3 year forecast / Medium Term Financial Plan	Finance and Resource Committee (FRC)
1.2.3	Approve each annual budget, 3 year forecast and Medium Term Business Plan	Board

The annual budget for the Trust, including the individual academy budgets, will be developed by the CFO in conjunction with Executive Principal and Principals, for approval by the Board.

The budget is an expression in monetary terms, of the activities in each academy, driven by what the Board wants to achieve for teaching and learning, constrained by the level of resources available. To this end the budget will reflect the Board's strategy and academy development plans, complied against a set of guidelines reflecting a Trust-wide approach to levels of pay / annual pay rise, employer's on-costs and securing value for money by joint procurement or shared service provision.

Once the budget is approved by the Board, its operational management will be the responsibility of the Principals, supported by the CFO and Executive Principal.

1.3 Budget Setting - Capital		Delegation
1.3.1	Scrutiny and oversight of the development of the annual programme of capital projects.	FRC
1.3.2	Approval of the annual programme of capital projects.	Board

An annual programme of capital projects will be prepared by the CFO in consultation with Trust's Estates Manager, the Executive Principal and Principals. All programmes will be reviewed by the Finance and Resource Committee and if agreed, will be recommended for approval by the Board.

The capital budget is submitted annually to the Finance and Resource Committee with the Trust's budget. The capital budget details the proposed capital spend for the next financial year. The Finance and Resource Committee will review the capital budget for recommendation to the Board. Once the capital budget is approved by the Board this is the authority for the spending the capital budget in line with the details provided. All capital spend must be subsequently approved by the CFO to ensure compliance with the approved capital budget. All spend will be reported in the monthly performance report.

The Chief Executive may approve additional expenditure over and above the capital budget of up to £25k where there is additional resource to pay for it.

No contracts will be let unless the resources to pay for their complete cost are included in the approved capital budget.

1.4 Budgetary Control and Reporting		Delegation
1.4.1	Monitor expenditure on a monthly basis and at relevant meetings.	Accounting Officer / CFO / Board / FRC
1.4.2	Virement up to £25k.	CFO / Executive Principal (report to the Board)
1.4.3	Virement up to £100k.	Accounting Officer (report to the Board)
1.4.4	Virement of £100k or higher.	Board
1.5 Borrowing		Delegation
1.5.1	Seek approval from the Secretary of State for borrowing or other relevant matters following Board approval.	Board on the recommendation of the Accounting Officer
1.6 Contracts for Services, Facilities and Support		Delegation
1.6.1	Develop, implement and report on proposals for contracts for services, facilities and support.	CFO / Executive Principal
1.6.2	Approve / review contracts for services, facilities and support in line with contract values and financial strategic overview.	Accounting Officer
1.6.3	Determine overall financial and services, facilities and support strategy.	Board

2. Audit and Risk Management

2.1 Audit		Delegation
2.1.1	Develop, implement and report on a transparent system of prudent and effective internal control.	Accounting Officer, & CFO
2.1.2	Monitor internal controls.	Accounting Officer, CFO, Executive Principal, Audit Committee
2.1.3	Appointment of an Internal Audit Service (IAS).	Board (recommended by Audit Committee)

2.1 Audit		Delegation
2.1.4	Appointment of External Audit Service (EAS).	Board (recommended by Audit Committee)
2.1.5	Evaluation of the performance of the IAS and EAS	Audit Committee
2.1.6	Approve, publish and file a Director's report and audited annual company accounts	Board (recommended by Accounting Officer and Audit Committee)

The Board must make ensure that the Trust operates a sound system of 'internal control' i.e. the processes for assuring achievement of the Trust's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with legislation, regulation and policy.

The Board, through the CFO (and in line with the FRs and the Risk Management Policy), will determine a framework ensuring satisfactory internal controls are in place throughout the Trust.

The Academies Financial Handbook requires the appointment of an internal audit service, to take the lead on internal audit matters for the Trust. The internal audit service reports to the Audit Committee. Specialist 'deep-dive' audits will also be commissioned to strengthen internal audit transaction and compliance testing.

The Board must publish accounts that consolidate all the activities of the Trust and its academies. Year-end accounts will therefore be prepared for each academy, in the required format. These accounts will then be consolidated into a single set of accounts to be audited by external auditors.

The Audit Committee, (through the CFO) will seek tenders from suitable firms for the internal and external audit service. Appointments will be made by the Board on the Audit's Committee's recommendation.

