

Exeter Learning Academy Trust

Scheme of Governance and Delegation



Contents

1.	Introduction.....	3
2.	The Role of the Members.....	4
3.	The Role of the Trustees	5
4.	The Role of the Local Governing Bodies.....	7
5.	The Role of the Chief Executive Officer	7
6.	The Role of the Accounting Officer	8
7.	The Role of the Chief Finance Officer.....	9
8.	The Role of the Company Secretary and Trust Clerk.....	10
9.	The Role of the Headteachers of the Academies.....	11
10.	The relationship between the Trustees and senior staff in general.....	11
11.	Annex A - Trustee Role Profile and Person Specification.....	12
12.	Person Specification for Local Governor	14
13.	Annex B - Trustee Code of Conduct	16
14.	Annex C – Terms of Reference for Trustees	20
15.	Intervention Rights	27
16.	Annex D - Terms of Reference for the Trust Board Education, Inclusion and Safeguarding Committee (EIF).....	28
17.	Annex E - Terms of Reference for the Trust Board Finance and Resources Committee (FR).....	30
18.	Annex F- Terms of Reference for the Chairs’ Forum (CF).....	34
19.	Annex G - Terms of Reference for the Trust Board Audit and Risk Committee (AR) 36	
20.	Annex H - Terms of Reference for the Trust Board Remuneration Committee (RC) 40	
21.	Annex I - Pupil’s Discipline Committee. (PDC) - Exclusions.....	42
22.	Annex J - Staff Discipline Committee (SDC)	42
23.	Annex K - Staff Appeals Committee (SAC)	42
24.	Annex L - Local Governor Role Profile and Person Specification	43
25.	Annex M - Code of Conduct for members of the Local Governing Body	47
26.	Annex N - Terms of Reference for the Local Governing Body	51
27.	Annex N - Local Governing Body Remuneration Committee Terms of reference... 58	
28.	Scheme of Delegation	59
29.	Scheme of Financial Delegation.....	69
30.	Annual Cycle	72
31.	Policy Checklist	75

1. Introduction

Exeter Learning Academy Trust (referred to herein as the **Trust**) was established on the 1st January 2017. The Trust is a multi-academy trust and operates and maintains a number of academies.

This Scheme of Delegation (**Scheme**) has been made by the Trustees of Exeter Learning Academy Trust (**Trustees**) to set out a framework under which the Academy Trust is governed and managed, and in particular:

- how the individuals which are involved in the governance of the Trust work together effectively;
- the roles and responsibilities across all layers of governance;
- the relationship between the Trustees, the local governing bodies (**LGBs**) and the Executive Team; and
- how the Trustees ensure compliance with the various legal and regulatory requirements placed on them.

This Scheme shall be reviewed by the Trustees annually and in doing so, the Trustees shall have regard to any new legislation or guidance affecting the provisions of these documents.

This Scheme may be altered, added to or repealed by a majority resolution of the Trustees and the Trustees will have regard to any representations of the LGB.

A copy of this Scheme will be given to the Members of the Academy Trust, every Trustee, each member of a LGB (**Local Governor**), the Chief Executive Officer (**CEO**), the Chief Finance Officer (**CFO**), the Head Teachers of the Academies operated by the Trust and the Trust Clerk.

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity. Its constitution is its Articles of Association (**Articles**). The Objects of the Academy Trust (the purposes it exists to further) are:

"to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools ("the Academies") offering a broad and balanced curriculum; and

to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants."

The Academy Trust is responsible for existing schools and any schools that join the Academy Trust in the future (each an **Academy** and together the **Academies**).

The Academy Trust has entered into a master funding agreement and separate supplemental funding agreements for each Academy under section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the Academies (**Funding Agreement**).

The Funding Agreement places a number of requirements on the Academy Trust including the requirement to comply with the Department for Education's (DfE) academies financial handbook (**Academies Financial Handbook**).

There are a number of roles involved in the running of any multi-academy trust and these are as follows:

- the Members;
- the Trustees;
- the CEO;
- executive staff (the CFO and School improvement officer **SIO**)

- LGBs: each Academy has an LGB formed by the Trustees as a committee of the Trustees. The members of the LGBs are called Local Governors; and
- the Head Teachers who have responsibility for the day to day running of their respective Academy.

2. The Role of the Members

The Trust is a company limited by guarantee and therefore has no shareholders. The highest tier of oversight is provided by the Members who in simple terms “own” the Academy Trust.

The role of the Members is laid out in the Articles and in company law. Their role as guardians of the Trust is to ensure that the charitable object is fulfilled and to conduct oversight of the Trust Board. Members have limited governance and day to day management responsibilities.

The Members key responsibilities are to:

- appoint the auditors;
- appoint up to 12 Trustees under Article 50
- re-appoint Trustees appointed under Article 50
- remove Trustees (provided that a specific procedure is followed which includes the right of the relevant Trustee to make representations);
- change the name of the Academy Trust;
- amend the Articles of Association of the Academy Trust; and
- receive the annual accounts.

The Members are required to provide a guarantee that if the Academy Trust were to be wound up and the assets did not meet all of its liabilities, they would contribute £10.

The Members will meet once a year at the annual general meeting (AGM) and on other occasions where necessary.

Members are appointed in accordance with Articles 12 to 18. There must be a minimum of three Members at any one time although the DfE's currently policy is that every academy trust should endeavour to have five Members with as many of the Members being independent of the Trustees as is reasonably practicable.

On appointment, all Members are required to complete a consent to be a Member form (attached at Appendix 1). The **Clerk** will update the register of Members as appropriate.

The Academies Financial Handbook requires the appointment of any new Member to be notified to the DfE via Get Information About Schools through the 'Secure Access' portal within 14 days of appointment to enable an assessment of his or her suitability.

3. The Role of the Trustees

The next tier of oversight is provided by the Trustees. The Trustees are responsible for the actions of the Trust and are appointed directors registered with companies house. The Trustees are held to account by the Members, the Secretary of State for Education and the wider community for the quality of education the pupils receive and the use of public money. The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and the Scheme of Delegation (SoD). The Trust Board is the accountable body for the performance of all Academies within the Trust and, as such, must:

- Ensure clarity of vision, ethos and strategic direction;
- Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff; and
- Oversee the financial performance of the Trust, ensuring financial probity and value for money.

Capacity of Trustees

Each Trustee is:

- a director of the Academy Trust; and
- a charity trustee.

The Trustees meet together as the Trust Board (**Trust Board**) to carry out their duties and functions. All Trustees are required to:

- follow the Seven Principles of Public Life set out by the Committee on Standards in Public life (referred to as "the Nolan Principles" and set out in Appendix 2);

comply with:

- the Articles;
- this Scheme;
- the requirements of charity law (including the Charities Act 2011) and company law (including the Companies Act 2006)
- ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of the Academy Trust;
- not misuse information gained in the course of their Trusteeship for personal gain, nor seek to use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations; and
- participate actively in the induction process and any relevant training.

Accountability of Trustees

The Trustees are chiefly accountable to:

- the beneficiaries of the Trust (pupils at the Academies and their parents) and to the local community for the quality of education and pastoral care at the Academies, for matters of health and safety and for safeguarding and promoting the welfare of the students;
- the DfE, the ESFA and specifically the Secretary of State under the terms of the Funding Agreement;
- the Secretary of State (in his or her role as principal regulator in respect of charity matters) for operating the Trust for the public benefit, for the prudent management of the Trust and its financial efficiency, and for compliance with legislation including charities legislation;

- the employees of the Trust for their working environment, and for compliance with the contract of employment and employment law requirements and matters of health and safety; and
- other regulatory authorities for compliance with regulated responsibilities to which the Trust and the Academies are subject.

Trustee Responsibilities

The Trustees are responsible for the governance and supervision of the Trust, its committees (including the LGBs) and the senior leadership team.

The Trust Board is permitted to exercise all the powers of the Trust. The Trust Board will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees have the following duties and responsibilities:

- To determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual academy and the needs of the communities they serve;
- To, in conjunction with the Chief Executive Officer, develop a strategic plan for the Trust and to ensure the effective communication of that plan so it can be implemented across the Trust;
- To establish and maintain the academies, including considering expansion of the Trust by taking in existing schools or opening new schools;
- To determine and ensure that policies and procedures are implemented that will provide a consistently high standard of education and financial probity across all the academies;
- To ratify the appointment of local Governor, including removing individuals who fail to fulfil the expectations of the role;
- To approve the overall Trust budget and the budgets of each academy, giving regard to any recommendations from the Finance Committee which will be responsible for thoroughly reviewing budget proposals.
- To appoint the Chief Executive Officer
- To provide challenge and support to the Chief Executive Officer
- To undertake the performance management of the Chief Executive Officer
- To ensure the Chief Executive Officer is overseeing the objectives and outcomes of each of the academies;
- To ensure appropriate performance management systems are in place and are effective across the Trust;
- To regularly receive and review KPIs from the academies;
- To oversee the delivery of benefits that collaborative working, common approaches and common systems will bring across the academies;
- To ensure that the Trust operates effective safeguarding and health and safety systems;
- To appoint the Chief Finance Officer;
- To undertake the performance management of the Chief Finance Officer;
- To ensure there are robust financial systems and procedures in place that are adhered to by the Trust and each academy;
- To oversee the performance and delivery of any service provided by the Trust to the academies;
- To ensure proper advice is available to the Trust with regards to legal and compliance matters;
- To maintain a comprehensive risk register and ensure appropriate risk management strategies are in place across the Trust.

4. The Role of the Local Governing Bodies

The Trustees will establish an LGB in respect of each of the Academies (although may, if desired, appoint one LGB in respect of two or more of the Academies). The LGB are made up of Local Governors operating under delegated powers from the Trust Board. They are constituted and operate under terms of reference which are set out later in this document. The Local Governing Body will be required to have a remuneration committee who meet once a year to agree staff pay (excluding the Headteacher's).

In summary, the role of the LGB is to:

- provide advice to the Trustees on the functioning of their Academy;
- act as a key link between the Trust, parents and the Academy community;
- provide challenge and support to the Headteacher and other senior leaders regarding the quality of education and standards of attainment and achievement;
- oversee the financial performance of the Academy and make sure money is well spent, ensuring that the funds allocated are used only in accordance with the law, the Trust's Articles of Association, the academy Funding Agreement and the ESFA's Academies Financial Handbook;
- continually review the overall impact of the Academy; and
- assist with monitoring the implementation of statutory academy policies.

5. The Role of the Chief Executive Officer

The Trustees may appoint a chief executive officer (CEO). The role of the CEO is to provide professional leadership, strategic management and direction for the Academy Trust and its Academies. Subject to the approval of the Members, the CEO is an ex-officio Trustee.

The CEO will report to the Trustees and shall comply with any reasonable direction by the Trustees when acting on the Academy Trust's behalf.

