



SHIRELAND
COLLEGIATE ACADEMY TRUST

Shireland Collegiate Academy Trust

Governance Structure and Scheme of Delegation

2020 - 2021

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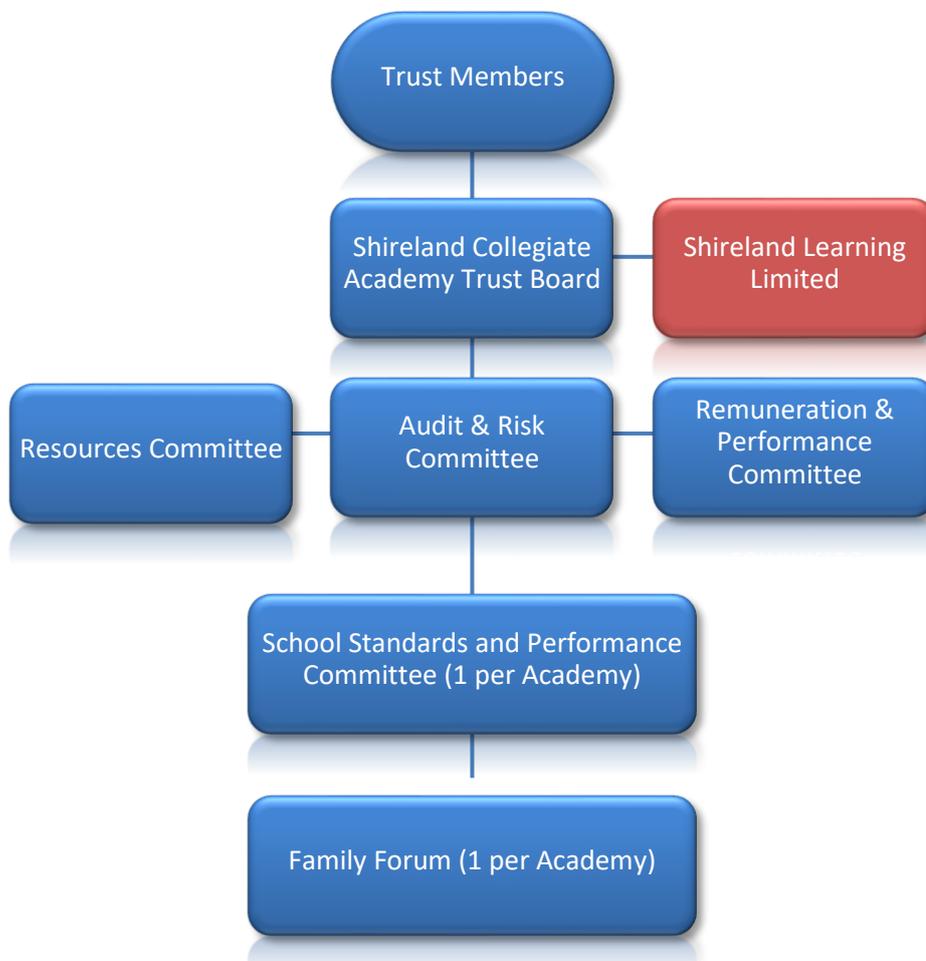
Introduction

The Board of Trustees of Shireland Collegiate Academy Trust (SCAT) under its Articles of Association is required to approve a governance structure for the Trust on an annual basis.

The governance structure must be:

- compliant with DfE requirements, company, and charity law
- scalable and so adaptable to growth or change in Shireland Collegiate Academy Trust
- capable of being serviced by the Trustees of Shireland Collegiate Academy Trust and its committees.

The Governance Structure for Shireland Collegiate Academy Trust is illustrated below:



Rationale

We have established a Governance structure that ensures compliance with the Trust Articles of Association, Funding Agreements the Academies Financial Handbook and the Governance Handbook requirement. To competently discharge these duties the Trust Board has decided to create a number of committees which will have delegated responsibilities to act on behalf of the Trust Board. These committees will report directly to the Board and are:

- Audit and Risk
- Discipline (Exclusions)
- Remuneration and Performance Management
- Resources
- Appeals

In addition to these committees, each Academy will have a Standards and Performance Committee (SPC), which acts as the school's Governing Body. The work of this committee will be further enhanced by the support of a Family Forum. This Forum will operate to ensure that all parties interested in the working of the Academy can have a voice. It will have a reporting line into the Standards and Performance Committee.

Delegated powers

Shireland Collegiate Academy Trust subject to the Articles of Association can delegate to any committee, any trustee, any person holding an executive office, or to the Chief Executive Officer (CEO) such of their powers or functions as they consider desirable to be exercised by them. In doing this the CEO has the power to determine if the scheme of delegation (appendix A) to withdraw all or element depending on the Academy's OFSTED status and current performance

Powers and responsibilities delegated to the CEO

The CEO shall be responsible for the internal organisation, management and control of the Academy Trust, the implementation of all policies approved by the Board, and the direction of teaching and of the curriculum. In addition, the CEO will be the nominated accounting officer for the Trust and shall be responsible for the operation of financial processes, ensuring that adequate operational controls are in place and are maintained. The CEO will ensure that full and accurate financial records are kept, including those of the external auditor and Responsible Officer. In addition, s/he will regularly monitor income and expenditure reports and highlight potential problems to the Resources Committee. Overall, the CEO, as Accounting Officer will ensure that the Trust fulfils the requirements of the Academies' Financial Handbook and the Funding Agreements.

For these purposes the Trustees shall delegate those powers and functions required by the CEO.

Handling of Urgent Decisions at Board level

Handling of urgent decisions falling within the remit of the Board e.g. powers of the Chairman to act on behalf of the Board:

- At its meeting on 4th September 2007 the Board discussed the fact that it is sometimes necessary for it to act in emergencies and to make decisions on behalf of the Academy Trust. It was proposed that in such circumstances the Chairperson of the Trust Board should be granted powers in conjunction with the CEO to take such action and to report to the next meeting of the Board.
- The Board approved the proposal to delegate powers to the Chairman in conjunction with the CEO to agree executive decisions in emergency situations by telephone or email and to act on behalf of the full Board. All such decisions are to be reported to the next meeting of the Board.

Handling of urgent decisions for Committees of the Trust

- The Chairperson of each committee has the power to act in emergencies and make decisions on behalf of the committee. All such decisions are to be reported to the next meeting of the relevant committee.
- In such circumstances the Chairperson will always act in conjunction with the CEO/CFO or Principal
- All such actions must be confined to the remit of the committee as defined in that committee's terms of reference.

Scheme of Delegation

The scheme of delegation detailed in this document defines the powers and functions that are reserved for the Board and its Committees. The Trust board at its first meeting of the year, will agree the scheme of delegation. Any delegated decision must be reported to the next full Trustees' meeting, but a decision taken under delegated powers is binding and immediately effective.

In exercising its strategic role, the Shireland Collegiate Academy Trust board will retain exclusive responsibility for the areas identified within the Powers Retained by the Trust Board. See appendix A.

Powers of Members

The members of the Trust are the subscribers to the memorandum of association (where they are founding members). In our case this is SLL, whose position as a member is held by the Chairperson of the Board.