2.2 Risk Management		Delegation
2.2.1	Develop and implement the Risk Management Policy.	CFO
2.2.2	Approve the Risk Management Policy.	Board (recommended by the Audit Committee)
2.2.3	Develop, implement and report on the risk register on a termly basis and assess and manage risks.	CFO / Executive Principal / Principals
2.2.4	Scrutinise Trust and school and academy risk reports.	Audit Committee
2.2.5	Scrutinise Trust strategic risks.	Board
2.2.6	Develop and report on contingency and business continuity plan.	CFO and Executive Principal
2.2.7	Implement contingency and business continuity plan.	Principals
2.2.8	Approve the contingency and business continuity plan.	Board (recommended by the Audit Committee)

Risk management and the maintenance of risk registers is a requirement of the Academies Finance Handbook. Risk is not restricted to finance issues, (where, for instance, objectives would include good budget management, remaining solvent and having a sustainable financial base), but also encompasses wider and non-financial objectives of improving student outcomes, achieving a good reputation and supporting the wider community.

Risk management is an activity that managers, the Audit Committee and Board will undertake on a regular basis, as all decisions taken will involve some consideration of risk. The establishment of a systematic method of risk identification, assessment of risk significance, (i.e. what would be the impact if those risks occurred and how likely is it that they will happen) and ensuring clarity as to the management of risks and the assigning of responsibility for risk management, is vital. The process for Trust risk management is set out in its Risk Management Policy.

A separate risk report has been developed for each academy by Principals, with support from the CFO. The risk report should be integrated with the academy development plan. The Board will need to be assured that

the risk management process in each academy is robust; the role of seeking assurance for this matter is undertaken by the Audit Committee.

A risk report has also been developed for the Trust by the CFO. The Audit Committee has responsibility for scrutinising the management of risk for the Trust.

The Board will focus on the strategic aspects of risk for the whole of the Trust's activities and will not delve into the detail of local risk management.

3. Strategic Planning, Vision, Mission, Values, and Policy Development

3.1 Strategic Planning, Vision, Mission, Values & Policy Development		Delegation
3.1.1	Develop, implement and report on the Trust's strategic direction.	Chief Executive
3.1.2	Determine the Trust's strategic direction.	Board
3.1.3	Develop, implement and report on the Trust's vision, mission and values.	Chief Executive
3.1.4	Determine the Trust's vision, mission and values.	Board
3.1.5	Develop, implement and report on the Trust's strategic objectives and KPIs.	Chief Executive
3.1.6	Approve and monitor the Trust's strategic objectives and KPIs.	Board
3.1.7	Develop Trust Policies.	Executive Principal
3.1.8	Approve and review Policies as per the Policy Schedule.	Board
3.1.9	Implement Policies.	CFO / Executive Principal / Principals

The Board exercises its powers and functions (as outlined in the Articles of Association) with a view to fulfilling a largely strategic leadership role in the running of its academies. One of the main tasks of the Board is to oversee the development and implementation of a corporate strategy.

The process of preparing the strategy provides an opportunity for agreeing with the Chief Executive, the policy and resources framework within which the Board will discharge its duties and for determining its key strategic objectives and targets. Such targets should normally cover areas such as the organisation's financial performance; the efficiency and effectiveness of its operations and the quality of the services it provides. This activity will also include setting the Trust's vision, mission and values.

The framework for the development of Trust Policies is as follows:

- i. the Executive Principal and CFO will ensure the development of relevant policies;
- ii. the Board will scrutinise and approve Policies;
- iii. Policies will be implemented by the Principals;
- iv. the Board will review Trust Policies at intervals in accordance with the Policy Approval Schedule.

4. Curriculum Development

4.1 Curriculum		Delegation
4.1.1	Propose the Trust's curriculum strategy including amendments to the educational day, week and term.	Chief Executive & Executive Principal
4.1.2	Report on the Trust's curriculum strategy including amendments to the educational day, week and term.	Executive Principal
4.1.3	Approve and review the curriculum strategy including amendments to the educational day, week and term.	Board

4.1 Curriculum		Delegation
4.1.4	Develop, implement and report on academy curriculum plans.	Executive Principal and Principals

The Trust is free to depart from the National Curriculum and can develop an innovative curriculum with new and exciting learning opportunities that are as individual as the abilities and aspirations of its students.

It is for the Chief Executive to propose to the Board for approval the Trust's curriculum strategy. This strategy will determine the Trust's overall educational character, direction and focus. The Executive Principal and Principals will develop, in line with the curriculum strategy and budgets, their academy curriculum plans.