The CEO's role is:

- to support the Trustee Board in the formulation and development of its strategy;
- to work as an Executive Principal / Headteacher as required and to undertake designated work as defined by School Teachers Pay and Conditions;
- to ensure that all decisions made by the Board are implemented in a timely and effective manner;
- to actively promote the values of the Trust through actions, policies and procedures;
- to ensure striving for outstanding educational performance is embodied across the Trust;
- to provide direction and oversight to all of the Trust's operations;
- to line manage various staff members including each Headteacher and other staff who lead functional delivery areas that form part of the delivery of the Executive Team;
- to manage the central operations of the Trust and the delivery of the key objectives of the functions delivered by the Executive Team;
- to provide strong and effective leadership to the Trust staff to achieve the highest levels of performance and ensure a culture of continuous improvement;
- to work effectively with the range of external stakeholders, including communities, parents, government, funding and regulatory bodies;
- to ensure the highest standards of safeguarding and child protection are maintained across the Trust and in each academy;
- to oversee the effective management of risk within the Trust;

- to ensure, as Accounting Officer, robust financial systems are in place so that the Trust's funds are used properly, efficiently and effectively;
- to ensure the Trust's internal communications with staff, pupils, parents and governors are effective;
- to develop the relationship that the Trust has with the Secretary of State for Education (including also the Department for Education, the Education and Skills Funding Agency, the Regional Schools Commissioner and Ofsted);
- to develop strategic partnerships with other bodies and organisations, including service providers, which will further the Trust's strategic plan;
- to represent the Trust to key external partners, the media and the public on a national platform.

The CEO shall have the authority to direct the Headteachers in relation to operational and educational standards matters, particularly with regard to improving educational standards and matters which could adversely affect the financial position of the Academy Trust.

The CEO will formulate aims, objectives, policies and targets for the Trustees to consider, and will report to the Trust Board on progress at each meeting.

The Trustees may delegate such specific powers as they consider are required by the CEO for the carrying out of the above responsibilities.

6. The Role of the Accounting Officer

The CEO shall have the role of Accounting Officer as set out in the Academies Financial Handbook. The Accounting Officer is personally responsible to the Trustees for ensuring:

- regularity and propriety, that is dealing with money in accordance with applicable legislation, authority and rules and with fairness and integrity (including avoidance of personal gain);
- prudent and economical administration, which is concerned with securing value for money;
- avoidance of waste and extravagance;
- efficient and effective use of available resources; and
- the day to day organisation, staffing and management of the Academy Trust.

Included in the responsibilities of the Accounting Officer is a duty to take appropriate action if the Trustees (or the LGB) or the Chair is contemplating a course of action that the Accounting Officer considers would infringe the requirements of propriety or regularity (including the provisions of the Funding Agreement or other documents setting out the financial duties of the Trustees or of any other rules governing the conduct of the Trustees), or would not represent prudent or economic administration, or the efficient or effective discharge of the Trustees' functions.

The Accounting Officer shall be required to provide a statement on governance, regularity, propriety and compliance in the Academy Trust's annual report. The format of the statement is included within the Accounts Direction which is issued annually.

The Accounting Officer may delegate or appoint others, such as the Chief Finance Officer, to assist in carrying out these responsibilities.

7. The Role of the Chief Finance Officer

The Trustees shall appoint a Chief Finance Officer.

In accordance with the Academies Financial Handbook, the Chief Finance Officer is responsible for, along with a wider remit, the following responsibilities:

- the day to day management of financial issues;
- the preparation and management of the Academy Trust's budget;
- the maintenance of effective systems of internal control; and
- ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the Academy Trust.

The Chief Finance Officer is responsible for guiding the Trustees on financial, audit and charity accounting matters, as well as dealing with the day to day management of the financial position of the Academies and the maintenance of effective controls.

The Chief Finance Officer shall report to the Trustees, the Finance and Resources Committee and the Audit and Risk Committee at least termly.

Financial regulations manual

The financial regulations manual (Finance Manual), will be prepared by the Chief Finance Officer, and adopted by the Trustees, normally on the recommendation of the Finance and Resources Committee.

The purpose of the Finance Manual is to ensure that the Trust maintains and develops systems of financial control which conform with the requirements both of propriety and of good financial management.

The Finance Manual shall include:

- finance authorisation levels, which shall confirm the delegation of authority to key individuals up to a specified value;
- appropriate procedures to monitor cash requirements to ensure that the Academy Trust will not become overdrawn;
- a competitive tendering policy for larger purchases in accordance with the Academies Financial Handbook; and
- a capitalisation limit for assets.

The Chief Finance Officer will be responsible for preparing a policy for the disposal of assets for approval by the Trustees with a view to ensuring the best possible value is obtained from any disposal.

Budget approval

Each Academy will be expected to set a balanced budget for the year to the 31st August. This will be prepared in consultation with the CFO and LGB to ensure local needs are met and agreed by the end of May. The Trustees will then scrutinise and approve the final budget for submission to the ESFA by 30 June or within six weeks of receipt of the final funding letter.¹

The Chief Finance Officer shall be responsible for:

- establishing a written procedure and timetable for setting a budget in advance of each academic year including robust stakeholder management and communication as appropriate;
- setting the annual budget (including the assumptions on which it is based) for approval by the Trustees and for monitoring progress against it during the year;
- ensuring that all significant in year amendments to budgets are properly notified to the Trustees for approval;
- reporting to the Trustees on the accuracy of the assumptions which have been used; and
- reporting to the Trustees on the key financial performance indicators included in the budget.

The Trustees shall be responsible for approving the final audited accounts and the Academy Trust's accounting policies, as set out therein.

The Trustees shall ensure that they put in place procedures to review their own effectiveness and skills available in overseeing the Academy Trust's financial performance, and the soundness of its internal control.

¹ Please note that the Education Funding Agency's deadlines and requirements may change from time to time.

8. The Role of the Company Secretary and Trust Clerk

The Company Secretary is appointed and removed by the Trustees.

The Company Secretary is the chief administrator with respect to the Trust's administration affairs. If a Company Secretary is not appointed, then the Clerk to the Trustees is the chief administrator with respect to the Trust's administration and affairs.

The Trustees shall also appoint a Clerk (who may or may not also be the Company Secretary). The Clerk shall not be a Trustee (or a Headteacher). However, if the Clerk fails to attend a meeting of the Trustees, the Trustees may appoint any one of their number or any other person to act as Clerk for the purposes of that meeting.

The Clerk's role is to:

- work with chairs and executives to set agendas;
- ensure papers are collected and sent out 7 days in advance of a meeting;
- prepare minutes and distribute accordingly;
- provide guidance to boards regarding statutory requirements and update accordingly;
- ensure policies are reviewed in a timely manner;
- support boards in creating annual cycles;
- conduct skills audits and maintain training records of governors and Trustees;
- ensure information they have is not shared with anyone outside of the meeting; and
- take steps to protect against the risks of information stored electronically or on paper by:
 - uploading papers, minutes and agendas onto sharepoint, rather than sending by email;
 - using passwords where it is necessary for papers to be distributed by email;
- ensuring hard copies are not left unattended in an open office; and
- referring any Freedom of Information requests to the CEO;

9. The Role of the Headteachers of the Academies

The Headteachers are responsible to the CEO for:

- the internal organisation, management and control of his or her respective Academy;
- the implementation of all policies approved by the Trustees that relate to his or her respective Academy;
- setting the strategic direction of the school in line with the Trust's vision and values; and
- standards at his or her respective Academy.

The Trustees may delegate such additional powers and functions as they consider are required by each of the Head Teachers to enable them to carry out the above responsibilities.

10. The relationship between the Trustees and senior staff in general

The Trustees will support and oversee the work of the CEO and the Chief Finance Officer and hold them accountable for the authority that is delegated to them and how they exercise it. The Trustees will not without good cause and consultation (where practicable) interfere in the exercise of the CEO and Chief Finance Officer executive powers.

The Trustees must fully consider any views and proposals relating to any matter within the non- executive powers of the Trustees which may be submitted to them by the CEO or the Chief Finance Officer

The CEO and Chief Finance Officer maintain regular contact with the Chair and the Vice-Chair of Trustees and share all relevant information with them concerning the welfare and good reputation of the Academies and their community.

Any issues surrounding the performance of the CEO or the Chief Finance Officer should be raised directly with the Chair of Trustees, and likewise, any concerns the CEO or the Chief Finance Officer have over the Trustees or one of their number should be raised with the Chair (or the Vice-Chair in the case of the Chair).

As set out in the Trust's Articles of Association, the Trust Board establishes the LGBs and ensures that, as a minimum, two parents are elected or appointed to them. The Trust Board will determine what will be delegated to the LGBs.

11. Annex A - Trustee Role Profile and Person Specification

Role:	Trustee and Director of Exeter Learning Academy Trust
Location:	In and around the geographic area of Exeter
Hours:	Approx 10 meetings per year (Trust Board and Committees) Attendance at various other events taking place within the Trust
Salary range:	Voluntary
Term of office:	Four years

Purpose of the Role: The Trustees set the vision, ethos and strategic direction of the Trust, hold executive leaders to account, and oversee the financial performance of the Trust and the academies run by the Trust in the interests of current and future pupils, young people and the organisation.

Role Profile

The role of the Trust Board and the Trustees collectively is to:

- Provide strategic leadership that sets and champions vision, ethos and strategy;
- set a clear and explicit vision for the future;
- set and model strong and clear values and ethos;
- ensure the Trust's values are communicated and inculcated across the Trust;
- determine medium to long-term strategic goals, and development/improvement priorities for the Trust in conjunction with the CEO;
- determine the tolerance levels and risk appetite for the Trust ensuring they are aligned with strategic priorities and improvement plans;
- determine key strategic policies;
- approve the vision, ethos and strategic plan of each academy;
- approve key performance indicators/benchmarks and strategic goals for each academy;
- Ensure accountability within the Trust and to external stakeholders;
- conduct the performance management of the CEO;
- provide challenge and support to the CEO and other cross Trust senior leaders;
- determine and review reporting frameworks and information flows to ensure the Trust Board and the LGBs can fulfil their functions o build and maintain good relationships with key external stakeholders – including parents, local communities and relevant organisations (DfE, RSC, ESFA)
- ensure each academy conducts robust self-assessment and improvement planning with appropriate milestones
- ensure there are clear processes for overseeing and monitoring academy improvement
- ensure rigorous analysis of pupil progress and attainment information drives improvement in each academy
- ensure robust performance management occurs throughout the Trust
- ensure each academy meets its obligations/responsibilities to the community

Oversee effective use of the Trust's resources

- review the organisational structure to ensure it is fit for purpose and underpins the strategic objectives
- approve the annual budget of the Trust ensuring resources are deployed effectively to meet the strategic objectives of the Trust and each academy
- monitor actual expenditure against budget, cash flow and assets/liabilities
- approve site and asset management strategies
- approve and oversee any significant capital expenditure and building projects
- approve all funding applications
- ensure effective controls are in place for managing within available resources and ensuring regularity, propriety and value for money

Ensure the structures in the organisation effectively underpin the vision and strategic plans

- maintain a scheme of delegation that is clear, unambiguous and provides a robust framework for holding bodies and individuals to account
- maintain effective communication between the Trust board and Academy Governing Bodies, the CEO, senior leaders and staff
- facilitate collaboration between the academies within the Trust to leverage improvement and efficiencies
- oversee the effective delivery of shared services and resources
- build positive relationships that encourage a professional culture and ethos across the organisation

Build continuing capacity within the Trust

- develop skills and knowledge through undertaking CPD
- undertake self-evaluation of contribution to the board
- conduct succession planning to ensure the board, and the whole organisation, continues to have the people and leadership it needs to remain effective
- ensure staff development strategically supports increased capability and greater capacity
- ensure leadership and governance capacity is being built at academy level

