

The 3-18 Education Trust

Governance Scheme of Delegation

Every individual is in a great school.

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www.318education.co.uk



Contents

Delegation and Powers of Trustees	5
Chair’s Action Between Meetings of the Board of Trustees	5
Intervention Rights	6
Intervention in Times of Concern	6
The Delegated Budget.....	6
Overview of Roles.....	6
Members	6
Trustees	7
Trust Board Committees.....	7
Local Governing Bodies	7
Link Trustees and Local Governors	7
Chief Executive Officer	7
Headteachers	7
Delegation.....	8
Delegation Grid	8
Other Areas of Delegation	12
Governance Documentation	12
Link Trustees for Schools	12
Link Roles	13
Terms of Reference Members, Board of Trustees and Committees	13
Members	13
Board of Trustees.....	13

Appointments Committee	14
Finance Committee	14
General Responsibilities:	14
General Responsibilities:	16
People, Pay and Performance Management Committee.	17
Policies Committee.....	18
Local Governing Bodies	18
Staff Grievance Appeal Committee.....	19
Staff Discipline/Dismissal Committee	19
Pupil Suspension/Permanent Exclusion Review Committee.....	19
Complaints Committee	20
Appeals Committee	20
Committee Composition.....	20
Standards and Executive Reviews	23
Monitoring Process.....	23
Structure of the Executive Review.....	23
Policy Monitoring and Review	24
Monitoring	24
Review	24
Appendix 1: Reserved Matters.....	25
Members	25
Trustees	25
Appendix 2: Policies	26
Trust Board Approval.....	26

Policy Committee 26

Finance Committee 26

Audit and Risk Committee 26

Pay, People and Performance Management Committee 26

Delegation and Powers of Trustees

Trusteeship is a personal office of trust and responsibility, and this cannot be transferred to another individual. However, to ensure the proper management of the Trust and schools, the Trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

It is for the Board of Trustees to determine what decisions it will take for itself, what will be delegated to committees, working groups or individual Trustees (e.g. the Chair) and what will be delegated to the Chief Executive Officer (CEO) and the Chief Finance Officer (CFO). The Trustees must also consider when and from whom they should take professional advice.

In determining whether delegation is appropriate, the Trustees shall have regard to the following principles:

- non-executive powers must be exercised by the Trustees personally and may not be delegated.
- except when it is impracticable to do so, executive powers should be delegated to the CEO and the CFO, who may authorise further delegation.
- every act of delegation is only a delegation of powers and does not relieve the Trustees of responsibility.

The Trustees must not delegate any of the powers listed in Appendix 1 which are reserved to the Members and/or the Trustees (Reserved Matters).

Chair's Action Between Meetings of the Board of Trustees

No individual Trustee is empowered to make decisions on behalf of the Trust outside any specific authority set out in this Scheme of Delegation. However, as an exception, the Chair of Trustees can make a decision as a single trustee when a delay in doing so would be:

- seriously detrimental to the interests of the Trust and of its schools, and
- it would not be possible to postpone the decision to a meeting of the Board of Trustees (which the Chair can convene with less than seven clear days' notice, if necessary, provided the Trustees will have sufficient time to receive and give due considerations to relevant documents relating to the decision.

The following types of decision cannot be made by 'Chair's action': decisions related to admissions, approvals of financial spend over £xxxxxxxxxx; decisions on executive pay.

Intervention Rights

Intervention in Times of Concern

The Board of Trustees remains ultimately responsible for the Trust and the conduct of the schools. The operation of the various elements of governance outlined in the Governance Framework and the Governance Scheme of Delegation are crucial to its success. However, there will be circumstances (more the exception than the norm) where the Board of Trustees might need to intervene and, for example, grant or withdraw delegated authority for a particular element of governance.

In such circumstances the Board of Trustees, along with the CEO, would work closely with any school or schools concerned and those involved in their governance who would be expected to promptly implement any advice or recommendations made by the Board of Trustees and the CEO.

The Board of Trustees reserves the right to review or remove any power or responsibility which it has delegated, in particular in circumstances where serious concerns in the running of a school or schools are identified (either internally within the Trust or by a third party), including where:

- there are concerns about financial matters;
- insufficient progress is being made against educational targets (including where intervention by the Secretary of State is being considered or carried out);
- there has been a breakdown in the way the school is managed or governed;
- the safety of pupils or staff is threatened, including a breakdown of discipline; or
- the Board of Trustees considers such removal of power or responsibility appropriate in all of the circumstances.