The term 'curriculum' is often used to simply refer to the options and qualifications offered by a school. The Trust has broadened this concept to encompass students' complete learning experience. This will include not just the options that may be studied and the qualifications offered, but other activities that enhance learning such as enrichment and facilities to assist all forms of learning, including ICT.

5. Trust and Academy Performance, Self-Evaluation and Development

5.1 Performance		Delegation
5.1.1	Approve relevant whole Trust and academy performance KPIs on the recommendation of the Chief Executive.	Board
5.1.2	Scrutinise, monitor and challenge whole Trust performance data on priority areas.	Board
5.2.3	Scrutinise, monitor and challenge academy performance data on primarily priority areas.	RAB
5.2 Improvement, Self-Evaluation and Development		Delegation
5.2.1	Develop, implement and report on the Trust's improvement strategy.	Executive Principal
5.2.3	Commission external development reviews on the advice of the Chief Executive as and when required.	Board / Chief Executive
5.2.4	Develop, implement and report on academy self-evaluation.	Principals
5.2.5	Scrutinise, monitor and challenge academy self-evaluation reports.	RAB
5.2.6	Develop, implement and report on academy development plans (or where relevant post Ofsted action plans).	Principals
5.2.7	Scrutinise, monitor and challenge development plans (or where relevant post Ofsted Action Plans).	RAB
5.2.8	Review and consider Examination Results.	Board and RAB

The Trust is committed to improving the learning experience of its students and therefore the Executive Principal will develop an academy improvement strategy.

Principals will put in place challenging academy development plans, which ensure continuous improvement in the quality and standard of teaching and learning. Plans are linked to target setting, self-evaluation and performance management of staff. RABs will the impact of development plans.

Self-evaluation, the process of monitoring and evaluating an academy's provision and performance against specific criteria, is a well-established activity and it provides the basis for planning for development and improvement. Academies will establish their own self-evaluation forms (SEFs) based on a Trust template.

6. Staffing

6.1 Staffing Structures		Delegation
6.1.1	Determine staff complement and (costed) structure.	Board
6.1.2	Advise on, recommend and monitor staff complement and (costed) structure.	Executive Principal
6.1.3	Develop, implement and report on proposals for staff complement and develop and implement (costed) structure.	Principals
6.2 Restructuring and Redundancy		Delegation
6.2.1	Approval of proposals to make redundancies / changes in the staffing levels, organisational structure and associated role requirements and the aims, objectives, finance, and outcomes for organisational changes / redundancies.	Board
6.2.2	Undertake the responsibilities set out in the Management of Change and Redundancy Policy	Chief Executive / Executive Principal / Principals
6.3 Pay Structure, Terms and Conditions		Delegation
6.3.1	Approve and review pay structure, overall level of pay and terms and conditions	Board
6.3.2	Approval of staff severance payments agreements in accordance with the Academies Financial Handbook	Board
6.3.3	Seek approval from the EFA for staff severance payments where the non-statutory / non-contractual element is under £50k following Board approval	Chief Executive
6.4 Treatment of the Executive Principal and Principals		Delegation
6.4.1	Executive Principal / Principal - appointment.	Appointment Panel constituted of Directors
6.4.2	Executive Principal / Principal - suspension / reinstatement.	Chief Executive
6.4.3	Executive Principal / Principal - dismissal / determine dismissal payments / early retirement.	Board
6.4.4	Executive Principal - performance objective setting.	Chief Executive (in consultation with Board Chair)
6.4.5	Principal - performance objective setting.	Executive Principal (in consultation with Chief Executive & RAB Chair)
6.4.6	Executive Principal - performance management.	Chief Executive
6.4.7	Principal - performance management.	Executive Principal
6.4.8	Executive Principal / Principal - approval of pay discretions	Board
6.5 Treatment of Academy Staff		Delegation
6.5.1	Teaching and support staff - appointment. Note: there should be appropriate Director engagement in second tier management appointments	Principals