Conduct appeals as required

- undertake disciplinary, complaint, pay appeals as required as the appellant body under the relevant policies

Ensure compliance with statutory and contractual requirements including:

- education and employment legislation
- charity and company law
- other relevant regulation
- academies Financial Handbook (AFH)
- The Trust's funding agreement
- The Trust's articles of association

12. Person Specification for Local Governor

Personal qualities and values:

- A desire to create positive change for young people
- A commitment to the aims and objectives of the Trust
- A willingness to devote time, enthusiasm and effort to the duties of and responsibilities of a local Governor including duties of compliance, care and prudence

Education and training:

- A record of continuous professional development

Experience:

- Experience of driving positive change
- Experience in leading or managing in different circumstances
- Experience of establishing expectations for improvement and outcomes
- Experience of providing challenge to others
- Experience of stakeholder management
- Experience in education and/or relevant other functions

Knowledge:

- An understanding and acceptance of complying with legal, regulatory and financial frameworks and statutory guidance
- An understanding and acceptance of complying with Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- An understanding of national education policy and the local education context
- An understanding of the role of non-executives in trustee/governance capacity

Skills:

- An ability to think strategically
- An ability to think creatively
- An ability to work effectively in a team while contributing an independent perspective
- An ability to build productive and supportive professional relationships
- An ability to question and challenge to identify viable options through collective decision making
- An ability to use data to interpret/evaluate performance and identify trends to target improvement

Legal Requirements:

- Individuals who are not able to make the following declarations may not serve as a Local Governor:
- I am not disqualified from acting as a charity trustee
- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as "spent")
- I have not been involved in tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft
- I have not used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance
- I am not an undischarged bankrupt
- I have not made compositions or arrangements with my creditors from which I have not been discharged

- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity
- I have not been disqualified from serving as a company director
- I am not included in the list kept by the Secretary of State for Education under s1 of the Protection of Children Act 1999 (or equivalent) or have ever been disqualified from working with children or serving on a governing body of a school
- I am able to provide a valid Disclosure and Barring Service Certificate under the Protection of Freedoms Act 2012 which does not disclose any reason why I should be unsuitable for working with children

13. Annex B - Trustee Code of Conduct

This code sets out the expectations on and commitment required from trustees in order for the Trust Board to properly carry out its work within the school and the community and has been adapted from the NGA Code of Conduct (2016 Version).

Trustees will review and re-sign the Code annually at the first Trust Board meeting of each academic year.

The purpose of the Trust Board

The Trust Board is the Trust's accountable body. It is responsible for the conduct of the Trust and all of the schools within the Trust, especially for promoting high standards throughout the Trust. The Trust Board aims to ensure that children are attending successful schools which provides them with a good education and supports their well-being.

The Trust Board

The Trust Board has the following core strategic functions:

Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the Trust
- Agreeing the improvement strategy for the Trust and its schools including priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the Chief Executive Officer
- Monitoring progress towards targets
- Performance managing the Chief Executive
- Engaging with stakeholders
- Contributing to the Trust's self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed

The role of a Trustee

In law, the Trust Board is a corporate body, which means:

- no trustee can act on her/his own without proper authority from the full Trust Board;
- all trustees carry equal responsibility for decisions made, and
- decisions will be determined based upon the welfare and performance of every school in the Trust.

As individuals on the board we agree to the following:

Roles and responsibilities

- We understand the purpose of the Trust Board and the role of the Chief Executive Officer.
- We accept that we have no legal authority to act individually, except when the Trust Board has given us delegated authority to do so, and therefore we will only speak on behalf of the Trust Board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the Trust Board or its delegated agents. This means that we will not speak against majority decisions outside the Trust Board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open government and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools within and without the Trust.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of the Trust and our schools. Our actions within our schools and the local community will reflect this.
- In making or responding to criticism or complaints we will be open & transparent and follow the procedures established by the Trust Board.

Commitment

- We acknowledge that accepting office as a Trustee involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the Trust Board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full effort to attend all meetings and where we cannot attend explain in advance in full why we are unable to do so.
- We will get to know the schools in the Trust and take opportunities to engage with schools first hand to affirm our knowledge.
- We will visit our schools purposefully, having arranged the visit in advance and agreed the purpose with the Chief Executive.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- In the interests of transparency, we accept that information relating to trustees will be collected and logged on the DfE's national database of governors.
- We are aware of and accept the Nolan seven principles of public life.
- We are committed to actively supporting and challenging the Chief Executive Officer.

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other trustees.
- We will support the Chair in their role of ensuring appropriate conduct both at meetings and at other times.
- We are prepared to answer queries from other trustees in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the Chief Executive, Headteachers, staff, parents, the local authority and other relevant agencies and the communities we serve.

Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff, pupils or parents, both inside or outside the Trust.
- We will exercise the greatest prudence at all times when discussions regarding Trust business arise outside a Trust Board meeting.
- We will not reveal the details of any Trust Board vote.

Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the Trust Board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to withdraw
- from the meeting for the length of time of the relevant discussion. We accept that the Register of Business Interests will be published on the Trust's website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the Trust as a whole and not as a representative of any group.

Breach of this code of practice

If we believe this code has been breached, we will raise this issue with the Chair and the Chair will investigate; the Trust Board will only use suspension as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

Should it be the Chair that we believe has breached this code, another trustee, such as the Vice Chair, will investigate.

We understand that any allegation of a material breach of this code of practice by any trustee shall be following an investigation discussed at a meeting of the Trust Board, and, if the breach is upheld by the majority of the Trust Board, a sanction will be agreed which may result in suspension from the Trust Board.

Undertaking:

As a member of the Trust Board I have read, understood and agree to abide by this Code of Practice.

Additionally, I will:

always have the well-being of the children and the reputation of the Trust at heart;

act as an ambassador for the Trust publicly supporting its aims, values and ethos; and

never say or do anything publicly that would embarrass the Trust, any of its schools, the Trust Board, the Chief Executive Officer, Headteachers and the staff.

Signed Printed name

Date:

14. Annex C – Terms of Reference for Trustees

The appointment of Trustees

Members may appoint by ordinary resolution up to 12 Trustees.

Trustees who are not themselves co-opted Trustees, may appoint Co-Opted Trustees, under Article 58.

On appointment, all Trustees shall be required to:

- undergo an enhanced Disclosure and Barring Service check;
- complete a Trustee declaration (attached at Appendix 3);
- complete an AP01 form for submission by the Clerk to Companies House (either in paper form or electronically); and
- complete a declaration of business interests form.

The Clerk shall update the register of Trustees in the statutory books. Trustees are appointed for a four-year term of office.

Re-appointment of Trustees

The Clerk will write to Trustees who are nearing the end of their four-year term of office and establish if the Trustee wishes to be re-appointed.

If the Trustee wishes to be re-appointed, the Clerk will list the end of a Trustees' term of office on the next Trust Board agenda, to inform the Board.

Trustees appointed under Article 50 will need to be re-appointed by Members as a Member appointed Trustee under Article 50.

Co-opted trustees appointed under Article 58 will need to be re-appointed by Trustees as a Co-opted Trustee under Article 58.

Recruitment of Trustees

It is essential that the Trust Board has a proper mix of skills and experience. The Trustees must therefore be able to identify potential new Trustees in order to plan for succession which combines continuity of experience and expertise with new ideas and energy.

- The Board as a whole is responsible for ensuring that:
- the skills of any new Trustees fit in with the Trust's requirements in the short, medium and longer term;
- each new Trustee is not disqualified from acting as a Trustee by any provision of the Trust's Articles (including the requirement that he is not disqualified as a company director or charity trustee);
- there is a system in place which ensures that all relevant checks, including an enhanced Disclosure Barring Service (DBS) check (countersigned by the Secretary of State in the case of a new Chair), are completed before or as soon as practicable after a Trustee takes up position; and
- the new Trustee understands the responsibility he or she is taking on and consents to act as a Trustee.

Each new Trustee will be properly inducted to ensure that he or she understands the nature and extent of his role and responsibilities. It is the duty of a new Trustee to ensure that he or she is familiar with the Objects of the Trust; its history and ethos and the nature and extent of its activities; and the content of the Trust's Articles.

The Trustees shall provide each new Trustee with a copy of:

- the Articles;
- this Scheme;
- annual reports;
- strategic plan; and
- safeguarding policies

Training and development of Trustees

The Trustees shall ensure that the Board has the skills and experience needed to perform its functions effectively. Trustees shall also be kept up to date with developments in the legal and regulatory framework in which the Trust operates.

The Trustees must have in place a system for evaluating Trustees, with a view to identifying potential gaps in their skills and any requirements for training. Skills audits will be carried out annually.

Constitution of the Trust Board

The minimum number of Trustees is three and, unless otherwise determined by the Members, not be subject to any maximum.

The Trust Board is constituted as follows:

- up to 12 Trustee(s) appointed by Members under Article 50,
- at least two parent Trustees elected by the Parent Local Governors of the LGBs, unless there are two Parent Local Governors serving on the LGB; and
- co-opted Trustees (appointed by Trustees who are not themselves co-opted Trustees).

Trustees shall elect a Chair and Vice-Chair from among their number each school year. The election procedures for the Chair of the Trust Board are as follows:

- Term of office will be for one academic year
- The election of the Chair will take place at the first meeting of the academic year, unless following the resignation or removal of the Chair
- Nominations for the position of Chair will be submitted at least seven clear days prior to the meeting to the Clerk
- The names of any nominee(s) will be circulated in the agenda
- The prospective candidate(s) will leave the meeting whilst their candidacy is being considered
- Voting will be by a show of hands
- Candidates with a majority of votes will be elected Chair
- The Clerk will take the chair for the election of the Chair

The election procedures for the Vice Chair of the Trust Board are as follows:

- Term of office will be for one academic year
- The election of the Vice Chair will take place at the first meeting of the academic year, unless following the resignation or removal of the Vice Chair
- Nominations for the position of Vice Chair can be submitted in advance or at the meeting

- If submitted in advance, the names of any nominee(s) will be circulated in the agenda
- The prospective candidate(s) will leave the meeting whilst their candidacy is being considered
- Voting will be by a show of hands
- Candidates with a majority of votes will be elected Vice Chair

Powers, functions and responsibilities of Trustees

The Trustees are responsible for the governance and supervision of the Trust, its committees (including the LGBs) and the senior leadership team.

The Trust Board is permitted to exercise all the powers of the Trust. The Trust Board will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees have the following duties and responsibilities:

- To determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual academy and the needs of the communities they serve;
- To, in conjunction with the Chief Executive Officer, develop a strategic plan for the Trust and to ensure the effective communication of that plan so it can be implemented across the Trust;
- To establish and maintain the academies, including considering expansion of the Trust by taking in existing schools or opening new schools;
- To determine and ensure that policies and procedures are implemented that will provide a consistently high standard of education and financial probity across all the academies;
- To ratify the appointment of local Governors, including removing individuals who fail to fulfil the expectations of the role;
- To approve the overall Trust budget and the budgets of each academy, giving regard to any recommendations from the Finance Committee which will be responsible for thoroughly reviewing budget proposals.
- To appoint the Chief Executive Officer
- To provide challenge and support to the Chief Executive Officer
- To undertake the performance management of the Chief Executive Officer
- To ensure the Chief Executive Officer is overseeing the objectives and outcomes of each of the academies;
- To ensure appropriate performance management systems are in place and are effective across the Trust;
- To regularly receive and review KPIs from the academies;
- To oversee the delivery of benefits that collaborative working, common approaches and common systems will bring across the academies;
- To ensure that the Trust operates effective safeguarding and health and safety systems;
- To appoint the Chief Finance Officer;
- To undertake the performance management of the Chief Finance Officer;

To ensure there are robust financial systems and procedures in place that are adhered to by the Trust and each academy;

- To oversee the performance and delivery of any service provided by the Trust to the academies;
- To ensure proper advice is available to the Trust with regards to legal and compliance matters;
- To maintain a comprehensive risk register and ensure appropriate risk management strategies are in place across the Trust.