The Delegated Budget

In line with their duties and responsibilities as Trustees, and irrespective of the delegations set out in the Governance Scheme of Delegation, the Board of Trustees shall be entitled to determine that a proportion of the budget in respect of the school be held centrally for the following reasons:

- to be allocated to the provision of central services received by the school;
- in pursuance of the Trust's reserve policy; and / or
- as otherwise may be determined by the Board of Trustees acting reasonably and in the best interests of the Trust.

Overview of Roles

Members

The Members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective. The Members agree the Trust's Articles of Association, appoint Trustees and appoint the Trust's external auditors.

Trustees

Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the Articles of Association and its Funding Agreement are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions. The Board of Trustees must approve a written scheme of financial delegation and if they choose to delegate to Board Committees and Academy Committees (LGBs), must approve a written scheme of delegation and committee terms of reference.

Trust Board Committees

Trustees delegate some governance functions to Board Committees, one of which must include audit and risk which advises on the adequacy of the Trust's controls and risks. Board committees must have at least three Trustees in membership, and Trustees must be in the majority for voting purposes; it is usual for the Board of Trustees to appoint board committee chairs and committee members according to their skills.

Local Governing Bodies

Trustees delegate some governance functions to Local Governing Bodies; the Articles of Association do not require Trustee membership of LGBs and by committing to the separation of individuals on each tier in the governance structure, Trusts are able to demonstrate transparent decision making and prevent bias and conflicts from emerging, thus strengthening the governance checks and balances within the Trust. In certain circumstances Trustees will approve the appointment of the Local Governing Body Chair. Trustees will appoint the majority of LGB members.

Link Trustees and Local Governors

Trustees delegate some functions to Trustees and, through the LGBs, Local Governors to take the lead on an area of the Trust's statutory responsibilities or to help monitor a specific improvement priority. This can be an opportunity to utilise an individual's experience and skill set. Link Roles do not remove the Board of Trustees' collective responsibility. As such, the Board of Trustees should ensure that the assignment of Link Roles is an item on the agenda of full Trustee / Local Governing Body and committee meetings as appropriate, so that all members of the Board of Trustees remain informed. Details and assignment of Link Roles are available on the Trust and school's websites.

Chief Executive Officer

Trustees delegate the day-to-day management of the Trust to the Chief Executive Officer (CEO), line managing them in line with the Trust's Performance Management Policies. The CEO will be responsible for the leadership and management of the Trust Central Team and the schools' Headteachers and will report to the Trust Board and its committees.

Headteachers

The CEO delegates the day-to-day management of the Trust's schools to Headteachers, line managing them in accordance with the Trust's performance management policies.

Delegation

Delegation Grid

Reading the Grid
✓ - governance function and decision making is at this level
C - to be consulted prior to decision being made

Governance Function		Members	Trust Board & Committees	CEO	Gov Prof	Local Governing Bodies	Headteacher
Governance framework: people	Members: appoint/remove	✓					
	Trustees: appoint/remove	✓	✓				
	Parent / Staff LGB members: appoint when elected		✓				
	Board committee chairs: appoint and remove		✓				
	Named safeguarding trustee: appoint and remove		✓				
	LGB chairs: appoint/elect		✓			✓	
	LGB members: appoint and remove		✓				
	Clerk to board: appoint and remove		✓				

Governance Function		Members	Trust Board & Committees	CEO	Gov Prof	Local Governing Bodies	Headteacher
	Clerk to LGBs: appoint and remove		✓			✓	
Governance framework: systems and structures	Articles of association: review and agree	✓			C		
	Governance structure for the trust: establish and review annually		✓		C		
	Committee terms of reference and scheme of delegation: agree annually		✓		C		
	Annual schedule of governance business: agree		✓		C	✓	
	Self-review of trust board and committees: complete bi-annually		✓		C		
	Self-review of LGBs: complete bi-annually				C	✓	
	Chair's performance: carry out 360° review periodically		✓		C		
	Trustee/LGB member contribution: review annually		✓		C	✓	
Governance framework: reporting	Publish governance arrangements on trust and schools' websites: ensure			✓	C		
	Annual report on the performance of the trust: submit to members and publish		✓		C	C	
	Self-review/external review of board effectiveness: submit to members		✓		C	C	
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓		C		
	ESFA required reports and returns submit		✓				