In addition, every Trust has Members that are appointed individually. These members retain the power for the following:

- Amend the articles of association subject to any restrictions created by the funding agreement or charity law
- By special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed
- Appoint trustees as set out in the trust's articles of association and under the Companies Act 2006 has the power to remove trustees
- By special resolution, issue direction to the trustees to take a specific action
- Appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- Have the power to change the company's name and, ultimately, wind it up.

Relationship between Shireland Collegiate Academy Trust and its Committees

The Academy Trust Board will delegate powers to its committees as stated below.

- The Resources Committee will be responsible for all finance and personnel related matters.
- The Audit & Risk Committee will be responsible for reviewing and addressing the risks to internal control, informing the statement of internal control, and agreeing a programme of internal audit work to provide assurance to the external audit.
- The Discipline Committee will deal with all student behaviour issues.
- The Appeals committee will deal with any appeals from staff/students or the public.
- The Remuneration and Performance Management Committee will deal with the salaries and performance of the Trust Strategy Team.
- The Standards and Performance committee will be responsible for the monitoring of the operational day to day performance of the academy. This committee will have the responsibility to ensure that the direction set by the Academy Trust is implemented and relevant monitoring and reporting systems are in place to ensure adherence.

Please note, it is the Principal of each Academy who is responsible for the implementation of the Trust's vision, aims, objectives and targets in each academy

- It is not proposed that any Committee will have any standing sub-committees. However, it may be necessary from time to time by agreement with the Chairperson to establish a single purpose working party of the Committee in order to deal with an issue that cannot be dealt with adequately by the Committee in one of its scheduled meetings. Any such working party will be disbanded as soon as its work is complete.
- Meetings for the other committees will be scheduled as the need arises.
- The Terms of Reference for each committee will be presented to the board for approval at its first meeting in the new academic year.
- Each committee must have a Chair and must have a minimum of 3 committee members to be quorate
- The membership of each committee must always include a majority of Trustees except in the case of the Standards and Performance Committees and the Family Forums.

Constitution

- The Academy Trust Board membership will comprise up to 10 directors, including the CEO (ex officio). Up to three directors will be appointed by the Members. In addition, the Board may appoint co-opted directors. Unless otherwise determined by ordinary resolution, the Board shall not be subject to any maximum.
- The directors will be known as Trustees. Members of committees who are not trustees will be known as governors.
- The CEO can attend all meetings of any committee established by the Trust but in some instances, this may only be in an advisory capacity. When an issue is being discussed which directly affects the CEO, he/she must, as with any other Trustee in a similar position, declare an interest and physically withdraw from the meeting for the duration of that discussion.
- The legal minimum quorum for committee meetings is three voting Trustees/governors who are members of that committee.
- For meetings of the Trust the quorum is as determined by the Articles of Association.
- Associate governors may be appointed to a committee by the Academy Trust Board and may be given voting rights. However, a majority of the membership of any committee must be Trustees, except in the case of the Standards and Performance Committees and Family Forums.
- With the exception of the Standards and Performance Committees and Family Forums, no vote on any matter shall be taken at a meeting of a committee of the Trust, unless the majority of members of the committee present are Trustees.
- The appointed clerk will undertake the clerking of the board and its committees.

- The minutes shall be included as an agenda item for consideration at the next meeting of the full board where appropriate
- All decisions made by committees with delegated powers must be reported to the next full meeting of the board. If the minutes are not finalised a brief statement of the conclusions reached should be given
- All actions required from the monitoring of performance from the Standards and Performance Committee that need board approval or decision must be reported to the next full meeting of the board. The appointed clerk must ensure the clerk of the Trust board receives a brief statement of direction
- The Chair and Vice Chair of each committee will be appointed by the Board at its first meeting in the new academic year or at the first committee meeting of the academic year in accordance with the terms of this governance structure
- All Trustees/governors are expected to attend training regularly and review their individual training needs. Training will be arranged by the Trust and Trustees/governors are asked to participate in directed and self-directed learning
- The term of office for any Trustee or committee member **shall be 4 years**, this time limit shall not apply to the CEO or Principal. Subject to remaining eligible to be a particular type of Trustee or governor, any Trustee or governor may be re-appointed or re-elected

Committees of the Academy Trust

Standards and Performance Committee

Purpose

The Standards and Performance Committee will be responsible for monitoring and reviewing the operational day to day running of the Academy.

The Committee has the delegated power to approve the recommendations of the CEO and/or the Principal in respect of the operational day to day running of the Academy to include:

- To convene a Discipline Committee when required
- The implementation of policies approved by the Board according to the agreed policy schedule
- Implement decisions of the Academy Trust Board and the CEO
- To review and monitor standards & performance across the Academy, to include,
 - student progress and performance
 - enrichment for families and students
 - the site and Health and Safety
 - financial position of the Academy
 - staff to include appraisal and target setting
 - overview of the staffing establishment agreed by the Trust Board

- monitor of the academy's Raising attainment plan and risk plan
- have an overview of the academy's compliance with statutory requirements

Membership

The membership of the Committee will be agreed on an annual basis

The CEO or his representative is not a committee member but will act in an advisory capacity to this committee, as necessary.

The membership shall be:

- a Trustee or current governor of the school appointed by the Board as Chair for the academic year
- 2 Family Members
- 1 Staff Member
- 3 Community Members
- The Principal of the Academy
- 1 Co-opted Trustee or Governor

A total of 9 Governors

Attendance at Committee meetings

In addition to the 9 appointed Governors, any Trustee may attend meetings of any of the Academy Trust's committees.

The Committee may invite attendance at meetings from persons who are not Trustees or members to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

Quorum

The quorum is three members of the committee

Voting at meetings

Only members of the Committee may vote at its meetings.

The Chair will have a casting vote.

Appointment of Chair and Vice Chair

The Chair will be appointed by the Trust Board on the incorporation of the Academy into the Trust and reviewed annually.

No Trustee or governor who is employed by the Academy Trust will act as Chair or Vice Chair of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the Trustees and governors present at the meeting.

Clerk

The clerk will be specifically appointed to serve the Committee. The secretary of the company will not normally undertake this role.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the meeting.

Recording and reporting the proceedings of meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the clerk of the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk of the Trust board within 7 working days of the meeting.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.

The Chair should meet with the Academy Trust Chair, the CEO and the Principal of the Academy to plan the work of the committee in relation to the Trust's strategy and Raising Attainment Plan at the beginning of each year

Review Date

This Committee's meeting arrangements and terms of reference will be reviewed annually.

Resources Committee

Purpose

The Resources Committee will be responsible for the day to day financial management of the Academy to include:

Governance Structure

- Assisting the decision-making process of the Trustees, by enabling more detailed consideration to be given to the Trust's finances and resources.
- Ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 2006, Charity Commission requirements and the DfE guidance issued to Academies.
- Reporting directly to the Trust Board on the overall finances of the Trust and a summary position of each Academy within the Trust.
- Compliance with financial regulations and standing orders of the Trust.

Membership

The membership of the Committee will be agreed on an annual basis.

The membership shall be a minimum of 7 up to a maximum of 9 named Trustees/governors.

- CEO
- Chair of the Trust Board
- A minimum of 3 Trustees nominated by the Board
- Chairperson of a Standards & Performance Committee up to a maximum of 4

Attendance at Resources Committee meetings.

A Trustee may attend meetings of any Academy Trust Committee.

The Committee may invite attendance at meetings from persons who are not Trustees to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

The Finance Director or his/her representative will attend all Resources Committee meetings as an adviser.