Conducting Trustees' business

The Trustees are required to:

- act together and in person and not delegate responsibility of the Trust to others;
- act strictly in accordance with the Articles;
- act in the Trust's interests only and without regard to their own private interests;
- manage the Trust's affairs prudently;
- not take personal benefit from the Trust unless expressly authorised by the Articles or the Charity Commission; and
- take proper professional advice on matters on which they are not themselves competent.

The Trustees should also hold the CEO, SIO and CFO accountable. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and improve proposals where appropriate and at all times act in the best interests of the Trust.

The Trustees shall have regard to the framework for inspecting schools in England under section 5 of the Education Act 2005 (as amended) issued by the Office for Standards in Education, Children's Services and Skills (Ofsted).

The Trustees shall have regard to the Academies Financial Handbook, which shall be circulated to all Trustees.

Chair of Trustees

The Board shall appoint an individual from among their number to act as Chair. The terms of the Chair's appointment are set out in Article 82. A change of Chair will require a notification to be made to the DfE, including a DBS disclosure form to be submitted via the DfE.

The main role of the Chair is to chair meetings of the Trust Board. He or she also provides leadership to the Trustees and acts as the main point of contact between the Trustees, the CEO and the CFO.

Apart from any special responsibilities or powers given to the Chair in the Articles of Association (e.g. the right to chair meetings of the Trust Board and to have a second or casting vote in any case of an equality of votes at a meeting of the Trust Board), the Chair has no special powers or rights over any other Trustee. If the Chair is to carry out certain specific functions (for example, the power to approve an overspend in a certain area of the budget or the CEO's appraisal) then this must be delegated to him or her by the Board in accordance with an appropriate power of delegation in the Trust's Articles.

The role of the Chairman is as follows:

- to ensure the Trust Board provides a strategic focus to the Trust and its academies;
- to manage the business of the Trust Board to ensure it undertakes its duties efficiently and effectively in and between board meetings;
- to build, develop and meld the Trustees into an effective team, taking account of recruitment, succession and the professional development needs of the Trustee Board;
- to work in partnership with the Chief Executive Officer, developing a professional relationship, providing appropriate encouragement, challenge and support;
- to promote a culture of robust evaluation and continuous improvement across the Trust striving to drive up standards everywhere;
- to ensure the Trustee Board meets all its legal requirements by working closely with the clerk/secretary to the Trustee Board;
- to represent the Trust to key external partners, the media and the public when required.

Meetings of Trustees

There will be at least three meetings of the Trustees in every academic year. Meeting dates will be published at the beginning of each academic year.

All meetings of the Trustees shall be convened and conducted as provided by the Articles. Meetings of the Trustees will ordinarily cover the following:

- a report on the standards within each Academy against agreed school improvement targets;
- a report on the financial position, including income and expenditure and financial commitments against agreed budgets and significant contracts proposed to be entered into;
- progress on any action identified to improve financial arrangements;
- details of any significant matters affecting:
- staff;
- pupils' welfare or education; and
- assets
- noting changes to the risk register

In consultation with the Chair, the Clerk to the Trust Board shall prepare an annual plan for the meetings of the Trustees.

Risk management

The Trustees are responsible for:

- identifying the major risks that apply to the Trust, including:
- operational risks (employment issues, health and safety, fraud, service quality and development etc.);
- financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding sources etc.);
- external risks (changes in government policy, economic factors, demographic changes, adverse publicity etc.); and
- regulatory risks (compliance with legislation, changes in policies of the regulators etc.).
- making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks; and
- making appropriate statements regarding the management of risks in the annual report.

The following policies and Trust statements shall be approved by the Trust Board or by one of the Board of Trustee Committees:

Finance Policy

Charging and Remissions Policy

Data Protection Policy

Admissions Policy

Freedom of Information

Staff Grievance

Teacher Capability

Special Educational Needs

Health and Safety Policy

Complaints Policy

Staff Discipline

Teacher Appraisal

Staff Pay and Reward

Support staff appraisal

Governor and Trustee expenses

Child protection policy

Allegations of abuse against staff

Supporting pupils with medical conditions

Whistle blowing policy

Anti-fraud, bribery and corruption

Business continuity and disaster plans

E-safety policy

NQT Policy

Policy for children who are unable to attend school due to ill health.

The Audit Committee, supported by nominated Trustees and the Chief Finance Officer, shall prepare a risk register for approval by the Trustees along with a procedure by which the risk register shall be subject to regular review and made available, on request, to all staff.

The Companies Act 2006 imposes a statutory duty on the Trustees to avoid situations in which they have or could have an interest which conflicts (or could conflict) with the interests of the Trust. The duty is to:

- declare the nature and extent of any interest in any matter relating to the Trust; and
- avoid any conflict of interest between that interest and the interests of the Trust.

In addition, charity law and guidance issued by the Charity Commission confers obligations on the Trustees to manage any conflict between a Trustee's duty to the Trust and their own personal interests or for a Trustee to be influenced by conflicting duties to the Trust and a third party.

All Trustees are required to complete a declaration of business interests form on appointment and on an annual basis (including a nil return). Such declarations shall include:

- all business and financial interests such as directorships/ trusteeships, shareholdings, and other appointments of influence within a business or other organisation; and
- interests of related persons including, but not limited to, parents, spouses, children, personal and business partners living with you.

The Clerk to the Trust Board shall be responsible for maintaining a register of business interests including nil returns.

Each meeting of the Trustees shall include a standing agenda item for those attending to declare any changes to their declarations of interest or an interest material to that agenda.

Payment of Trustees

Because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Financial Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees.

In short, there are three circumstances in which Trustees may be paid by the Trust:

- Reimbursement of reasonable expenses, properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Trust Board. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.

- Payment for services provided outside the role of a Trustee. This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
- Payment of salary to staff Trustees or the Executive Headteacher in their capacities as employees and not as Trustees.

Payment of Trustees must be considered carefully and properly documented, fully taking into account the Articles of Association and the Academies Financial Handbook.

Delegation of powers of Trustees

Trusteeship (and directorship which necessarily follows) is a personal office of trust and responsibility and this cannot be transferred to another individual. However, in order to ensure the proper management of the Academies, the Trustees can delegate specific tasks to assist them in carrying out their duties and obligations.

It is for the Trust Board 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 CEO and the CFO. The Trustees must also consider when and from whom they should take professional advice.

Delegation can be made to:

- Trustee committees (or individual Trustees);
- the LGBs;
- the CEO and Executive team (including Headteachers and SIO); and
- the CFO.

In determining whether delegation is appropriate, the Trustees will 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, , the Headteachers and the CFO, who may authorise further delegation; and
- every act of delegation is only a delegation of powers and does not relieve the Trustees of responsibility.

Committees

The Trustees may appoint committees with functions related to the Trust. The constitution, membership and proceedings of any committee shall be determined by the Trustees under terms of reference.

- Each committee shall be chaired by a Trustee (except for the LGB)
- Membership of a committee may include persons who are not Trustees provided that (except for the LGBs) a majority of the members of the committee are Trustees.
- Except in the case of an LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.
- Committees will act in an advisory capacity to the Trustees, except where powers have been specifically delegated to them by the Trustees.

The specific committees to be appointed are as follows:

- Education, Inclusion and Safeguarding Committee;
- Finance and Resources Committee;
- Audit and Risk Committee;
- Chairs' Forum; and
- Trust Remuneration Committee
- Local Governing Body

The terms of reference of each committee of the Trustees must be approved by the full Trust Board and reviewed annually. They provide the sole agreed framework within which each committee operates.

15. Intervention Rights

Intervention in times of concern

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

In such circumstances, the Trust Board, along with the CEO and the senior leadership team, would work closely with any Academy or Academies concerned and those involved in their governance who would be expected to promptly implement any advice or recommendations made by the Trust Board and the senior leadership team.

The Trust Board 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 an Academy or Academies 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 Academy is managed or governed;
- the safety of pupils or staff is threatened, including a breakdown of discipline; or
- the Trust Board 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 Scheme of Delegation, the Trust Board shall be entitled to determine that a proportion of the budget in respect of the Academy be held centrally for the following reasons:

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

16. Annex D - Terms of Reference for the Trust Board Education, Inclusion and Safeguarding Committee (EIF)

The board of trustees (**the Trust Board**) of Exeter Learning Academy Trust (**the Trust**) has established a committee of the Trust Board to be known as the Education, Inclusion and Safeguarding Committee (**the Committee**).

These terms of reference should be read in conjunction with the Trust's Scheme of Delegation.

Notwithstanding the delegated authority given to the Committee, where matters are considered to be of a sensitive, controversial and/or confidential nature, or where it can be demonstrated that to take a decision will have an impact on, or influence, decisions which need to be taken by other committees of the Trust Board or Local Governing Bodies, the Committee will continue to recognise the need to refer specific issues to the Trust Board or other relevant committee for a final decision in accordance with the Scheme of Delegation.

Membership

The Committee will be appointed by the Trust Board and will comprise no more than five and no fewer than three members, of whom a majority will be Trustees.

The Board will appoint one of the members of the Committee as its Chair (**the Chair**).

The Chief Executive Officer (**CEO**) will ensure that there is a Clerk present at any meeting of the Committee.

Attendance

The Committee may ask the CEO, SIO, Headteacher and Chair of Local Governors to attend the meeting as necessary to provide relevant information.

Voting

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet at three times a year on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Late notice of the meeting (provided that it is agreed by the majority of members of the Committee) and late delivery of papers for the meeting will not invalidate any decisions made at the meeting.

Agenda

The Agenda will be set by the Committee Chair, the CEO and the Chair of the Trust Board in consultation with the CFO and the Clerk.

Any Trustee or Committee member may request that an item be placed on the agenda, but must first discuss the inclusion of the item with the Committee Chair.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be reviewed by the Chair of the Committee before being made available to all members of the Committee and the Trust Board within ten working days of the meeting.

Authority

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Review of Membership & Terms of Reference

Annually, at the first meeting in the Autumn Term.