Governance Function		Members	Trust Board & Committees	CEO	Gov Prof	Local Governing Bodies	Headteacher
	Annual report of LGB: submit to trust and publish					✓	
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	C	C		
	Determine school level policies: approve				C	✓	C
	Management of risk: establish register, review and monitor		✓	C		C	
	Engagement with stakeholders: ensure		✓	✓		✓	✓
	Determine trust's vision, strategy and key priorities: approve		✓	C		C	
	Determine schools' vision, strategy and key priorities: approve			✓		C	C
	Chief executive officer: appoint and dismiss		✓				
	Accounting officer: appoint and dismiss		✓				
	Deputy chief executive officer: appoint and dismiss		C	✓			
	Headteachers: appoint and dismiss		C	✓		C	
	Budget plan to support delivery of trust key priorities: agree		✓	C			
	Budget plan to support delivery of schools' key priorities: agree			✓			C
	Trust's staffing structure: agree		✓	C			
Schools' staffing structure: agree			✓		C	C	

Governance Function		Members	Trust Board & Committees	CEO	Gov Prof	Local Governing Bodies	Headteacher
Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C	C		
	Monitoring progress on key priorities: agree reporting arrangements		✓	C	C		
	Performance management of the chief executive: undertake		✓				
	Performance management of HTs: undertake			✓		C	
Financial oversight	External auditors: appoint	✓					
	Chief financial officer: appoint		C	✓			
	Trust's scheme of financial delegation: establish, monitor and review		✓	C			
	External auditors' report: receive and respond		✓				
	CEO pay award: agree		✓				
	Headteachers' pay award: agree			✓			
	Staff appraisal procedure and pay progression: review and agree		✓	C			
	Benchmarking and trust wide value for money: ensure robustness			✓			
	Monitoring budget: agree reporting		✓	C			

Other Areas of Delegation

Policies

Statutory policies and/or procedures are approved by the Board of Trustees but will be delegated to Committees where possible. Should delegated policies require amendments, the policy will be referred to the Board of Trustees with recommendations for approval. Otherwise, the Committees can approve the policies for a further review period.

Statutory policies and/or procedures which require approval and adoption and have been delegated to committees and others are recorded in Appendix 2.

The Policy Register will confirm the delegation of all non-statutory policies and/or procedures.

Governance Documentation

Preparation of the Governance Framework and general governance guidance based on the Trust's Articles of Association, legislation, DfE statutory and informal guidance and Trust's Policies and Procedures is delegated to the Chair and Vice Chair of the Trust Board, CEO and Governance Professional.

Link Trustees for Schools

The Link Trustee for each school will:

- Attend the termly Executive Review.
- Review each LGB meeting agenda, supporting papers and resulting minutes.
- Attend at least one LGB meeting per academic year.
- Be part of the circulation of any LGB notification.
- Visit the school during the school day at least once per academic year.

LGB Chairs

The LGB Chairs shall contact the Headteacher at least 2 weekly to build a good relationship that is clear to all colleagues and will:

- Allow both to work well together, prioritising the best interests of the school.
- Encourage a culture of openness, support and challenge throughout the school.
- Allow the Chair to act as a critical friend, offering challenge and support.
- Help everyone to recognise the role of the LGB in the school's leadership.

The LGB Chair will

- Monitor the Headteacher's and SLT's wellbeing and CPD.
- Monitor the effective and efficient performance management of school staff.

- Review admissions oversubscriptions and mid-term admissions.
- Agree and review equality objectives.

Link Roles

Appointments to the following Link Roles are agreed at the Board of Trustees and Local Governing Body Meeting 1 annually. Other Link Roles can be created by the LGB following consultation with the CEO depending on areas of school improvement.

- Safeguarding: Trustee and Local Governor(s) in each school
- SEND, Special Groups, Equality, Inclusion: Trustee and Local Governor(s) in each school.
- Attendance: Trustee
- Finance, Risk Management, Estate Management, Health & Safety: Local Governor in each school
- Quality of Education: Local Governor(s) in each school
- EYFS: Local Governor in primary schools
- Sixth Form: Local Governor in Thomas Adams and William Brookes schools
- Behaviour and Attitude and Attendance: Local Governor(s) in each school
- Personal Development: Local Governor(s) in each school
- Careers: Trustee and Local Governor in secondary schools and sixth forms.
- Stakeholder Engagement: Local Governor(s) in each school (normally a Staff Local Governor)
- Sustainability and Environment: Local Governor(s) in each school (normally a Staff Local Governor)
- Adams House: Trustee and Thomas Adams School Local Governor

Terms of Reference Members, Board of Trustees and Committees

Members

- Appoint/remove Members.
- Appoint/remove Trustees.
- Agree and review the Articles of Association.
- Review the performance of the Board of Trustees.
- Appoint the External Auditors.

Board of Trustees

- Conduct the activities of Trust in accordance with the objects as set out in the Articles of Association and safeguard the assets of the Trust.