Quorum

The quorum is three Trustees who are members of the Committee.

Voting at committee meetings

Only members of the Committee may vote at Committee meetings.

The Chairman will have a casting vote.

No decision on any matter shall be made at a meeting of a Resources Committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair and Vice Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

No Trustee who is employed by Shireland Collegiate Academy Trust will act as Chair or Vice Chair of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the trustees present at the meeting.

Clerk

The clerk of the Committee is the secretary of the company, but other persons may be appointed to undertake these functions as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the committee meeting.

Recording and reporting the proceedings of committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.

The Chair of the Committee should meet with the Finance Director and CEO at the beginning of each year to plan the work of each committee.

Review date

This Committee's meeting arrangements and terms of reference will be reviewed annually by the Trust Board.

Discipline Committee

Each Academy can hold its own Discipline Committee but must make recommendations on such matters to the Board of Trustees.

Purpose

To comply with the Funding Agreements between the Secretary of State and the Academy Trust which require the Trust to have regard to the Secretary of State's Guidance on exclusions.

Membership

The membership of the Committee will be agreed on an annual basis or as needed but must comply with the requirements of a committee to be quorate.

The membership shall be any trustee or governor subject to the Articles of Association

A member of the Standards & Performance Committee of an Academy can also be a member of the Discipline Committee of that Academy

No Committee member may participate in the meeting, or be counted in the quorum, if they have a connection with or knowledge of the issue that might affect their impartiality. Participation in the meeting is permitted to any committee member who is needed to advise the committee on the circumstances of the case under consideration, for example the Principal, but such a person may not vote on a decision.

The Chair has a casting vote.

Attendance at Committee meetings.

A Trustee may attend meetings of any Academy Committee.

Quorum

The quorum is three members of the committee subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have the casting vote.

Appointment of Chair

The Chair of the Committee will be elected as and when these meetings are convened.

Clerk

The clerk of the Discipline Committee will be appointed to this position. The secretary of the company will not undertake this role.

In the absence of the clerk the Discipline Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers in accordance with the requirements of the Secretary of State's Guidance.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities.

Review date.

This Committee's meeting arrangements and terms of reference will be reviewed annually.

Appeals Committee

Purpose

To hear appeals on behalf of the Academy Trust.

To make appropriate comments and recommendations on such matters to the Board of Trustees.

To implement guidance on the conduct of appeals issued by the Secretary of State as it applies to Academies.

Membership

The membership of the Committee will be be constituted as needed but must comply with the requirements of a committee to be quorate. Therefore, minimum membership must be 3 independent Trustees or Governors who have not previously been involved in the issue under consideration. At least one of these members will not be involved in the management or running of the school.

The membership shall be any Trustee or Governor subject to the Articles of Association.

No Committee member may participate in any appeal process or be counted in the quorum if the Committee member is an employee of the Academy or has any prior involvement or association with the circumstances leading to the appeal.

The Chair has a casting vote. The Chair may not be an employee of the Academy.

Attendance at Committee meetings

A Trustee may attend meetings of any Academy Committees.

Quorum

The quorum is three Committee members subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have the casting vote.

No decisions on any matter shall be made unless the majority of members of the Committee present are Trustees.

Appointment of Chair

The Chair of the Committee will be elected as and when these meetings are convened.

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

Clerk

The clerk of the Appeals Committee will be appointed to this position. The secretary of the company will not undertake this role.

In the absence of the clerk the Appeals Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers in accordance with any statutory requirements.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once per academic year.

Review date

This Committee's meeting arrangements and terms of reference will be reviewed at the first meeting of the board of directors in the autumn term.

Remuneration and Performance Management Committee

Purpose

To take responsibility for performance management of staff for the Trust to include:

- Determine the pay structure for the Trust.
- Apply the performance management for the Trust Strategy Team.
- Receive reports on the performance and appraisal of all staff.
- Determine the salary of those on the Executive Pay Spine.
- Determine and approve the level of bonus payable to the Trust Strategy Team.
- Make recommendations on these matters to the Trust Board.

Membership

The membership of the Committee will be a minimum of three Trustees (subject to the Articles) and comprise:

- the Chair and/or Vice-Chair of the Board of Trustees or their Trustee nominee
- 3 other trustees

Any Trustee who is employed by the Academy Trust may not be a member of the Committee.

Any Trustee who has a business relationship, directly or indirectly with Shireland Collegiate Academy Trust or its academies must have previously completed a declaration of interests for the academic year in question.

Attendance at Committee meetings

The Company Secretary will attend Committee meetings as clerk. In some cases, an external advisor may also attend. Any such advisor may also be a Trustee.

Quorum

The quorum is three Trustees who are members of the Committee subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

Any recommendations or decisions made by the Committee must be agreed unanimously.

No decisions on any matter shall be made at a meeting of the committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among those present at the meeting.

Clerk

The clerk of the Committee will be the assistant company secretary, but other persons may be appointed to undertake this function, as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the Committee meeting.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decision will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees.

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 of Trustees.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least twice per academic year.

Review Date

This Committee's meeting arrangements and terms of reference will be reviewed at the first meeting of the board of directors in the autumn term.

Audit & Risk Committee

Purpose

The Audit and Risk Committee is responsible for:

- Directing the Trust's programme of internal scrutiny.
- Ensure that risks are being addressed appropriately through internal scrutiny.
- Report to the Board on the adequacy of the Trust internal controls framework for non-financial areas and ensure action is taken on any reports.
- Approve the external audit programme for the Trust.
- Recommending the appointment/resignation of the auditors for the Trust on an annual basis to the Members.

Membership

The membership of the Committee will be agreed by the Board on an annual basis but must comply with the requirements of articles to be quorate. A minimum of 3 trustees.

The Committee will comprise all independent non-executive Trustees. Ideally at least one should have some recent and relevant financial experience.

No employee of the Academy Trust may be a member of the Committee.

The Chair of the Board and the CEO may not be members of the Audit and Risk Committee.

Attendance at Audit Committee meetings

Any Trustee may attend a meeting of the Audit and Risk Committee.

The CEO in his role as Accounting Officer would normally attend all meetings.

The Committee may invite attendance at meetings from persons who are not members of the Committee such as, Finance Director, HR Director, Auditors and Board Chair to assist or advise when appropriate.

Quorum

The quorum is three members of the Committee.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have a casting vote.

No decision on any matter shall be made at a meeting of the Audit and Risk Committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair and Vice Chair of the Committee will be appointed by the Board on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the members present at the meeting.

Clerk

The clerk of the Committee is the assistant secretary of the company, but other persons may be appointed to undertake these functions as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the committee meeting.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

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

Frequency of meetings

The Committee will meet as often as is necessary to fulfil its responsibilities and at least three times per year.

The External Auditors and/ or Responsible Officer may request a meeting of the Committee, at any time.

Review date

This Committee's meeting arrangements and terms of reference will be reviewed annually by the Trust Board.

Authority

The Audit and Risk Committee is authorised to:

- obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board of Trustees
- investigate on behalf on the Board of Trustees anything that threatens or adversely affects the accomplishment of the charity's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments
- obtain, at the company's expense, outside legal or other professional advice on any matter within its terms of reference
- call any employee to be questioned at a meeting of the Committee as and when required
- publish in the company's annual report details of any issues that cannot be resolved between the Committee and the Board

The Family Forum

The Family Forum aims to enable families and the local community to influence the quality of provision of education for their children and for their community.