Responsibilities

The committee will act on behalf of the Trust Board to:

1. Ensure that the Trust is compliant in all aspects pertaining to Education, Inclusion and Safeguarding, including related policies and procedures and grant funding (i.e PP, recovery, sports).
2. Consider and approve the delegation of education, inclusion and safeguarding policies and will review, amend or reject policies for adoption. An example of this might include:
 - Ensuring that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Trust
 - Ensuring that effective processes and lines of accountability are in place so that safeguarding is effective in all ELAT schools.
3. Review detailed education, inclusion and safeguarding performance across the Trust. An example of this might include:
 - Reviewing key performance indicators in relation to safeguarding, standards, performance and inclusion across the whole Trust
 - Reviewing the academic performance, wellbeing and experience of vulnerable groups
 - Reviewing targets and predictions on a school by school basis
 - Closely monitoring schools causing concern, as agreed by the Trust Board
 - Reviewing LGB minutes on a termly basis
4. Support the strategic development of Education across ELAT. An example of this might include:
 - Considering the effective, quality, value and breadth of curriculum within schools
 - Considering the quality and impact of staff development in improving the quality of education

Documents to review

Child Protection Policy	School Self Evaluation	PP Strategy
Special Educational Needs Policy	School Development Plans (summary)	LGB Minutes
Equality statement	Headteacher reports to LGB	Sports strategy

17. Annex E - Terms of Reference for the Trust Board Finance and Resources Committee (FR)

The board of trustees (**the Trust Board**) of Exeter Learning Academy Trust (**the Trust**) has established a committee of the Trust Board to be known as the Finance and Resources Committee (**the Committee**).

These terms of reference should be read in conjunction with the Trust's Scheme of Delegation.

Notwithstanding the delegated authority given to the Committee, where matters are considered to be of a sensitive, controversial and/or confidential nature, or where it can be demonstrated that to take a decision will have an impact on, or influence, decisions which need to be taken by other committees of the Trust Board or Local Governing Bodies, the Committee will continue to recognise the need to refer specific issues to the Trust Board or other relevant committee for a final decision in accordance with the Scheme of Delegation.

Membership

The Committee will be appointed by the Trust Board and will comprise no more than five and no fewer than three members, of whom a majority will be Trustees.

The Board will appoint one of the members of the Committee as its Chair (**the Chair**).

The Chief Executive Officer (**CEO**) will ensure that there is a Clerk present at any meeting of the Committee.

Attendance

The Committee may ask the CEO and the CFO and any other executive or local Governor to attend meetings of the Committee either regularly or by invitation, to provide information.

The Committee will ask a representative of the external auditors and the internal auditors to attend meetings as they consider necessary.

Voting

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet at least termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Late notice of the meeting (provided that it is agreed by the majority of members of the Committee) and late delivery of papers for the meeting will not invalidate any decisions made at the meeting.

Agenda

The Agenda will be set by the Committee Chair, the CEO and the Chair of the Trust Board in consultation with the CFO and the Clerk.

Any Trustee or Committee member may request that an item be placed on the agenda but must first discuss the inclusion of the item with the Committee Chair.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be reviewed by the Chair of the Committee before being made available to all members of the Committee and the Trust Board within ten working days of the meeting.

Authority

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Review of Membership & Terms of Reference

Annually, at the first meeting in the Autumn Term.

Responsibilities

The committee will act on behalf of the Trust Board to:

Financial Management

1. Develop a financial strategy for the Academy Trust and consider policies, procedures or plans required to realise this strategy.
2. Consider the Academy Trust's indicative funding, once notified by the ESFA, and to assess its implications for the Academy Trust, in consultation with the CEO and the CFO, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees.
3. Receive Academies' budgets for approval and consider and recommend acceptance/non- acceptance of the Academy Trust's budget to the Trustees.
4. Monitor any variances from the budget and ensure the ESFA is notified as required.
5. Receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Academy Trust development plan.
6. Liaise with and receive reports from the other committees and to make recommendations to those committees about the financial aspects of matters being considered by them.
7. Monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy Trust, drawing any matters of concern to the attention of the Trust Board.

8. Prepare the financial statement to form part of the annual report of the Trustees.
9. Examine and review new initiatives for financial development, including fundraising and ensure any commercial and fundraising activities are carried out effectively.
10. Oversee significant investment and capital financing decisions.
11. Notify promptly the Trust Board of all financial matters of which the Committee has knowledge and which may materially affect the current or future position of the Academy Trust.
12. Advise generally on the provision of resources and services to the Academy Trust.
13. Keep under review the Trust's financial management and reporting arrangements, providing constructive challenge to the actions and judgements of the Executive in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with DfE and legal requirements.

Human Resource Management

1. Consider succession planning for executive roles within the Trust
2. Review and consider the Trust strategy for developing people
3. Ensure the Trust is compliant with HR through reviewing policies and procedures and seeking further professional advice where necessary
4. Review key HR key performance indicators across the Trust such as staff absence, staff vacancies and turnover
5. Review the impact of recruitment, career progression, CPD and staff incentives
6. Consider whole trust initiatives, such as staff wellbeing and monitor their impact.

Policies

1. Approve and keep under review the Academy Trust's investment policy and reserves policy.

2. Review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements. In particular, the committee will consider and approve the delegation of financial and other policies and will review, approve, amend or reject policies in accordance with the policy framework.
3. Ensure that any significant losses are investigated and reported to the ESFA where required.
4. Review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.
5. Review and approve all Trust HR policies to include (but not limited to)

Capability	Disciplinary	Grievance Policy
Flexible working	Adoption Leave	Maternity/Paternity
Recruitment	Sickness absence management	Staff leave of absence
Code of Conduct	Redundancy	Probation

General

1. Review or investigate any other matters referred to the Committee by the Board.
2. Draw any significant recommendations and matters of concern to the attention of the Board.
3. Review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

18. Annex F- Terms of Reference for the Chairs' Forum (CF)

The board of trustees (**the Trust Board**) of Exeter Learning Academy Trust (**the Trust**) has established a committee of the Trust Board to be known as the Chairs' Forum (**the Committee**).

These terms of reference should be read in conjunction with the Trust's Scheme of Delegation.

Notwithstanding the delegated authority given to the Committee, where matters are considered to be of a sensitive, controversial and/or confidential nature, or where it can be demonstrated that to take a decision will have an impact on, or influence, decisions which need to be taken by other committees of the Trust Board or Local Governing Bodies, the Committee will continue to recognise the need to refer specific issues to the Trust Board or other relevant committee for a final decision in accordance with the Scheme of Delegation.

Membership

The Committee will be appointed by the Trust Board and will comprise the chairs of the LGB's of all academy schools, the Chair of the Trust Board and the CEO.

The Committee will appoint one of the members of the Committee as its Chair (**the Chair**) for the duration of one academic year. No school may chair the committee for two consecutive years.

The Chief Executive Officer (**CEO**) will ensure that there is a Clerk present at any meeting of the Committee.

Attendance

If the Chair of a Local Governing Body is unable to attend then they must send a representative from their Board in their place.

Voting

The meeting will only be by quorate if all schools within the Trust are represented. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes. One vote shall be given to each school and the Trust.

Meetings

The Committee shall meet at three times a year on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Late notice of the meeting (provided that it is agreed by the majority of members of the Committee) and late delivery of papers for the meeting will not invalidate any decisions made at the meeting. Members have the option to call an additional meeting.

Agenda

The Agenda will be set by the Committee Chair in consultation with the Chair of Trustees and the Clerk.

Any Trustee or Committee member may request that an item be placed on the agenda but must first discuss the inclusion of the item with the Committee Chair.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be reviewed by the Chair of the Committee before being made available to all members of the Committee and the Trust Board within ten working days of the meeting.

Authority

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Review of Membership & Terms of Reference

Annually, at the first meeting in the Autumn Term.

Responsibilities

The responsibilities of the Committee shall be:

- to monitor that the highest possible standards are set and maintained in all the Academies across the Trust, reporting on individual academy performance at each meeting
- to contribute to and be advised of strategic developments of the Trust and individual academies
- to receive a consolidated termly report from the Executive Team regarding standards and performance against key performance indicators
- to receive a consolidated termly report from the Executive Team regarding; the impact and implementation of the Academy Trust's financial strategy; a progress update on the overall financial plan for the Trust, including levels of income and expenditure per Academy
- to be consulted on changes and make recommendations to the Trust Board on the Trust's policies
- to report on outcomes of stakeholder engagement exercises on an annual basis
- to feedback on the effectiveness of Local Governing Bodies, reporting on any unfilled vacancies, highlighting areas for development and possible training requirements, or identifying resources required to support the Local Governing Bodies.
- to contribute to the development of governance materials and documentation to support Governors in fulfilling their duties
- to receive information from the Board's subcommittees and relay the information to the Local Governing Bodies following receipt
- To enable the LGB to be able to contribute towards the Trust's assessments of the performance of the executive team.

19. Annex G - Terms of Reference for the Trust Board Audit and Risk Committee (AR)

The board of trustees (**the Trust Board**) of Exeter Learning Academy Trust (**the Trust**) has established a committee of the Trust Board to be known as the Audit and Risk Committee (**the Committee**).

These terms of reference should be read in conjunction with the Trust's Scheme of Delegation.

Notwithstanding the delegated authority given to the Committee, where matters are considered to be of a sensitive, controversial and/or confidential nature, or where it can be demonstrated that to take a decision will have an impact on, or influence, decisions which need to be taken by other committees of the Trust Board or Local Governing Bodies, the Committee will continue to recognise the need to refer specific issues to the Trust Board or other relevant committee for a final decision in accordance with the Scheme of Delegation.

Membership

The Committee will be appointed by the Trust Board and will comprise no more than five and no fewer than three members, of whom a majority will be Trustees.

The Trust Board will appoint one of the members of the Committee as its chair (**the Chair**).

The Chief Executive Officer (**CEO**) will ensure that there is a Clerk present at any meeting of the Committee.

Attendance

The Committee may ask the CEO, the CFO and any senior executive to attend meetings of the Committee either regularly or by invitation to provide information only. Invitees have no right to attend Committee meetings.

Voting

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Meetings

The Committee shall meet at least termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee. Meetings can be requested by the external or internal auditors if they consider that one is necessary.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee and any other person invited or required to attend no fewer than seven working days prior to the date of the meeting.

Late notice of the meeting (provided that it is agreed by the majority of members of the Committee) and late delivery of papers for the meeting will not invalidate any decisions made at the meeting.

Agenda

The Agenda will be set by the Committee Chair and the CEO in consultation with the CFO.

Any Trustee or Committee member may request that an item be placed on the agenda, but must first discuss the inclusion of the item with the Committee Chair.

Minutes

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be reviewed by the Chair of the Committee before being made available to all members of the Committee and the Trust Board within ten working days of the meeting.

Authority

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Review of Membership & Terms of Reference Annually, at the first meeting in the Autumn Term. Duties

Responsibilities

External Audit

1. To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
2. To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
3. To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the Members of the Trust to consider at any general meeting where the accounts are laid before members.
4. To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
5. To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
6. To review the performance of the external auditor on an annual basis.
7. To recommend to the Members, through the Board of Trustees, the appointment/re- appointment of the external auditor.
8. To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Internal Scrutiny

1. To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.

2. To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
3. To monitor the implementation of action agreed by management in response to reports from the external auditor and internal audits.
4. Annually, to agree a programme of work delivering internal scrutiny across the academic year.
5. To monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy Trust, drawing any matters of concern to the attention of the Trust Board.
6. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
7. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.
8. To ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust and (for MATs) by constituent academies, is accurate and in compliance with funding criteria.

Risk Assurance

1. At least annually, to undertake a risk mapping exercise to inform the Trust's approach to risk management, internal scrutiny and internal financial and non-financial controls.
2. To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
3. To review the adequacy and robustness of the Trust's strategic risk register.
4. To ensure that risk assurance measures include oversight of risks at constituent academies.
5. To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (e.g. from the ESFA).
6. To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.