- Ensure clarity of vision, ethos and strategic direction, communicating the vision for the Trust and its application at both Trust and school levels.
- Determine the corporate planning and strategy for Trust and its schools.
- Ensure management of the Trust in accordance with the Articles of Association, Funding Agreements, legislation and Department for Education (DfE) guidance.
- Identify, quantify and devise systems to minimise the major risks affecting the Trust.
- Oversee the financial performance of the Trust and ensure Trust wide value for money.
- Determine financial controls and management in accordance with the Articles of Association, Funding Agreements, legislation and Department for Education (DfE) guidance.
- Determine the schools' admissions policies and arrangements, in accordance with legislation and DfE codes of practice.
- Delegate of running the schools and direct the education, pastoral care, financial and other policies of the schools to the CEO in accordance with the Articles of Association, Funding Agreements, legislation and DfE guidance.
- Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff.
- Determine standards of conduct and values, monitor performance and the achievement of objectives, and ensure that plans for improvement are acted upon.
- Determine the Schemes of Delegation for governance, financial control and educational performance and withdraw delegated powers if necessary.
- Ensure that processes are in place for the appointment/election of committee members, including Local Governing Bodies.
- Ensure the Trust and schools are conducted in compliance with the general law.
- Remove a local governor, following a review, if it is considered in the best interests of the Trust.

Appointments Committee

- Ensure the delivery of the Trust's vision through quality of appointments to governance roles.
- Advise, and act on behalf of the Board of Trustees as required, in relation to membership of the Board, its Local Governing Bodies and its other committees.
- Appoint Local Governors, including confirmatory appointments of elected parent and staff Local Governors.
- Advise the Board of Trustees, in the case of co-options, and Members on Trustee appointments if requested.
- Make recommendations, if required, to the Board of Trustees on other matters relating to governance appointments, such as the size and structure of committees.

Finance Committee

General Responsibilities:

- Consider and make recommendations on the strategy for the Trust.

- Monitor and make recommendations on the financial affairs of the Trust, in the light of the financial effectiveness of the schools and their progress, achievements, objectives, performance indicators, opportunities and threats and any other relevant matters.
- Review and approve a realistic three-year financial plan, taking into account the Trust's vision, known risks and opportunities.
- Present an annual balanced budget to the Board of Trustees for approval.
- Regularly monitor actual expenditure and income against budget.
- Ensure the Annual Report and Accounts are produced in accordance with the requirements of the relevant legislation and DfE guidance.
- Review and act upon any issues identified by benchmarking against similar trusts, internal or external scrutiny.
- Authorise the award of contracts as agreed within the Finance Procedures Manual.
- Determine the extent of the services provided to the schools by the Trust Central Team and how the costs should be allocated.
- Oversight of the effectiveness of the delivery of centrally provided services.
- Consider proposals for amendments to major operational systems.
- Recommend to the Board of Trustees proposals for the use of any budget surplus, including investments.
- Consider such issues as the CEO or CFO or any Committee Member may wish to raise unless the Chair considers the subject inappropriate for any reason and, in particular, matters relating to individuals which are confidential and/or should be dealt with through management accountability.
- Develop a Charging and Remissions Policy and a strategy for revenue generation for the Trust.
- Determine, following consultation with Thomas Adams LGB, Adams House Boarding Fees.
- Keep under regular review, at least annually, any policies referred to it.
- To consider other matters as requested by the Board of Trustees.

Trust and School Services:

- Monitor and review arrangement and costs of cleaning and grounds maintenance.
- Review on an annual basis, the catering services throughout the Trust and ensure school lunch nutritional standards are met paying special attention to the Adams House catering services.

Premises and Health & Safety:

- Develop an estate/premises management strategy for the Trust and schools that will identify the suitability of buildings and facilities, considering long-term needs, and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard and accessible.
- Ensure that inspections of the Trust's premises and equipment take place (annually and at appropriate intervals) and a report is received identifying any issues.
- Ensure appropriate registers of assets are maintained.
- Prepare a Health and Safety Policy for approval by the Board of Trustees.

- Ensure Health and Safety Regulations are followed throughout the Trust and schools.
- Review the Trust's and schools' accessibility plan.
- Receive an annual Health and Safety audit report and monitor any arising actions.
- Receive regular reports on accident statistics, near misses, incidents of violence or aggression, First Aid /medical treatment of staff and pupils.
- Ensure that a process is in place to approve educational visits, ensuring that Health and Safety planning and risk assessments have been undertaken for them.
- Monitor the Health and Safety training that Trustees, Local Governors and staff undertake.
- Ensure preparation of disability statement (to meet requirements of DDA or 3-year DDA plan)
- Approve/recommend within the agreed authorisation levels, the allocation of School Condition Allocation funds and monitor projects to completion.