It will support the Standards and Performance Committee by building relationships with families and the local community.

Purpose

- To enable families to influence the quality of education for their children and for their community
- To help the Academy to understand parents' perspectives on issues which affect them
- To advise on the organisation and evaluation of activities for parents such as options choice and consultation events

Membership

The membership is:

- 4 x parents (other than Trustees and or governors)
- 6 x representatives from Community Groups.
- the Principal of each Academy or his/her representative.
- any person appointed by the Committee because of their parental, community or business interest.

The Family Forum will not discriminate on grounds of race, faith, gender, sexual orientation, disability or age in its membership, election of officers, conduct of its business or in any other way.

Quorum and Voting

There will be no quorum and no requirement for voting.

Appointment of Chair and Vice Chair

There is not requirement to appoint a Chair or Vice Chair

Membership

- The membership of the Forums will be determined on an annual basis by the Board
- The Principal of the Academy is a member of the Family Forum
- The membership shall be the parents or guardians of registered pupils of the Academy or a feeder organisation
- The Forum will not discriminate on grounds of race, faith, gender, sexual orientation, disability or age in its membership, election of officers, conduct of its business or in any other way

Participation in the Family Forum

- Parents and guardians participate in the Family Forum by attending parent meetings within the Academy

Recording and communicating the activities of the Family Forum

The Office Manager of each Academy will manage the communication with families, raise issues and feed-back any views, advice and opinions. A written summary will be forwarded to the clerk of the Standards and Performance Committee in sufficient time for it to be included in the agenda and papers for their next meeting

Review Date

This Forum's arrangements and terms of reference will be reviewed annually

Frequency of meetings

Once per term preceding the SPC

Terms of Reference

Trust Board Terms of Reference

The membership and proceedings of the Trust Board are somewhat defined in the Articles of Association and via the requirement of the regulatory body. To this extent the powers retained by the Board are as follows to:

- Ensure compliance with the Trust's duties under Company Law and Charity Law and agreements made with the DfE, such as the Funding Agreements, Governors Handbook and the Academies Financial Handbook ([G.1.1](#))
- Ensure the solvency of the charitable trust, safeguarding its assets and delivering its charitable outcomes whilst ensuring the continued charitable status of the company ([F.1.6](#))
- Determine the educational character and mission of the Academy Trust ([G.1.2](#), [E&C.1.7](#))
- Approve the Trust's governance arrangements and Scheme of Delegation ([G.1.5](#), [G.1.11](#), [G.1.13](#))
- Determine the establishment, constitution, membership, proceedings, delegated powers and functions of the committees and their annual review and revision ([G.1.7](#))
- Report to all statutory bodies (DFE, Companies House, Charity Commission) in relation to annual accounts and budgets to ensure compliance ([F.3.1](#))
- Set the strategic direction of the Trust for a five-year period ([G.1.3](#))
- Set key strategic objectives and targets and review performance against these for the Trust ([G.1.4](#))
- Appoint the Directors in accordance with a skills matrix ([G.1.8](#))
- Appoint the Chair of each Standards & Performance Committee ([G.1.10](#))
- Appoint & Remove the Company secretary and Clerk to the Board of Directors ([G.1.12](#))
- Appoint an internal audit/assurance officer ([F.2.4](#))
- Recommend to the Members the appointment/removal of the external auditors ([G.1.6](#))
- Approve the acquisition of legal entities (other schools/academies) ([G.1.14](#))
- Enter, or withdraw from a formal partnership ([G.1.15](#))
- Approve annual budgets and staffing establishment of the Trust ([F.1.2](#), [G.3.2](#), [HR.1.2](#))
- Approve the Trust year end accounts ([F.1.7](#))
- Approve the Academy Trust policies not otherwise delegated to committees ([G.2.1](#))
- Receive reports from SLL and to make recommendation to the Board of SLL ([G.3.1](#))
- Maintain overall responsibility for Risk Management and maintaining the Risk Management Plan ([G.4.2](#))

- Review the Risk Management Plan, at least annually and act on any recommendations from Audit and Risk ([G.4.3](#))
- Determine MAT core services and academy contributions ([G.5.1](#), [F.1.8](#))
- Oversee the effectiveness and value of core MAT services and delivery via SLL ([G.5.2](#))
- To approve the pension statement for support staff and any discretions which that may apply ([HR.5.1](#))
- Appointment or dismissal of the CEO, Principals and Finance Director ([HR.1.1](#))
- Decide on appeals against dismissal, disciplinary sanctions, grievance, and redundancy ([HR.6.5](#))
- Authorise the opening/closing of a bank account ([F.5.1](#))
- Authorise income over the value of £100,000 ([A.2](#))
- Enter into all contracts on behalf of the Trust over £100,000 ([A.3](#))

Resources Committee Terms of Reference

- To review the annual budget, as notified by the ESFA and in year any accounting officer updates ([F.1.1](#))
- To recommend the initial budget and staffing establishment for the Trust ([F.1.2](#))
- To approve medium term financial projections (3-5 years) in accordance with the requirements of the Trust's financial regulations ([F.4.2](#))
- To approve or recommend to the Trustees appropriate action on changes to the budget of the Trust and the budgets of each Academy within the Trust during the financial year ([F.1.3](#))
- To approve and use key financial performance indicators and measure performance against these regularly ([F.1.5](#))
- To receive and approve the Trust's and each Academy's management accounts and budget monitoring reports ([F.3.3](#))
- To approve the financial targets each year and monitor in year ([F.3.4](#))
- To receive details of the Trust's and each Academy's management accounts on a monthly basis via the Governance portal ([F.3.5](#))
- To approve bids for external funding for approval over the agreed threshold limit of £40,000 and up to £100,000 ([A.5](#))
- To approve contractual spend over £40,000 ([A.3](#))
- To approve the financial regulations for the Trust in accordance with the Academies Financial Handbook ([F.4.1](#))
- To approve all statutory Finance and HR policies as delegated down by the Board and provide guidance for Academies ([F.4.5](#), [G.2.2](#))
- To ensure that the insurance cover held by the Trust provides adequate protection against risks ([F.7.1](#))
- Reporting of the year end position for each Academy (before preparation of the statutory accounts) ([F.3.6](#))
- To approve the disposal of surplus equipment in accordance with the Trust's regulations over £5,000 and up to £45,000. In the case of items of value in excess

of £45,000 purchased using capital grant, secure prior permission from the ESFA ([A.8](#))

- To authorise the write-off of debts in accordance with the Scheme of Delegated Authority ([A.6](#))
- To approve the cash flow management, treasury and investments ([F.5.3](#))
- Setting of the Best Value statement for the Trust and its Academies ([F.4.3](#))
- To approve any changes or increase to leadership teams within the Trust and its Academies ([HR.1.3](#))
- To report to regulatory Bodies in agreed format as required (over and above the annual accounts) ([F.3.1](#))
- Providing a clear strategy for use of Trust property and assets to ensure they are adequately maintained and used effectively and efficiently (strategic setting) ([H&S.1.1](#))

Audit & Risk Committee Terms of Reference

The Committee will:

- Approve the external audit process and make recommendations to the Board and Members on the appointment/removal of external auditors ([F.2.1](#))
- Receive and approve the annual internal audit plan to ensure regular audits are carried out in respect of financial, legal, risk, health and safety, investments, insurance, and the asset register via a self-evaluation process and in year receive the internal audit report and action on the findings, ensuring the work complements the external audit process ([F.2.5](#))
- Direct the Trust's internal scrutiny via the approval of an annual programme of work ([F.2.6](#))
- Ensure processes are in place for Compliance, Whistleblowing and Fraud ([F.2.7](#))
- Approve the policies for Fraud and Whistleblowing ([F.2.8](#))
- Receive and keep under review internal compliance information which will enable the Committee to ensure that the Academy's Financial Regulations scheme of delegation and internal control framework are being complied with and action taken on any reports ([F.2.9](#))
- Review and approve the statements to be included in the annual report concerning internal controls and risk management and accounting policies ([F.2.10](#))
- Receive and respond to the internal and external management reports ([F.2.2](#))
- Review the Annual Report of the Directors and Financial Statements for the year-end in accordance with the Companies Act (2006) and make recommendations to the Trust Board. This in conjunction with the Resources Committee ([F.2.11](#))
- Ensure that the ESFA is informed of any irregularities in financial issues ([F.3.2](#))
- Report to the Board on the adequacy of the Trust internal controls framework for non-financial areas and ensure action is taken on any reports ([F.3.7](#))

- Keep under review and report on a regular basis to the Trustees on the adequacy and effectiveness of the company's internal financial controls and internal control and risk management systems ([F.3.8](#))
- To review and approve the Trusts procedures for detecting fraud and bribery and corruption ([G.2.4](#))
- Overview risk to ensure risk is rated and progress is reported at each meeting to ensure risks are being appropriately managed and addressed ([G.4.1](#))

Remuneration and Performance Management Committee Terms of Reference

The Committee will:

- To approve the pay structure for the Trust ([HR.4.1](#))
- To agree pay policies delegated down from the Board ([G.2.3](#))
- Advise the Board of Trustees on all matters related to the Performance Management Scheme for the Trust Strategy Team and receive an annual progress reports on the performance, in relation to previously agreed objectives and success criteria ([HR.7.3](#), [HR.7.4](#))
- Approve the level of bonus payable to the Trust Strategy Team for the previous academic year based on agreed outcomes ([HR.4.3](#))
- Determine the level of bonus payable to the Trust Strategy Team for the current academic year ([HR.4.2](#))
- Determine and agree the salary of those on the Executive Pay Spine ([HR.4.4](#), [HR.4.5](#))
- Hear appeals against pay determinations ([HR.4.6](#))
- Approve the performance management arrangements for the current academic year for the Trust ([HR.7.1](#))
- Approve the performance management outcomes for the previous academic year ([HR.7.2](#))
- Approve the finances for the Executive Team performance management ([HR.7.5](#))
- Approve the finances with regard to the performance management of all staff ([HR.7.6](#))

Discipline Committee Terms of Reference

- To review certain exclusions as defined in the Secretary of State's guidance
- To consider representations about an exclusion made by the parents of an excluded child
- To consider the appropriateness of any permanent exclusion, or any exclusion where one or more fixed period of exclusions total more than 15 Academy days in one term.

- To consider representations from all parties in deciding whether or not to uphold or reinstate a fixed term or permanent exclusion.
- To apply any other obligations contained in the Secretary of State's guidance.

Appeals Committee Terms of Reference

- To hear any appeal arising from the implementation of any Academy Trust policy
- To hear any appeal arising from the exclusion of a student
- To hear staff dismissal appeals
- To hear staff disciplinary appeals
- To hear appeals on pay grading and or pay awards
- To hear staff appeals on redundancy
- To hear staff appeals on grievance
- To hear complaints
- To hear any Confidential Reporting Disclosure
- To hear any other appeal referred by the Academy Trust.

Standards and Performance Committee Terms of Reference

- To review and monitor standards & performance across the Academy, to include, learner's performance & attainment, Staffing establishment, Effective use of the estates, Safety & welfare of learners & staff to include Safeguarding, Health & Safety, SEND, sickness levels ([E&C.1.1](#))
- Annually agree the link governors for safeguarding, SEND & data ([G.1.16](#))
- Annually agree, designated officer for Safeguarding, SEND ([E&C.1.6](#))
- Oversight of work to enrich the lives of students and families ([E&C.1.3](#) ,[G.2.6](#))
- Agree prices for Lettings ([F.4.4](#))
- To implement single equality duty ([G.2.5](#))
- To agree any other local policies determined by the Principal but not required at Trust level ([G.2.7](#))
- Monitor the annual budget to ensure no overspending and to keep within the limits agreed by the Board ([F.1.4](#))
- Monitor the application of the Risk Management Plan throughout the year ([G.4.4](#))
- Monitor the application of the RAP throughout the year ([E&C.1.2](#))
- Receive feedback from Family Forum ([G.6.1](#))
- Ensure all relevant statutory policies are adhered to within Academies ([G.2.8](#) ,[F.4.6](#))

Terms of Reference of the Family Forum

The Forum will report to the Standards and Performance Committees by actively promote partnership working between parents/carers and the Academy

- involve the community in the planning and provision of Extended Services
- advise on effective means of consultation with parents
- promote the Academy's key priorities

The Family Forum is a consultative forum, a 'sounding board' of opinion, and a source of help and advice.

Appendix A – Scheme of Delegation

- Figure 1a – [Overall Scheme of Delegation for Finance](#)
- Figure 1b – [Other Key Information](#)

- Figure 2 – [Overall Scheme of Delegation for Governance](#)

- Figure 3a – [Overall Scheme of Delegation for Human Resources](#)
- Figure 3b – [Interview Panel](#)

- Figure 4 – [Overall Scheme of Delegation for Education and Curriculum](#)

- Figure 5 – [Overall Scheme of Delegation for Health and Safety](#)

Figure 1a – Overall Scheme of Delegation for Finance

Key:

✓	Action taker – action taker for the function
A	Advisor - Feeds information or/and provides support/advice to those accountable for the function
SA	Secondary Advisor - Feeds information or/and provides support/advice to the direct advisor
< >	Direction of advice and support

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	STATUTORY WORK								
F.1.1	To review the annual budget, as notified by the ESFA and in year any accounting officer updates			✓					
F.1.2	The approval of the annual budgets and the staffing establishment of the Trust		✓	< A					
F.1.3	To approve or recommend to the Trustees appropriate			✓					

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	action on changes to the budget of the Trust and the budgets of each Academy within the Trust during the financial year								
F.1.4	Monitor annual budgets to ensure no overspending and to keep within the limits agreed by the Board					✓			
F.1.5	To approve and use key financial performance indicators and measure performance against these regularly			✓					
F.1.6	To ensure the solvency of the charitable trust, safeguarding its assets and delivering its charitable outcomes whilst ensuring the continued charitable status of the company		✓						
F.1.7	The approval of Trust year end accounts		✓	< A					
F.1.8	Approval of Academy contributions into MAT		✓						