Policies

1. To approve and keep under review the Academy Trust's investment policy and reserves policy.
2. To review the Trust's policy and procedures for handling allegations from whistleblowers and allegations of fraud, bribery and corruption.
3. To review the Trust's policies for records management, GDPR, data and FOI

4. To receive reports on the outcome of investigations of suspected or alleged impropriety.
5. To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements. In particular, the committee will consider and approve the delegation of financial and other policies and will review, approve, amend or reject policies in accordance with the policy framework.
6. To ensure that any significant losses are investigated and reported to the ESFA where required.
7. To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General

1. To notify promptly the Trust Board of all financial matters of which the Committee has knowledge and which may materially affect the current or future position of the Academy Trust.
2. To advise generally on the provision of resources and services to the Academy Trust.
3. To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge to the actions and judgements of the Executive in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with DfE and legal requirements.
4. To receive reports of notifiable breaches from the Data Protection Officer and to ensure compliance with data protection legislation.
5. To review or investigate any other matters referred to the Finance, Risk & Audit Committee by the Board.
6. To draw any significant recommendations and matters of concern to the attention of the Board.
7. To review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

20. Annex H - Terms of Reference for the Trust Board Remuneration Committee (RC)

Constitution

The board of Trustees (**the Trustees**) of the Trust (**the Trust Board**) hereby resolves to establish a committee of the Trust Board to be known as the Remuneration Committee (**the Committee**).

Membership

The Committee shall have a minimum of three members and a maximum of five members. A majority of Committee members must be Trustees of the Trust Board and no member shall be an employee of the Trust.

The Committee's membership shall be determined by the Trust Board as and when it sees fit, but membership will be reviewed at least every second year.

The Committee shall at the first meeting of each academic year elect a member to act as chair of the Committee (the Chair).

The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.

No person may act as Chair unless they are also a member of the Trust Board. The Chief Executive Officer (CEO) shall not be a member of the Committee.

The CEO shall ensure that a clerk is provided to take minutes at meetings of the Committee.

The Committee may invite attendance at meetings from persons who are not Trustees or Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

Remit and Responsibilities of The Committee

The Committee shall be responsible for the matters set out in the Schedule.

Proceedings of Committee Meetings

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

The quorum for the transaction of the business of the Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees of the Trust.

Every matter to be decided at a meeting of the Committee must be determined by a majority of the votes of the members present and voting on the matter.

Each member present in person shall be entitled to one vote.

Where there is an equal division of votes the Chair shall have a casting vote.

A register of attendance shall be kept for each Committee meeting and published annually.

Authority

The Committee is authorised by the Trust Board to:

carry out any activity authorised by these terms of reference; and

seek any appropriate information that it requires from any employee/officer of the Trust to carry out the work delegated to it by the Trust Board and all officers/employees shall be directed to co- operate with any request made.

Reporting Procedures

Within 14 days of each meeting the Committee will:

- produce and agree minutes of its meetings;
- provide a summary document identifying decisions made.

The Committee Reports can be agreed by Committee members by email.

The Committee shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.

Review of these Terms of Reference

These Terms of Reference will be reviewed at least every three years.

Responsibilities of the Committee

1. Determine and agree with the Board the framework or broad policy for the remuneration of the Trust's Chief Executive Officer and such other members of the executive management of the Trust as it is designated to consider (Executives).
2. Determine the Trust wide pay policy and oversee the process of moderation across the Trust.
3. Ensure no Executive, director or manager is involved in any decisions as to their own remuneration.
4. To monitor, evaluate and report (as appropriate) to the Trustees on the performance of the Chief Executive.
5. Have regard to the charitable status of the Trust and in recognition of the fact the Trust receives funding under a funding agreement with the Secretary of State for Education, to ensure the remuneration or other sums paid to an Executive do not exceed an amount that is reasonable in all the circumstances.
6. Determine the ISR and job descriptions of Headteachers
7. To deal with any other matters relating to pay, appraisal and employment as may be referred to the Trust Board.

Policies

To consider and approve the following policies:

Pay

Appraisal

Pensions

21. Annex I - Pupil's Discipline Committee. (PDC) - Exclusions

Membership

3 Local Governors, elected as required

The quorum for each meeting will be 3.

Timing

The committee shall meet as required.

Function / Arrangements

Where the discipline committee have upheld a permanent exclusion, the parents may appeal up to 15 days after being given notice in writing of the discipline committee's decision.

The Trust will establish an appeal panel consisting of three to five members.

This panel will meet no later than the 15th day after the appeal has been lodged.

22. Annex J - Staff Discipline Committee (SDC)

Membership

The committee shall comprise at least 2 members of the Local Governing Board (local governors from other schools within the Trust can be co-opted onto this board)

The quorum for each meeting will be 3.

Function / Arrangements

The staff discipline committee work in accordance with the Trust's Disciplinary Policy.

23. Annex K - Staff Appeals Committee (SAC)

Membership

The committee shall comprise at least 2 members of the Trust Board (local governors from other schools within the Trust can be co-opted onto this board)

Members of the SAC cannot be members of the SDC.

The quorum for each meeting will be 3.

Function / Arrangements

Appeals against any decisions made by the staff discipline committee must be considered by a separate appeals committee consisting of the same number as the first.

The Headteacher is not allowed to sit on either committee.

For Staff Discipline and Appeals Committees, if a Trustee or Local Governor has had a connection with the pupil or member of staff, or knowledge of the incident concerned, or knowledge that could affect his or her decision to act impartially they should stand down, and another member of the Trust Board be co-opted.

24. Annex L - Local Governor Role Profile and Person Specification

Role: Member of an Local Governing Body (LGB) for an academy run by the Exeter Learning Academy Trust

Location: LGB meetings to be held at the relevant academy
Site visits to other academies operated by the Trust as necessary

Hours: At least six LGB meetings a year
Attendance at various other events taking place at the academy
Attendance at occasional Trust wide conferences and events
Attendance at training (at least one per year)

Salary range: Nil

Term of office: Four years

The specific tasks and responsibilities of the members of the LGB are:

Vision, Values and Strategy

- within the vision and ethos set by the Trust, develop and monitor the vision, ethos and culture of the academy
- approve the academy's strategy for improvement as set out in its School Improvement Plan
- monitor the implementation of the academy Improvement Plan against KPIs, targets and milestones
- ensure safeguarding produces and systems are robust and used effectively

The Trust

- review Trust wide policies and if the LGB considers amendments are necessary to fit local circumstances recommend local amendments to the Trust Board
- ensure the implementation of Trust wide policies
- promote collaboration between academies in the Trust, actively seeking opportunities for academies to work together to share best practice or improve economic efficiencies
- provide advice and feedback to the Trustees and report on all matters delegated to the LGB

School Budget

- review the academy's annual budget in the light of the priorities of the academy and the deployment of resources (staff and other) to successfully deliver the necessary outcomes
- approve any proposal from the Headteacher to raise voluntary (i.e. non grant) funds

Curriculum and Standards

- monitor and evaluate the curriculum offering to ensure it meets the needs of the local community
- monitor pupil progress and review performance data in the light of the academy's strategy for improvement and its performance targets
- monitor the implementation of any strategic plan and the academy Improvement Plan
- promote and support the communication of plans and actions to pupils, staff and parents as need be

Health and safety

- monitor the health and safety culture operating in the academy

Personnel

- support the academy's senior leadership team in the development and review of an appropriate staffing structure

Admissions and Exclusions

- review any decision by the Headteacher to permanently exclude any pupil through the Pupil Discipline Committee

Premises

- monitor the culture and the implementation of the strategic plans to ensure a safe environment for all users of the buildings and the facilities

Community Engagement

- promote the academy and the Trust to all stakeholders
- encourage and monitor community engagement and consultation
- where appropriate, provide a conduit between the academy and parents, carers and other members of the local community

Risk Management

- Review the academy's risk register and seek assurance that risk management is effectively and comprehensively carried out in the academy with the Trust's guidelines

Person Specification

Personal qualities and values:

- A desire to create positive change for young people
- A commitment to the aims and objectives of the Trust
- A willingness to devote time, enthusiasm and effort to the duties of and responsibilities of a Local Governor including duties of compliance, care and prudence
- A commitment to ethical behaviour and values, honesty, independence of thought and sound judgement
- A willingness to reflect, listen and learn from a diversity of views, to receive and provide feedback and accept impartial advice
- An awareness of personal strengths and weaknesses and a commitment to personal development
- A commitment to equal opportunities and anti-discriminatory practice
- A commitment to safeguarding young people

Education and training:

- A record of continuous professional development.
- 8 hours minimum training per year to include reading materials

Experience:

- Experience in leading or managing in different circumstances
- Experience of establishing expectations for improvement and outcomes
- Experience of providing challenge to others
- Experience of stakeholder management
- Experience in education and/or relevant other functions

Knowledge:

- An understanding and acceptance of complying with legal, regulatory and financial frameworks and statutory guidance
- An understanding and acceptance of complying with Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- An understanding of national education policy and the local education context
- An understanding of the role of non-executives in trustee/governance capacity

Skills:

- An ability to think strategically
- An ability to think creatively
- An ability to work effectively in a team while contributing an independent perspective
- An ability to build productive and supportive professional relationships

- An ability to question and challenge to identify viable options through collective decision making
- An ability to use data to interpret/evaluate performance and identify trends to target improvement

Legal Requirements:

Individuals who are not able to make the following declarations may not serve on the LGB:

- I am not disqualified from acting as a charity trustee
- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as “spent”)
- I have not been involved in tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft
- I have not used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance
- I am not an undischarged bankrupt
- I have not made compositions or arrangements with my creditors from which I have not been discharged
- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity
- I have not been disqualified from serving as a company director
- I am not included in the list kept by the Secretary of State for Education under s1 of the Protection of Children Act 1999 (or equivalent) or have ever been disqualified from working with children or serving on a governing body of a school
- I am able to provide a valid Disclosure and Barring Service Certificate under the Protection of Freedoms Act 2012 which does not disclose any reason why I should be unsuitable for working with children

25. Annex M - Code of Conduct for members of the Local Governing Body

This code sets out the expectations on and commitment required from LGB Members in order for the Academy Governing Body (LGB) to properly carry out its work within the school and the community.

LGB Members will be asked to review and re-sign the Code annually at the first LGB meeting of each academic year.

The purpose of the LGB

The overarching purpose of the LGB is to provide strategic direction, support and local accountability for the performance of the relevant academy within the framework and parameters set by the Trust Board.

It is a non-executive body supporting the Trust Board to deliver its responsibilities.

The LGB's delegated authority is laid out in the Trust's Scheme of Delegation. The powers and responsibilities contained in the Scheme of Delegation may be varied from time to time by the Trust Board at its absolute discretion.

The primary functions of the LGB encompass:

- ensuring that the school provides its pupils with a good education and supports their well-being;
- developing and monitoring the vision and ethos of the school within the vision and ethos set by the Trust;
- approving the school's strategy for improvement as set out in its academy Improvement Plan and monitoring its implementation;
- supporting the Trust Board in providing scrutiny of key aspects of the school's performance as determined by the Trust Board and, in particular, monitoring pupil progress and analysing any performance data in the light of the academy's strategy for improvement and performance targets;
- promoting high standards throughout the school;

The LGB

The LGB has the following core functions:

Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the School within the frameworks and parameters agreed by the Trust Board.
- Agreeing the improvement strategy for the school including priorities and targets.
- Meeting any duties and responsibilities delegated to the body by the Trust Board through the Scheme of Delegation.