Audit and Risk Committee

General Responsibilities:

- Ensure adequate insurance is arranged to comply with the Trust's legal obligations, Trust and schools' assets and activities.

External Audit:

- Review the Trustees' Report and draft accounts and at the completion of the annual audit and to recommend their adoption by the Board of Trustees.
- Discuss with the External Auditors, without management being present, the remit given to them, any problems arising from the audit, including accounting and audit judgements, levels of errors identified and other issues that emerged during the audit.
- Review the External Auditors' draft letter of representation and to recommend its signature by the Chair of the Board of Trustees.
- Review the management letter and management's proposed response to the audit findings.
- Review with management the External Auditors' performance and value for money.
- Recommend the re-appointment of the External Auditors or the institution of a fresh tendering exercise to the Board of Trustees.
- Report the findings of the Committee to the Board.
- Report at once to the Chair of the Board of Trustees any serious concerns of suspected fraud or misconduct.

Internal Audit:

- Approve the appointment or termination of appointment of the internal auditor in line with the options available under DfE and ESFA guidance.
- Review and approve the role and mandate of internal audit, monitor and review the effectiveness of its work, and annually approve the internal audit agreement ensuring it is appropriate for the current needs of the Trust.

Risk Appetite, Tolerance and Strategy:

- Review of Risk Register at each meeting.

- Advise the Board of Trustees in agreeing the Trust's overall risk appetite, tolerance and strategy, and the principal and emerging risks the Trust is willing to take to achieve its long-term strategic objectives.
- Advise the Board of Trustees on the likelihood and the impact of principal risks materialising, and the management and mitigation of principal risks to reduce the likelihood of their incidence or their impact.
- Advise the Board of Trustees on the risk aspects of proposed changes to strategy and strategic transactions including acquisitions or disposals, ensuring that a due diligence appraisal of the proposition is undertaken, focussing on implications for the risk appetite, tolerance and strategy of the Trust, and taking independent external advice where appropriate and available.

People, Pay and Performance Management Committee.

People:

- Consider and advise the Board of Trustees of changes to employment legislation.
- Review the staffing and salary structure of the Trust Central Team, liaising with the Finance Committee, ensuring that it meets the requirements of the Trust development plan, and is affordable.
- Monitor and ensure the Board of Trustee's approach to pay and benefits is transparent, proportionate and justifiable.
- Comply with statutory requirements to publish Trust staff rates of pay and benefits.
- Monitor staff work-life balance, working conditions and wellbeing, including staff absence rates.
- Ensure that staffing procedures (including recruitment procedures) comply with equality legislation and safer recruitment practice.
- Ensure legal requirements for ECT induction is complied with.
- Monitor the provision of staff training and CPD, ensuring sufficient budget is allocated.
- To monitor staff discretionary payments and consider payments which require ESFA approval.

Pay

- Recommend Pay Policy for approval by the Board of Trustees.
- Determine annually, as required by the School Teachers Pay and Conditions regulations and within the scope of the adopted Performance Management and Pay Policies and the salaries budget adopted by Board of Trustees, the recommendations of the CEO for pay progression and gradings for staff employed at the Trust Central Scheme and schools where applicable.
- Determine annually, as required by any appropriate regulations, agreements and other advice issued, and within the scope of the adopted Performance Management and Pay Policies and the salaries budget adopted by Board of Trustees the salaries and gradings of Trust Central Team, where applicable, and school support staff. Recommendations by the CEO will also be considered.
- To hear appeals from Trust staff in relation to pay progression and/or performance management including:
 - Any appeal by a member of staff against a recommendation of pay.
 - Any appeal by a member of staff against entries made within their performance review statement.

- Any appeal by a member of staff against the outcome of their threshold assessment application.

The decision of the Pay Committee is final.

Performance Management:

For all staff:

- Monitor the effectiveness of the Staff Performance process for Trust Central Team and school staff.

For the CEO:

- Select/appoint an external adviser to support the CEO's performance management process.
- Take advice from the appointed external adviser when agreeing objectives and reviewing the CEO's performance.
- Agree performance objectives with the CEO and determine the standards against which his/her performance will be assessed.
- Conduct the annual review of the CEO performance.
- Determine whether the outcome of the annual review of the CEO's performance meets the criteria for pay progression as covered under the adopted Pay Policy.

General

- Approve policies delegated by the Board of Trustees as detailed in the Scheme of Delegation.

Policies Committee

- Review at the recommended review time, unless otherwise required by legislative, regulatory or Ministry/Trust policy or procedural changes, the Trust's policies and procedures with a view to determining whether the policy or procedure meets Trust's needs and approve and/or recommend additions, revisions or deletions.