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	COMPLIANCE								
F.2.1	Approve the external audit process and make recommendations to the Board and Members on the appointment/removal of external auditors				✓				
F.2.2	Receive and respond to the internal and external management report				✓				
F.2.3	To appoint the Auditors and if necessary, re-appoint, remove, and determine remuneration for the Trust	✓	< A		< SA				
F.2.4	To appoint an internal audit/assurance officer		✓						
F.2.5	Receive and approve the annual internal audit plan to ensure regular audits are carried out in respect of financial, legal, risk, health and safety, investments, insurance, and the asset register via a self-evaluation process and in year receive the internal audit report and				✓				

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	action on the findings, ensuring the work complements the external audit process								
F.2.6	Direct the Trust's internal scrutiny via the approval of annual programme work.				✓				
F.2.7	Ensure processes are in place for Compliance, Whistleblowing and Fraud.				✓				
F.2.8	Approve the policies for Whistleblowing and Fraud				✓				
F.2.9	Receive and keep under review internal compliance information which will enable the Committee to ensure that the Academy's Financial Regulations scheme of delegation and internal control framework are being complied with and action taken on any reports				✓				
F.2.10	Review and approve the statements to be included in the annual report concerning internal controls and risk management and accounting policies				✓				

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
F.2.11	Review the Annual Report of the Directors and Financial Statements for the year-end in accordance with the Companies Act (2006) and make recommendations to the Trust Board.				✓				
	REPORTING								
F.3.1	To report to all Statutory bodies - DfE/Company house /Charity commission to ensure compliance		✓ For annual accounts and annual budget	✓ Except for annual accounts and budget				< A	
F.3.2	Ensure that the ESFA is informed of any irregularities in financial issues.				✓				
F.3.3	To receive and approve the Trust's and each Academy's management accounts and budget monitoring reports			✓					

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
F.3.4	Approve the financial targets each year and monitor in year			✓					
F.3.5	Receive details of the Trust and each academy's management accounts on a monthly basis via the Governance portal			✓					
F.3.6	Reporting of the year end position for each Academy (before preparation of the statutory accounts)			✓					
F.3.7	Report to the Board on the adequacy of the Trust internal controls framework for non-financial areas and ensure action is taken on any reports				✓				
F.3.8	Keep under review and report on a regular basis to the Trustees on the adequacy and effectiveness of the company's internal financial controls and internal control and risk management systems				✓				

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	FINANCIAL CONTROL								
F.4.1	To approve the financial regulations for the Trust in accordance with the Academies Financial Handbook			✓					
F.4.2	To approve the medium-term financial projections in accordance with the requirements of the Trust Financial Regulations			✓					
F.4.3	Setting of the Best Value statement for the Trust and its Academies			✓					
F.4.4	Agree prices for Lettings					✓			
F.4.5	To review all statutory Finance policies and provide guidance for Academies			✓					
F.4.6	Ensure all statutory Finance policies are adhered to within Academies					✓			< A
F.4.7	Maintenance of day to day finances								

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
									✓
	BANKING & CASH MANAGEMENT								
F.5.1	To authorise the opening/closing of bank accounts		✓						
F.5.2	To approve Bank Mandates including signatories							✓	
F.5.3	To approve the Cash flow Management, Treasury & Investment			✓					
F.5.4	To manage the cash of the Trust							✓	
F.5.5	To manage investment of surplus cash							✓	
F.5.6	Authorise movements of funds between investment accounts							✓	
	FIXED ASSETS								
F.6.1	Maintenance of the Asset Register							✓	
F.6.2	Maintenance of the Inventory of all items over £500								✓

Reference	Function	Members (MAT)	Trust board (MAT)	Resources (MAT)	Audit & Risk (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
F.6.3	Security of Assets for Trust						✓		
F.6.4	Security of Assets for Academy								✓
F.6.5	Loan of Assets within Trust Sites							✓	
	INSURANCES								
F.7.1	To ensure that the insurance cover held by the Trust provides adequate protection against risks			✓					

Figure 1b – Other Key Information

TENDERING LIMITS - (All limits are exclusive of VAT)	
Up to £5,000	Sourced by internet and order placed
over £5,000 up to £40,000	3 written quotes and order placed and signed by Principal of Academy
Over £40,000	4 quotes invited by written tender; order placed
"Over OJEC limits	From approved framework compliant with OJEC requirements
Note Tendering limits will exclude any year on year contracts.	

ALL ORDERS OVER £5,000 WILL NEED TO BE AUTHORISED BY THE PRINCIPAL OF EACH ACADEMY OR THE FD FOR THE CORE

In certain instances where the Budget Holder cannot seek other competitive quotes, a Sole Supplier Declaration can be completed if the reasons are compatible with those stated on the declaration form. This process must be used as the exception and not the norm

PAYMENT AUTHORISATION		
Paper Signatories for the Trust - Must be two of a minimum of three	Chairman of the Board, CEO, Finance Director, HR Director	"Individual payments over £40,000 one signatory must be CEO Cheques will be limited to value of up to £1,000"
Paper Signatories for Academies - Must be two of a minimum of three	CEO, Principal, Vice Principal, Trust Finance Director, Other nominated Senior Leader not involved in the processing of orders and invoices	"Individual payments over £40,000 one signatory must be Principal. Cheques will be limited to value of up to £1,000"
BACS for the Trust	Individual payment runs CEO, Finance Director or Trust Accounts Manager up to £99,999	Payments runs over £100,000 CEO. Individual payments over £40,000 must be on a separate payment run and authorised by Finance Director
BACS for Academies	Individual payment runs CEO and Finance Director, Principal or vice Principal up to £99,999	Payments over £40,000 for a primary Academy and £100,000 for a secondary Academy must be authorised by Principal. To authorise an individual payment to a supplier over £40,000 up to £99,999 This must be authorised by the

		<p>FD on a separate payment run as the main signatory plus the Principal.</p> <p>To authorise an individual payment to a supplier over £100,000. This must be authorised by the CEO on a separate payment run as the main signatory plus the Principal.</p>
Online administration for the Trust accounts and Academy accounts	Trust Accounts Manager and Trust Finance Officer initiator of change	Finance Director approver for changes
CREATION OF A NEW SUPPLIER		
Purchasing - Authorised to create Suppliers on accounting system - Trust	Trust Finance Officer authorised by Trust Accounts Manager	
Purchasing - Authorised to create Suppliers on accounting system - Academies	Finance Assistant to be authorised by Finance Officer	

Figure 2 – Overall Scheme of Delegation for Governance

Key:

✓	Action taker – action taker for the function
A	Advisor - Feeds information or/and provides support/advice to those accountable for the function
SA	Secondary Advisor - Feeds information or/and provides support/advice to the direct advisor
< >	Direction of advice and support

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	STATUTORY WORK									
G.1.1	Ensuring compliance with the Trust's duties under company and charity law and agreements made with the DfE, such as funding agreements, Governors Handbook and the Academies Financial Handbook	✓	✓							

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
G.1.2	The determination of the educational, character and the mission of the Academy Trust		✓							
G.1.3	To set the strategic direction of the Trust for a five-year period		✓							
G.1.4	Set key strategic objectives and targets and review performance against these for the Trust		✓							
G.1.5	Approval of the Trust's governance arrangements and Scheme of Delegation		✓							
G.1.6	Appointment/removal of the external auditors	✓	< A							
G.1.7	Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the committees and their annual review and revision		✓							