Ensuring accountability, by:

- monitoring progress towards targets;
- actively participating in the performance management of the Headteacher;

- engaging with the school's stakeholders;
- contributing to the school's self-evaluation.

Ensuring financial probity, by:

- Reviewing and recommending the school's budget to the Trust Board
- Ensuring risks to the school are managed

The role of an LGB Member

The LGB is a collective body, which means:

- no LGB Member can act on her/his own without proper authority from the full LGB;
- all LGB Members carry equal responsibility for decisions made, and
- decisions will be determined based upon the welfare and performance of all children in the school, but will take into account any other priorities determined by the Trust.

As individuals on the LGB we agree to the following:

Roles and responsibilities

- We understand the purpose of the LGB & the Trust Board and the role of the Chief Executive & Headteacher.
- We accept that we have no legal authority to act individually, except when the LGB has given us delegated authority to do so, and therefore we will only speak on behalf of the LGB when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the LGB or its delegated agents. This means that we will not speak against majority decisions outside the LGB meeting.
- We have a duty to act fairly and without prejudice.
- We will encourage open government and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools within and without the Trust.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of the Trust and our school. Our actions within our school and the local community will reflect this.
- In making or responding to criticism or complaints we will be open and transparent and follow the procedures established by the Trust.

Commitment

- We acknowledge that accepting office as an LGB Member involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the LGB, and accept our fair share of responsibilities, including service on committees or working groups and links to specific areas.
- We will make full effort to attend all meetings and where we cannot attend explain in advance in full why we are unable to do so.

- We will get to know the school and take opportunities to engage with school first hand to affirm our knowledge.
- We will visit our school purposefully, having arranged the visit in advance and agreed the purpose with the Headteacher.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training. We will undertake at least eight hours of training and development each year that is relevant to our role as An LGB Member.
- Within six months of joining the LGB we will undertake relevant induction training.
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us may be published on the school's website.
- In the interests of transparency, we accept that information relating to LGB Members will be collected and logged on the DfE's national database of governors (GIAS).
- We are aware of and accept the Nolan seven principles of public life.
- We are committed to actively supporting and challenging the Headteacher.

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other LGB Members, the executive and the Trust Board.
- We will support the Chair of the LGB in their role of ensuring appropriate conduct both at meetings and at other times.
- We are prepared to answer queries from other LGB Members/Trustees in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the Chief Executive, Headteacher, staff, parents, LGB, the regional schools' commissioner, the local authority and other relevant agencies and the communities we serve.

Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff, pupils or parents, both inside or outside the school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside An LGB meeting.
- We will not reveal the details of any LGB vote.
- **Conflicts of interest**
- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the LGB's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to withdraw from the meeting for the length of time of the relevant discussion. We accept that the Register of Business Interests may be published on the school's website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the Trust as a whole and not as a representative of any group.

Breach of this code of practice

If we believe this code has been breached, we will raise this issue with the Chair of the LGB and the Chair will investigate; the LGB will only use suspension as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

Should it be the Chair that we believe has breached this code, we will raise this issue with the Chair of the Trust Board, who will investigate.

We understand that any allegation of a material breach of this code of practice by any LGB Member shall be following an investigation discussed at a meeting of the Trust Board, and, if the breach is upheld by the majority of the Trust Board, a sanction will be agreed which may result in suspension or, in the case of gross misconduct, removal from the LGB.

Undertaking:

As a member of the LGB I have read, understood and agree to abide by this Code of Practice.

Signed Printed name Date:

26. Annex N - Terms of Reference for the Local Governing Body

The role of a Local Governing Body (**LGB**) is to provide focused governance for the Academy at a local level. It monitors the Academy's key performance indicators and acts as a critical friend to the Head teacher, providing challenge where appropriate.

The LGBs carry out their functions in relation to their respective Academy on behalf of the Trustees and in accordance with policies determined by the Trustees. The act of delegation from the Trustees to the LGBs is a delegation of powers and duties, and not a delegation or shedding of responsibilities.

Composition of Local Governing Bodies

Each LGB comprises a maximum of 12 members (Local Governors), including:

- the Head teacher of the Academy
- two elected parents or guardians of a pupil at the Academy (**Parent Local Governors**) in line with DfE policy;
- two employees of the Academy elected by employees of the Academy (**Staff Local Governors**); and
- up to seven such other members who shall be known as Community Local Governors.

Each LGB shall have a Chair and a Vice-Chair.

The length of service of all Local Governors shall be four years. Subject to remaining eligible to be a Local Governor, any Local Governor may be reappointed or re-elected at end of his or her term.

Every person wishing to become a Local Governor will be required to sign a declaration of acceptance and of willingness to act as a Local Governor, in the form set out in Appendix 1 or as prescribed by the Trustees from time to time, and shall make disclosures for the purposes of a criminal records check by the Disclosure and Barring Service (DBS).

Commitment of Local Governors

Local Governors are asked to:

- prepare for and make an active contribution at meetings of the LGB (at least 6 per year);
- champion the Academy in the local community;
- familiarise themselves with the Academy's policies;
- visit the Academy both during school hours at least termly for monitoring visit and for evening events to get to know the Academy and to be visible to the Academy community;
- endeavour to support the school during an Ofsted inspection by meeting with inspectors; and
- attend compulsory training sessions (new governors, safeguarding) and at least one additional training session per year.

Appointment and particular responsibilities of Local Governors

Chair

The Chair is appointed by the LGB, except under exceptional circumstances, when the Chair of the LGB will be appointed by the Trust Board. Exceptional circumstances could include, but are not limited to, a situation when a new LGB is convened following the creation of a new Academy, or when a new school joins the Trust.

The term of office of the Chair is one year, but the Chair is eligible for reappointment at the end of that term.

The Trustees are entitled to remove the LGB Chair from office at any time, although this would be without prejudice to the individual's position as a Local Governor.

The Chair will ordinarily meet with the Head teacher of the Academy and the Clerk before the start of the academic year to plan the work of the LGB for the year.

The responsibilities of the Chair include the following:

- to ensure the LGB and Headteacher have a shared sense of purpose;
- to ensure the LGB sets a clear vision and strategy for the school;
- to ensure the board has the skills to govern well;
- to develop positive relationships within the board and between the school;
- to ensure complaints made to the board are dealt with in a timely manner;
- to ensure the board remains focussed on the key strategic priorities for the school;
- to ensure the Academy is supporting the wider vision and ethos of the Trust;
- to chair meetings of the LGB;
- to set the agenda for meetings with the Head teacher and Vice-Chair;
- to attend termly chairs' forum meetings with the CEO and Chair of Trustees;
- to give an oral summary of the LGB's deliberations if requested at meetings of the Trust Board; and
- to provide a direct link between the LGB and the Trustees.

In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the LGB, the Chair of Trustees, in consultation with the Chair of the LGB (or the Vice-Chair of the LGB in his or her absence), shall take appropriate action on behalf of the LGB. The decisions taken and the reasons for urgency shall be explained fully at the next meeting of the Trust Board and of the LGB.

Vice-Chair

The Vice-Chair is appointed by the LGB, except under exceptional circumstances, when the Vice Chair of the LGB will be appointed by the Trust Board. Exceptional circumstances could include, but are not limited to, a situation when a new LGB is convened following the creation of a new Academy or when a new school joins the Trust.

The term of office of the LGB Vice-Chair is one year, but the Vice-Chair is eligible for reappointment at the end of that term.

The Trustees are entitled to remove the Vice-Chair from office at any time, although this would be without prejudice to the individual's position as a Local Governor.

The responsibilities of the Vice-Chair include the following:

- to deputise for the Chair in his or her absence;
- to set the agenda for meetings of the LGB with the Chair, if requested; and
- to provide a link between the LGB and the Trustees.

In the absence of both the Chair and the Vice-Chair at a meeting, the LGB will elect a temporary Chair from among their number.

Staff Local Governors

The Staff Local Governors shall be elected by the staff at the Academy. The Headteacher is not a Staff Local Governor.

Parent Local Governors

Parent Local Governors for each LGB shall be elected in accordance with the process set out below:

- when a vacancy arises, the LGB will write to all parents of pupils at the Academy seeking nominees for the vacancy. Nominees will be asked to provide a short statement about why they are interested in being a Parent Local Governor and their background and experience that makes them suitable for the role;
- in the event that the number of nominees equals or is less than the number of vacancies on the LGB, the LGB can choose to appoint all (or any) of those nominated); and
- if there are more nominees than places available, the LGB will write to all parents of pupils at the Academy asking them to vote for their preferred candidate.

A Parent Local Governor should be a parent of a registered pupil at the relevant Academy or where this is not reasonably practical, a person who is the parent of a child of compulsory school age.

Community local governors

Community local governors are appointed on the basis of the skills that they can bring to the LGB. The Local Governing Board must complete an annual skills audit in order identify strengths and gaps in expertise. Normally, community governor candidates will submit a short, written statement to the LGB, setting out their key skills and experience. The LGB will be given the opportunity to review the prospective skills set and to interview the community local governor.

The Department for Education Governors' Handbook states:

It is essential to have skilled Governors but equally important to emphasise that the skills required are those to create robust accountability, not to do the academy's job for it. For example, a Governor with financial expertise should use their skills to scrutinise the academy's accounts, not to help prepare them."

It is the responsibility of the LGB to appoint community local governors. In exceptional circumstances, community governors will be appointed by the Trust Board. Exceptional circumstances could include, but are not limited to, a situation when a new LGB is convened following the creation of a new Academy or when a new school joins the Trust.

Other responsibilities

Each LGB shall appoint from among its members individuals (a local governor may hold more than one role if they have the relevant expertise/training) with specific responsibility for:

- safeguarding and children looked after;
- special educational needs;
- finance;
- health and safety; and
- school improvement

Clerk to the Local Governing Body

The responsibilities and functions of the Clerk to the LGB will include:

- convene meetings of the LGB including sending notices and papers of meetings;
- attend meetings of the LGB and ensure minutes are produced;
- maintain a register of members of the LGB including their terms of office and report any vacancies to the LGB;
- maintain a register of business interests of LGB members;
- maintain a register of Local Governors' attendance at meetings and report on non- attendance to the LGB;
- report to the LGB as required on the discharge of the Clerk's functions; and
- perform such other functions as shall be determined by the LGB from time to time.

In the absence of the Clerk, the LGB shall elect a replacement for the meeting.

Ceasing to be a Local Governor

A Local Governor's term of office will be terminated if:

- any event or circumstance occurs which would disqualify him or her from the office of Trustee under the Articles were he or she to hold such office;
- he or she has, without the consent of the LGB, failed to attend LGB meetings for a continuous period of six months, beginning with the date of the first such meeting he or she failed to attend and the Chair and the Vice Chair agree that the term of office should be terminated;
- he or she resigns from office by notice to the LGB;
- he or she is removed by the person or persons who appointed them;
- he or she is a Staff Local Governor who has ceased to be employed by the Academy Trust; or
- he or she is removed by the Trustees in circumstances where they consider (acting reasonably) that it is in the best interests of the Trust to remove the Local Governor.
- he or she fails to obtain a Disclosure and Barring Service (DBS) certificate or fails to present the DBS certificate to the appropriate school personnel

Convening meetings of the Local Governing Body

Meetings of the LGB will be held at least 6 times a year.