Local Governing Bodies

- Seek to understand and question how the school is led and managed, acting as a critical friend.
- Monitor and challenge how the school is fulfilling the Trust's ethos, vision, and strategy.
- Determine and review of the educational targets of the school, including but without limitation, determination of the School's Development Plan
- Monitor and challenge educational standards, reporting on concerns from the Key Performance Indicators (KPIs) to the CEO and Chair of the Board of Trustees.
- Ensure value for money is being achieved from school budgets.
- Assist in overseeing the Health and Safety of all students, staff and visitors; and ensure safeguarding for all students.
- To ensure the school is complying with Trust policies in respect of Safeguarding, Health and Safety and GDPR risk management.
- Represent the school's stakeholders and be their consultative body.
- Forge links with the community and provide a vehicle for Board of Trustees engagement with the school, its parents and local community, to help ensure that the Trustees stay connected.

- Act as an ambassador for the school.
- Bring any issues and risks to the attention of the Board of Trustees.
- Provide constructive feedback to the Board of Trustees where a policy may not be effective in the local context and suggest alternative approaches.
- Help ensure the Trust works as one entity, in the interests of all its schools equally.
- Deal with any other matters which the Board of Trustees may refer from time to time.
- Monitor, evaluate the quality and report to the Board of Trustees annually the impact of the Local Governing Body.
- Provide a consultative forum for the school for the implementation of new policies and procedures.

Staff Grievance Appeal Committee

- Hear relevant appeals arising from Trust's Grievance Policy.

Staff Discipline/Dismissal Committee

- Determine whether a member of staff should be sanctioned or dismissed under Disciplinary Policy and Procedure following the process outlined in the Policy and Procedure.
- Determine whether a member of staff should be dismissed under Trust's Capability Procedure following the process outlined in that Procedure.
- Determine whether a member of staff should be made redundant or dismissed due to ill health following the process outlined in the Capability Procedure.

Pupil Suspension/Permanent Exclusion Review Committee

- Consider whether it would be appropriate to exercise its discretion to allow a suspended or permanently excluded pupil onto the school's premises for the sole purpose of taking an examination or test.
- Consider the reinstatement of a permanently excluded pupil.
- Review a suspension which would bring the pupil's number of school days suspension to more than 15 in a term.
- Consider representations from parents/carers following a suspension.
- Reconsider the reinstatement of an excluded pupil following recommendations from Independent Review Panel.
- Where serious concerns are raised about the level of discipline and behaviour in a school, to review evidence, action and policies which cover pupil discipline.

Complaints Committee

- Consider on behalf of the Trust any formal complaints which have not been resolved under Stage 2 of the Trust’s Complaints Policy following the process outlined in that Policy.

Appeals Committee

- Hear relevant appeals arising from the decision by the Board of Trustees, Committee, Local Governing Body, individual Trustee, the CEO, Headteacher or a member of Trust Central Team, in whom any executive power has been vested, which it is not the responsibility of any other committee to hear.
- The process and procedure will be determined by the Governance Professional following reference to relevant policies and procedures.

Committee Composition

Committee	Membership	In Attendance
Appointments	3 Trustees: Chair and Vice Chair unless due to the position, specific expertise held by a Trustee is relevant to an appointment being considered.	Governance Professional and/or Governance Support Coordinator.
Finance	4 Trustees (Quorum 3 Trustees)	CEO, DCEO and CFO Governance Professional and/or Governance Support Coordinator.
Audit and Risk	4 Trustees (Quorum 3 Trustees)	CEO, DCEO and CFO Governance Professional and/or Governance Support Coordinator.
People, Pay and Performance Management	5 Trustees (Quorum 3 Trustees)	CEO, DCEO and HR Director Governance Professional and/or Governance Support Coordinator.
Policies	4 Trustees (Quorum 3 Trustees)	CEO Governance Professional and/or Governance Support Coordinator.
Local Governing Bodies	Each LGB normally consists of 12 members, subject to natural turnover. To address a particular challenge or govern in a particular	Governance Professional and/or Governance Support Coordinator/Governance Support Administrator. Senior Leadership Team.