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
G.1.8	Appointment of Directors in accordance with a skills matrix	✓ Appointment of 3 Positions on the Board	✓							
G.1.9	Removal of Directors	✓								
G.1.10	To appoint the Chair of each Standards & Performance Committee		✓					< A		
G.1.11	Removal of Academy's Standard and Performance Committee		✓							
G.1.12	Appoint & Remove the Company secretary and Clerk to the Board of Directors		✓							
G.1.13	Approval of the appointment/ removal of persons to Trust Committees		✓							
G.1.14	Acquisition of legal entities (other schools/academies)		✓							

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
G.1.15	Entering, or withdrawing from, a formal partnership		✓					< A		
G.1.16	Annually agree the link governors for safeguarding, SEND & data		✓				✓			
G.1.17	Appointment of governors to Standards and Performance Committee									✓
G.1.18	Appoint & Remove Clerk to the Academy's Standard and Performance Committee									✓
	POLICIES									
G.2.1	The approval of statutory policies not delegated to other committees – See policies list		✓							
G.2.2	To approve all statutory Finance and HR policies as delegated down by the Board and provide guidance for Academies			✓						

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
G.2.3	To agree pay policies delegated down from the Board					✓				
G.2.4	To review and approve the Trusts procedures for detecting fraud and bribery and corruption				✓					
G.2.5	To implement single equality duty						✓			
G.2.6	To implement an extended school strategy and wrap around care						✓			
G.2.7	Agree any other local policy determined by the Principal but not required at Trust level						✓			
G.2.8	Ensure all relevant statutory policies are adhered to within Academies						✓			
	SHIRELAND LEARNING LIMITED									
G.3.1	To receive reports from SLL and to make recommendation to the Board of SLL		✓							

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
G.3.2	To Ratify and approve the Annual budget for SLL, based on the recommendation of SLL Board		✓							
	PLANNING									
G.4.1	Overview risk to ensure that risk is rated and progress is reported at each meeting to ensure that risks are being appropriately managed and addressed				✓					
G.4.2	To maintain overall responsibility for Risk Management and maintaining the Risk Management Plan		✓							
G.4.3	Review Risk Management Plan at least annually and act on any recommendations from Audit & Risk Committee		✓		< A					
G.4.4	Monitor the application of the Risk Management Plan throughout the year						✓			

Reference	Function	Members (MAT)	Trust Board (MAT)	Resources (MAT)	Audit & Risk (MAT)	Remuneration (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	FD (MAT)	Principal (Academy)
	MAT FUNCTIONS									
G.5.1	Determining MAT core services and agreeing allocation to Academies		✓					< A		
G.5.2	Oversee the effectiveness and value of core MAT services and delivery via SLL		✓					< A		
	REPORTING									
G.6.1	Receive feedback from Family Forum						✓			

Chairs Action

Chairperson of the Trust Board has delegated powers to deal with issues that are classified as urgent and need a decision before the next Board meeting

Figure 3a – Overall Scheme of Delegation for Human Resources

Key:

✓	Action taker – action taker for the function
A	Advisor - Feeds information or/and provides support/advice to those accountable for the function
SA	Secondary Advisor - Feeds information or/and provides support/advice to the direct advisor
< >	Direction of advice and support

Reference	Functions	Trust Board (MAT)	Remuneration (MAT)	Resources (MAT)	Audit & Risk (MAT)	CEO (Accounting Officer), (MAT)	HR Director (MAT)	Principal (Academy)
	STAFF STRUCTURE							
HR.1.1	Authorisation to appoint/dismiss staff	✓ Able to appoint/dismiss CEO, FD and principal for each academy				✓ Able to appoint/dismiss members of SLT at each academy and Principal at each academy – Must be signatory		✓ Able to appoint/dismiss staff in Academy below SLT – Must be signatory

Reference	Functions	Trust Board (MAT)	Remuneration (MAT)	Resources (MAT)	Audit & Risk (MAT)	CEO (Accounting Officer), (MAT)	HR Director (MAT)	Principal (Academy)
HR.1.2	Approval of annual staffing budgets	✓		< A				
HR.1.3	To approve any changes or increase to leadership teams within the Trust and its Academies			✓				
HR.1.4	Authorised to Increase Academy/Organisational Headcount (Establishment) within the existing staffing budget (replacement only)							✓
	GRADES OF POSTS (TEACHING AND SUPPORT STAFF)							
HR.2.1	Authorised to agree/vary employment Terms & Conditions						✓	
HR.2.2	Authorised to evaluate jobs and grades						✓	
HR.2.3	Job Description sign off						✓	
	RECRUITMENT							
HR.3.1	Signing of employment contracts					✓	✓	

Reference	Functions	Trust Board (MAT)	Remuneration (MAT)	Resources (MAT)	Audit & Risk (MAT)	CEO (Accounting Officer), (MAT)	HR Director (MAT)	Principal (Academy)
HR.3.2	To agree the recruitment process						✓	
	PAY							
HR.4.1	To approve the pay structure for the Trust		✓	< A		< SA		
HR.4.2	Determine the level of bonus payable to the Trust Strategy Team for the current academic year		✓					
HR.4.3	Approve the level of bonus payable to the Trust Strategy Team for the previous academic year based on agreed outcomes		✓					
HR.4.4	Determine the salary of those on the Executive Pay Spine		✓					
HR.4.5	Agree the pay scale for the Trust Strategy Team		✓					
HR.4.6	Hear appeals against pay determinations		✓			✓		
HR.4.7	Appointment outside range in salary structure					✓		
HR.4.8	Value of other discretionary allowances					✓		

Reference	Functions	Trust Board (MAT)	Remuneration (MAT)	Resources (MAT)	Audit & Risk (MAT)	CEO (Accounting Officer), (MAT)	HR Director (MAT)	Principal (Academy)
	PENSIONS STATEMENT AND DISCRETIONS							
HR.5.1	To approve the pension statement for support staff and any discretions which that may apply	✓					< A	
	OPERATION OF POLICIES							
HR.6.1	Approval of formal restructure plans					✓		
HR.6.2	Approval of severance or redundancy agreements					✓		
HR.6.3	Authority to issue warnings or other disciplinary measures including dismissal					✓		✓
HR.6.4	Appointment or dismissal of the CEO, Principals or Financial Director	✓						
HR.6.5	Decide on appeals against dismissal, disciplinary sanctions, grievance, and redundancy	✓				✓		✓

Reference	Functions	Trust Board (MAT)	Remuneration (MAT)	Resources (MAT)	Audit & Risk (MAT)	CEO (Accounting Officer), (MAT)	HR Director (MAT)	Principal (Academy)
	PERFORMANCE MANAGEMENT							
HR.7.1	Approve the performance management arrangements for the current academic year for the Trust		✓					
HR.7.2	Approve the performance management outcomes for the previous academic year		✓					
HR.7.3	Advise the Board of Trustees on all matters related to the Performance Management Scheme for the Trust Strategy Team		✓					
HR.7.4	Receive annual progress reports on the performance of the CEO and the Trust Strategy Team as determined by this committee, in relation to previously agreed objectives and success criteria.		✓					
HR.7.5	Approve the finances for the Executive Team performance management		✓					
HR.7.6	Approve the finances with regard to the performance management of all Staff		✓					