6.5.2	Teaching and support staff - appointment in addition to determined staffing structure	Board
6.5.3	Teaching and support staff - suspension / reinstatement	Principals
6.5.4	Teaching and support staff - dismissal / determine dismissal payments* (see 6.3 above) / early retirement.	Principals (*subject to Executive Principal agreement)
6.5.5	Teaching and support staff - performance management.	Principals
6.5.6	Teaching and support staff - approval of performance related pay.	Pay Committees (reported to the Board)
6.5.8	Re-deployment of staff in redundancy situations.	Principals
6.6 Treatment of Trust Central Support Staff		Delegation
6.6.1	Appointment.	Executive Principal
6.6.2	Suspension / reinstatement.	Executive Principal
6.6.3	Dismissal / determine dismissal payments / early retirement.	Executive Principal (subject to Chief Executive agreement)
6.7 Application of the Pay Policy		Delegation
6.7.1	Determine pay progression at the time of annual review for all teaching staff, including staff on the Leadership and Management pay scales and TLRs, other than the Principal, in accordance with the Pay Policy	RAB Pay Committee
6.7.2	Hear appeals from the pay decisions	RAB Pay Appeal Committee
6.7.3	Review the Pay Policy and propose amendments as necessary	RAB Pay / Appeal Committee

The Academy Trust is the employer of all academy staff and the Board, has overall responsibility for staffing matters. The Board has reserved to itself decisions which relate to its having a strategic overview of all academies.

The Board has delegated functions to Principals relating to processes for staff appointments, suspension and initial dismissal decisions, assisted where necessary by the Executive Principal. Any appeals by members of staff against decisions made by Principals will be heard by an Appeal Panel constituted of Directors.

The RAB Pay Committee, in conjunction with the Principals, is responsible for implementing the Trust's Pay and Performance Policies. The Pay Committee has delegated powers relating to the determination of annual pay reviews in accordance with the Trust's Pay Policy. The Committee will report to the Board on the discharge of its delegated power. Reports will be either received by the Board or referred back to the Committee if the Committee has exceeded its powers under the Pay Policy.

The Executive Principal is delegated to approve the performance objectives for each Principal, in consultation with Chief Executive and relevant Raising Achievement Board Chair. The Chief Executive will recommend for approval to the Board any pay increases.

It will be for the Chief Executive to line manage, (including performance manage) the following members of staff:

- i. Executive Principal;
- ii. Chief Financial Officer;
- iii. Company Secretary (in partnership with the Chair of the Board).

It will be for the Executive Principal to line manage, (including performance manage) the following members of staff:

- i. Principals;
- ii. MAT Strategic Lead Academy Improvement;
- iii. MAT Business and Quality Assurance;
- iv. MAT Strategic Lead for Post-16 and Transitions.

Principals and Vice-Principals are senior post holders. This means:

- i. the Board appoint Principals;
- ii. Directors are involved in the appointment of Vice Principals;
- iii. Directors will hear any disciplinary, grievance or competence matter in respect of a Principal and will make any decision to dismiss a Principal.

NOTE: It is important that relevant HR policies relating to pay, grievance, capability, discipline, the management of change and redundancy, recruitment and selection, sickness absence management, attendance, appraisal etc. are considered alongside the Scheme of Delegation & Schedule of Matters Reserved together with the most recent School Teachers' Pay and Conditions Document for further detail.

7. Admissions

7.1 Admissions		Delegation
7.1.1	Develop, implement and report on Academy Admissions Policies.	Principals
7.1.2	Review and determine Admissions Policies.	Board
7.1.3	Publish an Admissions Policy.	Board
7.1.4	Establish an Independent Appeals Panel.	Board

The Trust must set admission arrangements annually, notify the relevant Local Authority and publish the arrangements on its website in accordance with the 'Admissions Code'. When changes to the admission arrangements are proposed, the Trust must consult. Consultation must last at least eight weeks between 1st October and 31st January so that the arrangements are finalised by 28th February. There should be a clear decision by the Board to determine a set of arrangements. A copy of the determined admission arrangements must be sent to the Local Authority and published on academy websites by 15th March.

The Trust must, as part of setting its admission arrangements, set a pupil admission number (PAN). The Trust cannot refuse a child a place if the school is undersubscribed (fewer applications than the PAN). The only exception is where the child has been permanently excluded from two or more schools within the past two years. Where academies are oversubscribed the Trust must keep a waiting list for at least the first term in the normal year(s) of admission. It must also give priority on that list according to their oversubscription criteria, regardless of when an application was made.

Should there be an appeal against a decision of the Trust in respect of admission the Trust will buy into the relevant Local Authority admission appeal panel service. The admissions appeal panels is an independent panel set up by the Local Authority in line with the 'Admission Appeals Code'. The 'Admission Appeals Code' provides details on appeal procedures and outlines a parent's or child's right of appeal. Where a panel finds in favour of the parent or child, the decision is binding on the Trust.

The Trust must ensure that for each Academy pupils with SEN are admitted on an equal basis with others in accordance with the Academy's admissions policy

See the Trust's 'Funding Agreement', and the 'School Admission Code' and 'School Admissions Appeals Code' for further details.