	<p>context the Trustees, advised by the CEO, may appoint additional members. Membership comprises the following:</p> <ul style="list-style-type: none"> • the Headteacher; • two elected parents or guardians of a pupil at the school (parent local governors); • for all schools judged either as good or outstanding, up to two employees of the school, comprising one teaching staff member and one support staff member elected by employees of the school, who will be known as staff local governors, and • such other members as the Trustees decide. <p>(Quorum: one third of the total number of Local Governors in office at that time (rounded up to the nearest whole number).)</p>	School Link Trustee / Chair of Trust Board / CEO / Deputy CEO / Representative of the Board of Trustees.
Staff Grievance Appeal	3 Trustees (no Trustee who is employed at the Trust shall be a member)	Independent HR advisor (internal or external) Governance Professional and/or Governance Support Coordinator Others in accordance with the relevant Policy
Staff Discipline/Dismissal	3 Trustees (no Trustee who is employed at the Trust shall be a member)	Independent HR advisor (internal or external) Governance Professional and/or Governance Support Coordinator. Others in accordance with the relevant Policy/Procedure
Pupil Suspension/Permanent Exclusion Review	3 Trustees or Local Governors (no Trustee or Local Governor who is employed at the Trust shall be a member.)	Governance Professional and/or Governance Support Coordinator/Governance Support Administrator. Others in accordance with statutory DfE guidance
Complaints	3 Trustees or Local Governors (no Trustee or Local Governor who is employed at the Trust shall be a member.)	Governance Professional and/or Governance Support Coordinator. Others in accordance with the Complaints Policy

Appeals	3 Trustees or Local Governors (excluding any Trustee or Local Governors who is employed at the Trust shall be members)	Governance Professional and/or Governance Support Coordinator. Others in accordance with the relevant Policy/Procedure
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Membership of the Appointments, Finance, Audit and Risk and People, Pay and Performance Management and Policies Committees shall be appointed annually at the Meeting 1 of the Board of Trustees.

Members of the Local Governing Body serve a term of 3 years from appointment/election (except the Headteacher who is ex-officio). Refer to Framework for Governance for details of appointment/election and re-appointment/re-election.

Membership of all other Committees shall be agreed by the Trust Chair/Local Governing Body and Governance Professional considering the reason for the meeting and conflicts of interests of potential members.

The Chair of Finance, Audit and Risk, People, Pay and Performance Management and Policies Committees shall be appointed annually at the first meeting of the Committee.

For good/outstanding schools, the Local Governing Body Chair and Vice Chair are appointed by the Local Governing Body; otherwise, the Chair and Vice Chair are appointed by the Trustees. The term of office of the Chair and Vice Chair is two years, and the Chair and Vice Chair are eligible for reappointment at the end of that term. The Trustees are entitled to remove the Local Governing Body Chair and / or Vice Chair from office at any time, without prejudice to the individual's position as a Local Governor.

For Staff Grievance Appeal, Staff Discipline/Dismissal, Pupil Suspension/Permanent Exclusion Review, Complaints and Appeals Committees the most experienced member shall be nominated as Chair by the Governance Professional.

Should a vacancy arise on the Appointments, Finance, Audit and Risk and People, Pay and Performance Management, Policies Committees a successor shall be appointed by the Chair of Board of Trustees in consultation with the CEO and Governance Professional and serve until the next annual review.

Quorum of a Committee shall be 3 members unless stated above.

For all Committees, the Chair of the Committee may invite a Trustee, Local Governor, member of the Trust Central Team or school SLT to attend a specific meeting.

Standards and Executive Reviews

Monitoring Process

Throughout each term there will be three main monitoring activities from the Trust Executive: Standards Review, Line management or Check in meetings and Executive Review. The outcome of this monitoring will determine the level of school support needed to drive improvement. The three categories of support will be: Self Directed, Co Designed and Centrally Supported

- Standards Review takes place in the first few weeks of each term. It involves a minimum of one whole day on site carrying out informal and formal observations and meetings. There will be a combination of learning walks and book scrutiny. This review will inform Check in discussions with Headteachers and provide evidence to support Executive reviews.
- Line management or Check ins will take place on a regular basis. The regularity may vary depending on current need in school. The level of need will be determined in the Executive review. A written record is expected for each Check In and should be available to both the CEO and Headteacher.
- The Executive Review is a meeting after the half term holiday in each term. The meeting should be attended by the CEO/Deputy CEO, Headteacher, the Chair of Local Governing Body and representatives from the Trust Board. In the meeting The Headteacher will present their reflections on the School Overview File. They will at the end of their presentation state what level of support they feel they need under three categories. Self Directed, Co Designed, Centrally Supported. The Executive may challenge the level of support based on the Standards Review and Check ins

Structure of the Executive Review

Attendees: Headteacher, Chair of Local Governing Body, Chief Executive Officer or Deputy, Trustee representative, School Link Trustee

Date: The Executive Review should be completed in the second half of each term within three weeks of the half term.