Figure 3b – Appointment of Staff – Interview Panel

Appointment of Staff – Interview Panel	
Support Staff	To be determined by HR Director
Teaching Staff	Principal of the Academy, HR Director and other senior member of staff if possible 1 SPC Member
Senior Management Team	HR Director, CEO or his/her representative, Principal of the Academy, 1 Trustees and 1 SPC Member
Trust Management Team	2 Trustees, HR Director, CEO or his/her representative

Figure 4 – Overall Scheme of Delegation for Education and Curriculum

Key:

✓	Action taker – action taker for the function
A	Advisor - Feeds information or/and provides support/advice to those accountable for the function
SA	Secondary Advisor - Feeds information or/and provides support/advice to the direct advisor
< >	Direction of advice and support

Reference	Function	Trust board (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	Principal (Academy)
E&C.1.1	To review and monitor standards & performance across the Academy, to include, learner's performance & attainment, staffing establishment, effective use of estates, safety and welfare of learners & staff to include safeguarding, health & safety, SEND, sickness levels		✓		< A
E&C.1.2	Monitor RAP throughout the year		✓		

Reference	Function	Trust board (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	Principal (Academy)
E&C.1.3	Agree and monitor the application of the Risk Management Plan throughout the year		✓		
E&C.1.4	Oversight of work to enrich the lives of students and families		✓		
E&C.1.5	To review and monitor School Improvement Partner report		✓		
E&C.1.6	Annually agree the designated officer for safeguarding, SEND		✓		
E&C.1.7	To approve the education brief and method of delivery for each Academy	✓			
E&C.1.8	Approval and monitoring of Academy targets around student welfare including exclusions	✓			✓
E&C.1.9	Length/ organisation of Academy day			✓	
E&C.1.10	Setting of Term Dates			✓	
E&C.1.11	To review all external and internal data sources to enhance progress				✓
E&C.1.12	To review and monitor information held on the Trust website meets all statutory requirements			✓	

Reference	Function	Trust board (MAT)	SPC (Academy)	CEO (Accounting Officer), (MAT)	Principal (Academy)
E&C.1.13	To review and monitor information held on the Academy website meets all statutory requirements				✓
E&C.1.14	To have a regular reporting mechanism to parents in line with statutory requirements				✓
E&C.1.15	To monitor the safety and welfare of staff and students				✓
E&C.1.16	To ensure compliance with all relevant safeguarding policies and procedures				✓
E&C.1.17	To ensure the quality of teaching and delivery				✓
E&C.1.18	To ensure a process is in place to meet the legal requirements of students with special needs				✓
E&C.1.19	To ensure records are maintained to demonstrate educational outcomes for required grant funding - Pupil premium, PE grants etc.				✓
E&C.1.20	Setting Admissions policies and criteria			✓	

Figure 5 – Overall Scheme of Delegation for Health and Safety

Key:

✓	Action taker – action taker for the function
A	Advisor - Feeds information or/and provides support/advice to those accountable for the function
SA	Secondary Advisor - Feeds information or/and provides support/advice to the direct advisor
< >	Direction of advice and support

Reference	Functions	Members (MAT)	Trust board (MAT)	Resources (MAT)	CEO (Accounting Officer), (MAT)	SPC (Academy)	Principal (Academy)
H&S.1.1	Providing a clear strategy for use of Trust property and assets to ensure they are adequately maintained and used effectively and efficiently (strategic setting)			✓	< A		
H&S.1.2	Provision of Health and Safety Policy and Management Plan		✓				
H&S.1.3	Health and Safety RIDDOR reporting						✓

Reference	Functions	Members (MAT)	Trust board (MAT)	Resources (MAT)	CEO (Accounting Officer), (MAT)	SPC (Academy)	Principal (Academy)
H&S.1.4	Ensuring the adequacy of health and safety practice throughout all academies						✓
H&S.1.5	Provision of an Emergency planning template and a process to adopt				✓		✓
H&S.1.6	Health and Safety Accident reporting						✓
H&S.1.7	Provision of Statutory Training						✓
H&S.1.8	Academy health and safety arrangements including use of risk assessments						✓
H&S.1.9	Completion of Fire risk assessment annually						✓
H&S.1.10	Completion of Asbestos risk assessment every 3 years						✓
H&S.1.11	General monitoring and action plans in relation to safety of sites including buildings conditions						✓

Appendix B – Levels of Authority:

Reference	Delegated Duty	Value	Delegated Authority	Comments
A.1	Budget Variation Limits	Up to £10,000	Principal	
		Over £10,000 and up to £40,000	Financial Director	
		Over £40,000 and up to £100,000	Resources Committee	
		Over £100,000	Trust Board	
A.2	Entering into contracts (income)	Up to £10,000	Principal	
		Over £10,000 and up to £40,000	Financial Director	
		Signatory for contracts over £10,000 and up to £40,000		
		Over £40,000 and up to £100,000	Resources Committee	Must initially be agreed by the Financial Director
		Signatory for contracts over £100,000	CEO	Must initially be agreed by the Trust Board
A.3	Signatory for entering into Contracts (expenditure)	Over £100,000 approval (signatory – chairperson)	Trust Board	
		Signatory up to £25,000	Principal	Up to £25,000, providing contract within approved annual budget
		Signatory over £25,000 and up to £40,000	Financial Director	
		Over £40,000 and up to £100,000	Resources Committee	Must initially be agreed by the Financial Director
		Signatory for contracts over £100,000	CEO	Must initially be agreed by the Resources Committee

Reference	Delegated Duty	Value	Delegated Authority	Comments
		Over £100,000 approval (signatory - chairperson)	Chairperson of Trust Board	
A.4	Placing orders for goods and services	Up to £25,000	Principal	Can delegate down to budget holders up to £5,000 if within budget limits
		Over £25,000 and up to £40,000	Financial Director	
		Over £40,000 up to £100,000	Resources Committee	
		Over £100,000	Trust Board	
A.5	Opening of tenders over £40,000 and up to £100,000	Over £40,000 and up to £100,000	Chairperson of Resources Committee or Chairperson of relevant SPC	
		Over £40,000	CEO or Financial Director	
		Over £100,000	Chairperson of Trust Board	
A.6	Write-off bad debts and entering not, guarantees, letters of comfort or indemnities	Up to £5000	Financial Director	
		Over £5,000 and up to the Board Limit of £45,000	Resources Committee	
		Over £45,000, seek ESFA approval	Trust Board	ESFA consent required if exceeds: £45,000 or 1% of total annual income (whichever is smaller) per single transaction

Reference	Delegated Duty	Value	Delegated Authority	Comments
				Cumulatively, 5% of total annual income (AFH 2020, 5.19)
A.7	Special, severance or ex gratia payments	Reports to Resources up to the value of £50,000	CEO	Ex Gratia transactions must always be referred to the ESFA for prior approval. (AFH 2020, 5.17)
		Up to £50,000	Resources Committee	Ex Gratia transactions must always be referred to the ESFA for prior approval. (AFH 2020, 5.17)
		Over £50,000 seeks ESFA approval	Trust Board	Ex Gratia transactions must always be referred to the ESFA for prior approval. (AFH 2020, 5.17)
A.8	Disposal of Assets	Up to £5,000	Financial Director	
		From £5,000 and up to £45,000	Resources Committee	
		Over £45,000	Trust Board	Need to obtain ESFA approval for disposal of: <ul style="list-style-type: none"> • Freehold on land/buildings • Heritage assets (AFH 2020, 5.22)