8. Behaviour, Exclusions and Alternative Provision

8.1 Behaviour		Delegation
8.1.1	Development of a written Behaviour Policy which promotes good behaviour among students and defines the sanctions to be adopted where students misbehave.	Executive Principal
8.1.2	Implementation of Behaviour Policy and establishment of academy behaviour procedures.	Principals
8.2 Exclusions		Delegation
8.2.1	Review and decide whether to confirm permanent and fixed exclusions or direct reinstatement.	RAB (Discipline Panel)
8.2.2	Review the use of exclusion in cases of emergency and consider reinstatement of excluded students.	RAB (Discipline Panel)
8.2.3	Exclude students.	Principals
8.2.4	Monitor and review exclusion data and hold Principal to account for lawful use of exclusion.	RAB

See the Trust guidance on exclusions and 'Exclusion form Maintained Schools, Academies and Pupil Referral Units in England' - DfE for further details.

8.3 Alternate Provision		Delegation
8.3.1	Decision as to whether to direct a student off-site for education to improve his / her behaviour, having considered parental representations.	Principal
8.3.2	Ensure parents are given clear information about the placement.	Principal
8.3.3	Keep the placement under review and involve parents in the review.	Principal
8.3.4	Have regard to guidance from the Secretary of State.	Principal

The legislation for 'alternative provision' where students have been directed off-site does not apply to Academies. The Trust can however arrange off-site provision for similar purposes under its general powers, set out in the Articles of Association. The DfE has highlighted that Trusts should consider its guidance for maintained schools as it provides examples of good practice. Consequently, an academy should make sure that the student continues to receive a good education whilst addressing the needs that require intervention. The Principal may direct a pupil off-site without the parent's consent but should, where possible, engage parents in the process. There are specific requirements in relation to notifying parents and reviewing the placement.

See 'Alternative Provision - Statutory Guidance for Local Authorities' for further details.

9. Public Equality Duty

9.1 Public Equality Duty		Delegation
9.1.1	Develop, implement and report on equality objectives, Equality Scheme, equality action and disability accessibility action plans.	Executive Principal / Principals
9.1.2	Approve the equality objectives, Equality Scheme equality action plan.	Board
9.1.3	Publish and keep under review, required information.	Principals
9.1.4	Ensure the publication of required information.	Executive Principal

See the 'Equalities Act 2010' for further details.

Under the general equality duty, the Trust and its academies must have due regard to the need to:

- i. eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- ii. advance equality of opportunity between people who share a protected characteristic and those who do not;
- iii. foster good relations between people who share a protected characteristic and those who do not.

Specifically, the Trust must:

- i. publish information to demonstrate how an organisation is meeting the general equality duty, at least annually;
- ii. set and publish equality objectives, at least every 4 years.

The Board is responsible for ensuring that:

- i. it is aware of its statutory responsibilities as an employer and provider of education and services;
- ii. the Trust is meeting the equality duty;
- iii. the strategic plan includes a commitment to equality;
- iv. equality training features as part of the strategic plan;
- v. it receives and responds to equality monitoring information;
- vi. the Trust is meeting its equality objectives.

10. Special Educational Needs and Disability (SEND)

10.1 Special Educational Needs and Disability (SEND)		Delegation
10.1.1	Discharge legal duty to appoint a 'responsible person' for co-ordinating SEND provision.	Principals
10.1.2	Publish information on academy and Trust website about the Trust's policy for students with SEND to be updated annually.	Principals
10.1.3	Prepares and publish a SEND information report.	Principals
10.1.4	Implement the SEND Policy.	Principals
10.1.5	Develop, implement and report on SEND provision, arrangements and procedures, having had regard to SEND Code of Practice.	Principals
10.1.7	Appoint a SEND special responsibility member.	RAB
10.1.8	Approve and review SEND provision, arrangements and procedures, having had regard to SEND Code of Practice.	Board

As provided by the Master Funding Agreement, the Trust must, in respect of each Academy, comply with all of the duties imposed upon the governing bodies of maintained schools in relation to SEND.