Roles: Headteacher - will present their School Overview File (SOF). The priority will be the Education Running Record (ERR). The SOF should be updated at the end of each half term. The ERR should be RAG rated in each area. The Headteacher will present the current performance of the school based on their review of the school over the course of the preceding term/year. There is no set format for the presentation, it could be verbal but may also have slides or visuals that support points being made. The Headteacher may ask for questions to be left until the end of each section of their presentation or throughout. At the end of the presentation the Headteacher should state the support category they feel the school requires.

Chair of Local Governing Body – Support for the Headteacher and an observer to ensure that the full picture for the school is fully understood. There should be no surprises for the Chair as the SOF will have been presented at LGB meetings. The Chair may provide supporting comment or challenge points if unclear.

CEO/ Deputy CEO – To ask questions to gain clarity on points made under each area of the Ofsted Framework. Quality of Education, Behaviour, Personal Development, Leadership and Management.

Trustee - To ask questions any supplementary questions to gain clarity on points made under each area of the Framework.

Timing: The meeting should take around 90 minutes. The meeting will be scheduled on the school site or a mutually agreed location.

Policy Monitoring and Review

Monitoring

The Chief Executive Officer and Governance Professional will monitor the outcomes and impact of this Governance Scheme of Delegation on an annual basis.

Review

The Board of Trustees reserve the right (in its absolute discretion) to review and alter this Governance Scheme of Delegation and the level of delegated responsibility at any time, noting that it is reviewed annually. Whilst the Scheme cannot take the form of a legally binding contract between the Trust and schools and is subject to the overriding duty on the Board of Trustees to act freely and in the best interest of the Trust and schools, in so far as the Board of Trustees is able, it agrees to abide by the provisions of it and will consult on any significant changes.

Responsible Persons	Chief Executive Officer and Governance Professional
Relevant Guidance/Advice/Legal Reference	Articles of Association DfE Statutory and Informal Guidance eg Governance Handbook, Academy Trust Handbook
Governance Scheme of Delegation Adopted By	Trust Board
Consultation	Local Governing Bodies
Date of Governance Scheme of Delegation	November 2023
Review Period	Annually
Date of Next Review	September 2024

Appendix 1: Reserved Matters

Members

(Subject to such other consents / requirements as might be required by law or the Funding Agreement.)

- To change the name of the Trust.
- To change the Objects (which would require Charity Commission and Secretary of State consent in any event).
- To change the structure of the Board of Trustees.
- To amend the Articles of Association.
- To pass a resolution to wind up the Trust or schools.
- To appoint the auditors (save to the extent that the Trustees may make a casual appointment).

Trustees

(Subject to such other consents / requirements as might be required by law or the Funding Agreement.)

- To change the name of a school.
- To determine the educational character, mission or ethos of the Trust and school.
- To adopt or alter the terms of reference and constitution of any committee of the Board of Trustees.
- To terminate a supplemental funding agreement for a school.
- To establish a trading company.
- To sell, purchase, mortgage or charge land.
- To approve the annual estimates of income and expenditure (budgets) and major projects.
- To appoint investment advisors.
- To sign off the Annual Report and Accounts.
- To appoint or dismiss the Company Secretary or the Clerk to the Trustees.
- To settle the division of executive responsibilities between the Trustees on the one hand and CEO, the Headteachers and the Finance Director on the other hand, and to settle the division of executive responsibilities between those individuals.
- To do any other act which the Funding Agreement expressly reserves to the Board of Trustees or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part of it).
- To do any other act which the Articles expressly reserve to the Board of Trustees or to another body.
- To do any other act which the Board of Trustees determine to be a Reserved Matter from time to time.

Appendix 2: Policies

Trust Board Approval	Policy Committee	Finance Committee	Audit and Risk Committee	Pay, People and Performance Management Committee
<ul style="list-style-type: none"> • Accessibility • Admissions • Conflicts of Interest • Careers Guidance: Careers Programme • Careers Guidance: Provider Access Statement • Children with Health Needs • Early Career Teachers • Equality Policies • Equality Objectives • First Aid • Health and Safety • Online Safety • Protection of Pupil's Biometric Information • Safeguarding and Child Protection • SEND • Prevent • Whistleblowing 	<ul style="list-style-type: none"> • Allegations of Abuse Against Staff • Behaviour and Principles • Complaints • Data Protection • Freedom of Information • EYFS • Supporting Children with Medical Needs • Relationship, Sex and Health Education • Suspensions and Permanent Exclusion 	<ul style="list-style-type: none"> • Charging and Remissions • Premises • Governance Expenses • Investment • Reserves • Financial Procedures • Competitive Tendering 	<ul style="list-style-type: none"> • Bribery and Anti-Fraud • Gifts and Hospitality 	<ul style="list-style-type: none"> • Capability • Grievance • Pay • Performance Management • Staff Code of Conduct • Staff Disciplinary