The Trust must also:

- i. have regard to the Special Educational Needs Code of Practice: 0 to 25 years;
- ii. ensure each academy identifies and addresses the SEND of the pupils that they support;
- iii. use its best endeavours to make sure that a child with SEND gets the support they need; this means doing everything they can to meet children and young people's SEND;
- iv. ensure that children and young people with SEND engage in the activities of the school alongside pupils who do not have SEND;
- v. ensure each academy designates a teacher to be responsible for co-ordinating SEND provision, (the SEN co-ordinator, or SENCO);
- vi. inform parents when they are making special educational provision for a child;
- vii. ensure each academy prepares an SEND information report and their arrangements for the admission of disabled children, the steps being taken to prevent disabled children from being treated less favourably than others, the facilities provided to enable access to the school for disabled children and their accessibility plan showing how they plan to improve access progressively over time;
- viii. a member of the RAB has specific oversight of the school's arrangements for SEND.

- ix. ensure that School leaders should regularly review how expertise and resources used to address SEND can be used to build the quality of whole-school provision as part of their approach to school improvement;
- x. make reasonable adjustments to students with disabilities.

See ‘Special Educational Needs and Disability Code of Practice: 0-25 Years’ for further details.

11. Safeguarding

11.1 Safeguarding		Delegation
11.1.1	Ensuring academies contribute to inter-agency working in line with statutory guidance.	Executive Principal
11.1.2	Ensuring safeguarding arrangements take into account the procedures and practice of the LA as part of the inter-agency safeguarding procedures set up by the Local Safeguarding Children Board (LSCB).	Executive Principal
11.1.3	Liaison with LA and / partner agencies on issues of child protection and in the event of allegations made against Principals / Chief Executive / Executive Principal / RAB member / Director.	RAB Chair / Chair of Board of Directors
11.1.4	Receive periodic safeguarding monitoring reports.	Board
11.1.5	Approval of an effective Child Protection Policy, Safer Recruitment Policy and Staff Behaviour (Code of Conduct) Policy.	Board
11.1.6	Implementation of a Child Protection Policy, Safer Recruitment Policy and Staff Behaviour (Code of Conduct) Policy.	Principals
11.1.7	Appointment of ‘designated’ members of staff responsible for safeguarding at academies.	Principals
11.1.8	Develop, implement and report on safeguarding and safer recruitment arrangements and procedures.	Principals
11.1.8	Appoint a safeguarding special responsibility member.	RAB

The Board must ensure that it complies with its duties set under legislation and it must also have regard to relevant guidance to ensure that policies, procedures and training are effective and comply with the law at all times.

See ‘Keeping Children Safe in Education - Statutory Guidance for Schools and Colleges’ - DfE for further details.

12. Looked After Children (LAC)

12.1 Looked After Children (LAC)		Delegation
12.1.1	Discharge legal duty to appoint a ‘designated person’ to manage the teaching and learning programme for looked after children.	Principal
12.1.2	Develop, implement and report on LAC arrangements and procedures, including admissions.	Principal

The Trust, in respect of each academy, is required to:

- i. act in accordance with, and be bound by, all relevant statutory and regulatory provisions;
- ii. have regard to any guidance and codes of practice, as they apply to a maintained school, relating to the designation of a person to manage the teaching and learning programme for children who are looked after by a Local Authority and are registered students at an academy.

The Board has delegated the duty to appoint a ‘designated person’ to manage the teaching and learning programme for looked after children to Principals, who are best placed to appoint the appropriately qualified persons and to ensure they are undertake the training necessary to discharge the role.

13. Supporting Students with Medical Conditions

13.1 Supporting Students with Medical Conditions		Delegation
13.1.1	Ensure that arrangements re in place to support students with medical conditions which are sufficient to meet statutory responsibilities.	Principals
13.1.2	Ensure a policy and relevant plans, procedures and systems are developed and implemented effectively. The policy should be readily accessible to parents and school staff.	Principals
13.1.3	A named person should be appointed to have with overall responsibility for policy implementation.	Principals
13.1.4	Approve the Policy relating to the support of students with medical conditions.	Board

See ‘Supporting Pupils at School with Medical Conditions’ - DfE for further details.

14. Careers Guidance

14.1 Careers Guidance		Delegation
14.1.1	Ensure all registered students at academies are provided with independent careers guidance from year 8 to year 13.	Executive Principal / Principals
14.1.2	Ensure that the independent careers guidance provided: <ul style="list-style-type: none"> - is presented in an impartial manner - included information on the range of education or training options including apprenticeships and other vocational pathways - promotes the best interests of students to whom it is given. 	Executive Principal / MAT Strategic Lead Post-16 & Transitions / Principals

See ‘Careers Guidance and Inspiration in Schools’ - DfE for further details.

15. Collective Worship

15.1 Collective Worship		Delegation
15.1.1	Develop and implement arrangements for collective worship.	Principals

In accordance with the Master Funding Agreement the Academy Trust shall make provision for the teaching of religious education in accordance with relevant legislation and for a daily act of collective worship at each academy.

The Trust may apply to the Secretary of State for consent to be relieved of the requirement the required collective worship shall be wholly or mainly of a broadly Christian character, the Secretary of State’s consent to such an application not to be unreasonably withheld or delayed.

16. School Meals

16.1 School Meals		Delegation
16.1.1	Ensure lunch nutritional standards are met	Principals

16.1.2	Ensure the provision of free school meals meet the relevant criteria	Principals
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The Trust shall, provide school lunches for students unless it would be unreasonable for it to do so. DfE Guidance 'School Food in England' stipulates the legal requirements for food provided across the school day. In relation to any student who is him / herself or whose parents are in receipt of relevant benefits mentioned (or equivalent provision governing the entitlement to free school lunches of pupils at maintained schools), the Trust shall ensure that a school lunch is provided for such a student free of charge to be funded out of the Trust's General Annual Grant.

17. Premises and Insurance

17.1 Premises		Delegation
17.1.1	Develop, implement and report on a buildings strategy (linked to the setting of the annual programme of capital schemes at 1.3.1), asset management planning arrangements and maintenance plan.	Accounting Officer
17.1.2	Advise on / recommend and monitor a buildings strategy, asset management planning arrangements and maintenance plan.	FRC
17.1.3	Approve and review a buildings strategy (linked to the setting of the annual programme of capital schemes at 1.3.1), asset management planning arrangements and maintenance plan.	Board on the recommendation of the FRC
17.1.4	Procure minimum value building and maintenance works within the maintenance plan.	Estates Manager
17.1.5	Monitor minimum value building and maintenance works within the maintenance plan.	Estates Manager
17.2 Insurance		Delegation
17.2.1	Ensure adequate insurance cover for Trust and Academy activities	CFO

See the 'Academies Financial Handbook' for further details.

18. Health and Safety and Educational Visits

18.1 Health and Safety		Delegation
18.1.1	Oversee compliance with health and safety regulations.	Chief Executive
18.1.2	Develop, implement and report on arrangements for compliance with health and safety regulations.	Principals
18.1.3	Advise on / recommend and monitor regulation compliance.	FRC
18.1.4	Approve a Health and Safety Policy.	Board
18.1.5	Implement and report on the operation of the Health and Safety Policy.	Principals
18.1.6	Overall responsibility for first aid under relevant regulations.	Principals

The main legislation covering this area is the Health and Safety at Work etc. Act 1974 and regulations made under that Act. The Trust as the employer is responsible for health and safety. Under the Health and Safety at Work etc. Act 1974, the Trust must take reasonable steps to ensure that staff and pupils are not exposed to risks to their health and safety. This applies to activities on or off school premises. The Trust must set out its health and safety arrangements in a written Health and Safety Policy.

Information about the law on pupil health and safety is in departmental advice on Health and Safety for Schools. This advice summarises health and safety law relevant to schools and explains how it affects governing bodies as well as Local Authorities, Principals and other school staff. It covers activities that take

place on school premises as well as school trips. The advice applies to all state funded schools. The Trust as employer, must ensure that a policy on health and safety is in place.

See 'Health and Safety: Advice on Legal Powers for Local Authorities, School Leaders, School Staff, and Governing Bodies' for further details.

18.2 Educational Visits		Delegation
18.2.1	To receive a termly exception report relating to the educational visits undertaken by all Trust schools / academies and a report on the working of the Evolve educational visits approval system.	FRC
18.2.2	To scrutinise reports on all educational visits and their outcomes.	RAB
18.2.3	Approval of educational visits.	Principal and approved, qualified educational visit advisor

19. Information

19.1 Information		Delegation
19.1.1	Provide relevant information to the Secretary of State.	Chief Executive / Principals
19.1.2	Develop, implement and publish Academy prospectus.	Principals
19.1.3	Review and agree Academy prospectus.	Executive Principal
19.1.4	Publish relevant information on academy websites.	Principals
19.1.5	Name and contact details of Chairs of Board and RAB (through the Company Secretary) to be made available for complaints and other purposes.	Principals
19.1.6	Students and parents to be informed via Fair Processing Notices that students' personal data may be transferred in accordance with the Funding Agreement.	Principals
19.1.7	Data Protection requirements.	Data Controller
19.1.8	Compliance with FOI requirements.	Executive Principal / Principals
19.1.9	Provision of an annual written report of a student's progress and attainment to parents.	Principals
19.1.10	Development of marketing, branding and content guidance.	Executive Principal
19.1.11	Approval of marketing, branding and content guidance.	Chief Executive

In respect of Data Protection and FOI requirements the Academy Trust will appoint a Data Controller to take responsibility for the day to day implementation and management of processes and procedures. Principals will then report on relevant issues as required by legislation.

20. PR and Media

20.1 PR and Media		Delegation
20.1.1	Develop and implement the Trust communications strategy	Chief Executive / Executive Principal
20.1.2	Develop, implement and report on relevant Trust communications.	Chief Executive
20.1.3	Lead on crisis management, strategic and high level reputational communications.	Chief Executive
20.1.4	Oversee the implementation of all external communication in accordance with the Trust Communication Strategy.	Chief Executive
20.1.5	Ensure that all communication (internal and external) is consistent with the Trust brand guidelines and Trust Communication Strategy.	Executive Principal
20.1.6	Implement regular communication with students and parents and generic stakeholder communication in accordance with the Trust Communication Strategy.	Principals
20.1.7	Take responsibility for effective internal communications within their organisation.	Principals
20.1.8	Produce and deliver a PR plan identifying opportunities for positive media coverage / stakeholder communications during the academic year.	Executive Principal

Communication across the Trust will determine stakeholders' experience of the Trust brand. It is vital that communication is consistent and at all times progresses the interest of the Trust. Strategic PR and communications advice can be provided by the Chief Executive to support these activities. The Chief Executive will also lead on crisis communications activity with the support of the Executive Principal and relevant Principal.

21. School Uniform

21. School Uniform		
21.1	Proposal of school uniform policy.	Principal
21.2	Consult parents / carers and students.	Principal
21.3	Consideration and approval of proposals.	RAB

The DfE has developed non-statutory guidance relating to best practice on developing school uniform policy, and highlights matters to be considered when developing or amending a uniform policy, including the views of parents and students, cost and value for money, available supply sources and the effect of proposed amendments on each group represented in the school.

See - 'School Uniform - Guidance for Governing Bodies, School Leaders, School Staff and Local Authorities' - DfE.

22. Governance Procedures

22.1 Governance Procedures		Delegation
22.1.1	Appoint / remove Trust Members.	Trust Members
22.1.2	Appoint / remove Directors.	Trust Members

22.1 Governance Procedures		Delegation
22.1.3	Co-opt Directors.	Board
22.1.4	Appoint / remove RAB members including parent members.	Board
22.1.5	Appoint / remove the Chairs and Vice-chairs of RABs.	Board
22.1.6	Appoint / dismiss the Company Secretary.	Board
22.1.7	Hold a full meeting at least 3 times in an academic year.	Board / RABs
22.1.8	Establish and implement a register of Business and Pecuniary Interests for Board and RABs.	Company Secretary
22.1.9	Establish and implement a register of Business and Pecuniary Interests for relevant members of staff.	Principals
22.1.10	Establish and implement a Gifts and Hospitality register for Board and RABs.	Company Secretary
22.1.11	Establish and implement a Gifts and Hospitality register for members of staff.	Principals
22.1.12	Establish and implement Standing Orders to regulate governance procedures.	Board
22.1.13	Establish and implement a Code of Conduct for Board and RABs.	Board
22.1.14	Annual review of functions, committee structures and scheme of delegation.	Board
22.1.15	Establish an annual calendar of business for Board and RABs.	Board
22.1.16	Ensure confirmation statement is made to Companies House.	Board
22.1.17	Ensure financial statements are sent to Companies House.	Board

It is for the Board to ensure that high standards of corporate governance are observed at all times by:

- i. establishing the overall strategic direction of the organisation;
- ii. ensuring that it operates within the limits of its statutory authority and in accordance with any other conditions relating to the use of public funds;
- iii. ensuring that, in reaching decisions, it has taken into account any relevant guidance;
- iv. ensuring Directors, RAB member and staff conduct all their dealings with the public in an open and responsible way;
- v. demonstrating that it is using resources to good effect and with propriety,
- vi. taking appropriate measures to ensure that at all times, it conducts its operations as economically, efficiently and effectively as possible, with full regard to the relevant statutory provisions and to relevant guidance;
- vii. ensuring that neither it, nor those to whom it delegates, do not exceed their powers or functions, whether defined in statute or otherwise, or through any limitations on its authority to incur expenditure.

See 'Standing Orders' and 'Code of Conduct' for further details.