The Clerk to the LGB shall give written notice of each meeting and circulate an agenda and any reports or other papers to be considered at the meeting at least seven clear days in advance of each meeting. However, where the Chair determines there are matters demanding urgent consideration, it shall be sufficient if the written notice of the meeting states that fact and the notice, copy of the agenda and other papers are given within such shorter period as the Chair directs.

Any three Local Governors may call a meeting by giving written notice to the Clerk, which includes a summary of the business they wish to carry out. It shall be the duty of the Clerk to convene a meeting as soon as reasonably practicable.

The Local Governors may invite persons who are not Local Governors (such as an employee, any pupil, any professional adviser and any experts of any kind) to attend the whole or part of any meeting for purposes connected with the meeting.

The convening of a meeting and the proceedings conducted at meetings shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Voting at meetings of the Local Governing Body

The quorum for meetings of the LGB and for any vote on a matter at such meetings is three.

A meeting shall be terminated if the number of Local Governors present ceases to constitute a quorum. Where a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

Any Local Governor shall be able to participate in, and be counted as present at for the purposes of the quorum, meetings by telephone or video conference provided that:

- he has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and
- the LGB has access to the appropriate equipment
- and provided that, if after all reasonable efforts it does not prove possible for that Local Governor to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise quorate.

Every question to be decided upon at a meeting of the LGBs shall be determined by a majority of the votes of Local Governors present and voting on the question. Votes tendered by proxy shall not be counted.

Where there is an equal division of votes, the Chair has a casting vote.

The Local Governors may act notwithstanding any vacancies, but, if the number of Local Governors is less than the number fixed as the quorum, the continuing Local Governors may act only for the purpose of filling vacancies.

A resolution in writing, signed by all Local Governors entitled to receive notice of a meeting shall be valid and effective as if it had been passed at a meeting duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more Local Governors and may include an electronic communication by or on behalf of the LGB indicating his or her agreement to the form of resolution providing that the Local Governor has previously notified the LGB in writing of the email address or addresses which the Local Governor will use.

Personal interests of Local Governors

Local Governors shall complete a register of their business interests, which shall be reviewed annually.

Any Local Governor who has any duty or personal interest that conflicts or may conflict with his or her duties as a Local Governor shall:

- disclose that fact to the LGB as soon as he or she becomes aware of it. A Local Governor must absent himself or herself from any discussions of the LGB in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Academy and such duty or personal interest;
- withdraw from any meeting for that item unless expressly invited to remain in order to provide information;
- not be counted in the quorum for that part of any meeting; and
- withdraw during the vote and have no vote on the matter.

Committees of the Local Governing Body

With the prior agreement of the Trustees the LGB will establish a remuneration committee to meet annually to consider staff pay increments. The LGB may establish adhoc committees to carry out certain functions of the LGB, bullet notes of these meetings should be taken by the governors present to be reported back to the Local Governing Body.

Attendance at each LGB meeting, issues discussed and recommendations for decisions shall be recorded and the minutes signed by the Chair at the next meeting of the LGB. The written record (once approved by the Chair of the relevant LGB meeting) shall be forwarded to Trustees and Members as soon as is reasonably practicable.

Delegation to the LGB

The LGB shall have the roles set out in the scheme of delegation and any other role that the Trustees agree shall be carried out by the LGB and that is communicated in writing to the Chair of the LGB.

Intervention rights

Intervention in times of concern

The Board of Trustees remains ultimately responsible for the Academy Trust and the conduct of the Academies. The operation of the various elements of governance and the scheme of delegation are crucial to its success. However, there will be circumstances (more the exception than the norm) where the Trust Board might need to intervene and, for example, withdraw delegated authority for a particular element of governance including a LGB.

In such circumstances, the Trust Board, along with the CEO and the executive team, would work closely with any Academy or Academies concerned and those involved in their governance that would be expected to promptly implement any advice or recommendations made by the Trust Board and the executive team.

The Trust Board 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 an Academy or Academies 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 Academy is managed or governed;
- the safety of pupils or staff is threatened, including a breakdown of discipline; or
- the Trust Board 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 directors, and irrespective of the delegations set out in the scheme of delegation, the Trust Board shall be entitled to determine that a proportion of the budget in respect of the Academy be held centrally for the following reasons:

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

Alterations

This constitution and these terms of reference may be altered by a majority resolution of the Trustees of the Trust.

Circulation list

This constitution and these terms of reference shall be circulated to Trustees of the Academy Trust, all Local Governors, the Clerk to the LGB, and others at the discretion of the Chair of the Trustees of the Trust or the Chair of an LGB.

27. Annex N - Local Governing Body Remuneration Committee Terms of reference

Within the Trust each LGB will make decisions about staff pay (with the exception of Headteachers). This committee shall consider and decide upon all matters relating to staff pay as part of the annual review process in accordance with the whole school Pay Policy agreed by the Trust Board.

Membership

The Committee shall consist of a minimum of five members of the LGB. It will be chaired by a Local Governor nominated during the first full LGB meeting of the year. The Committee shall be quorate only when at least five LGB nominated to serve on the Committee are in attendance.

Meetings

The Committee will convene at least twice a year:-

In the Spring Term to consider and approve the projected staff establishment for the forthcoming academic year (as included in the projected budget)

In the Autumn Term before 31 October to consider any issues relating to pay awards.

Voting

The Committee shall be quorate only when at least three LGB nominated to serve on the Committee are in attendance. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

Duties

The LGB Committee will seek the advice of the Headteacher as required in respect of the exercise of any discretionary payments and in particular:-

- for teaching staff, performance-related pay awards on the main pay scale and UPS pay scale;
- for teaching staff, the award of teaching and learning responsibility payments, special needs allowances and incentives for recruitment and retention;
- the award of any exceptional points resulting from performance review;
- for members of the leadership group, any points resulting from performance review, taking into account the advice of the Headteacher.
- for NJC Local Government Services staff, the award of accelerated increments, honorarium payments and appropriate job evaluation.

The Headteacher's pay will be considered by the Trust Remuneration Committee.

In reaching decisions in respect of pay, the all Committees shall have regard to:-

- the advice of the Headteacher and/or the relevant appraiser;
- the implications of national pay decisions and the relevant legislation (Such as The Employment Relations Act 1999; The Equality Act 2010; the Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000; The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002; and the standards for openness and objectivity in public life.
- Similar market / sector salaries paid in other broadly equivalent schools;

Where necessary the Committees shall seek the advice of HR services from HROne.

Members of the Staffing Committee on Pay shall not serve on any committee appointed by the Trustees to hear an appeal from a member of staff against the decisions made by the Committee.

28.Scheme of Delegation

Exeter Learning Academy Trust – Scheme of Delegated Authority	
The Members will:	
<ul style="list-style-type: none"> ➤ Review and Agree the articles of association ➤ Agree the appointment and removal of members ➤ Agree the appointment and removal of Trustees ➤ Agree the vision of the Trust ➤ Change the name of the Trust ➤ Dissolve the Trust ➤ Approve Annual Accounts 	

	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	The Governance Framework			
People	<ul style="list-style-type: none"> ➤ Agree the appointment of Governors to the LGB ➤ Agree the appointment and removal of LGB Chairs ➤ Agree the appointment and removal of the Trust Clerk ➤ Annually agree the terms of reference for all board committees ➤ Agree annually the terms of reference for board committees 	<ul style="list-style-type: none"> ➤ Ensure the LGB has a Chair and Vice Chair ➤ Ensure 2 parent Governors are elected to the LGB ➤ Ensure all local governors have signed the code of conduct ➤ Ensure local Governors engage in training relevant to their role 		
Systems and Structures	<ul style="list-style-type: none"> ➤ Complete an annual skills audit and recruit to fill gaps ➤ Annually review the Governance structure for the Trust ➤ Annually review the Scheme of Delegated Authority (SODA) ➤ Annually agree code of conduct for Trustees and Governors ➤ Agree school admission arrangements ➤ Agree annual cycle of business for trust board ➤ Complete annual evaluation against MAT capacity framework 	<ul style="list-style-type: none"> ➤ Complete an annual skills audit and recruit to fill gaps ➤ Make recommendations to TB regarding admission arrangements ➤ Ensure succession planning is in place for key governance roles (chair, safeguarding lead etc) ➤ Agree annual cycle of business for LGB taking into consideration the MAT governance cycle ➤ Complete annual LGB self-evaluation framework 		

	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Being Strategic			
Vision	<ul style="list-style-type: none"> ➤ Determine Trust's vision and strategy and agree key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured ➤ Contribute to and approve the Trust's 3 Year Strategic plan ➤ Determine and approve partnerships/schools joining the Trust 	<ul style="list-style-type: none"> ➤ Within the vision and ethos set by the Trust, determine school's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured ➤ Maintain Trust vision and ethos in individual schools ➤ Approve the school self- evaluation and strategy for improvement as set out in its School Improvement Plan, proposed by the Headteacher and monitor its implementation. 	<ul style="list-style-type: none"> ➤ Maintain Trust vision and ethos in individual schools ➤ Support the Local Governing Body in the development of its vision and the school's values and promote these within the school. ➤ Be responsible for preparing the School Improvement Plan (SIP) in conjunction with the CEO. 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Support the Trustees in developing the vision and values and ensure they are known across the Trust ➤ Support School Leaders in self-evaluation and the school improvement plan.
Individual schools	<ul style="list-style-type: none"> ➤ Make significant changes to a school (i.e. extending the age range) ➤ Change a school name ➤ Change a school logo ➤ Agree MAT training days (maximum of 2 per year) ➤ Close a school (permanently) 	<ul style="list-style-type: none"> ➤ Provide business case to TB for significant change to school ➤ Make changes to school uniform ➤ Set term dates (3 non pupil and 2 occasional) ➤ Agree length of school day ➤ Approve temporary closure of school 	<ul style="list-style-type: none"> ➤ Support LGB in developing business case for significant change to school 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Be responsible for agreeing for the school to proceed with preparing a business case for a significant change to the school

	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	School and Trust performance			
Curriculum and Standards	<ul style="list-style-type: none"> ➤ Agree key strategic Trust priorities for the year ➤ Approve and review Trust wide policies 	<ul style="list-style-type: none"> ➤ Approve School Improvement Plan ➤ Monitor and evaluate the curriculum offer including the extracurricular offer to ensure it meets the needs of the local community that the school serves and achieves high standards for all. ➤ Promote and support the communication of plans and actions to pupils, staff and parents as need be. ➤ Approve and review school-based policies 	<ul style="list-style-type: none"> ➤ Be responsible for proposing to the Chief Executive Officer the curriculum priorities, the standards to be achieved by the pupils and the School Improvement Plan. ➤ Be responsible for delivering the curriculum on a day to day basis and for implementing any strategic plan for the improvement of the curriculum, standards, attainment and the School Improvement Plan ➤ Be responsible for ensuring pupils progress and the school meets its annual data performance targets 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Be responsible for agreeing the curriculum priorities, targets and School Improvement Plan of each School before it is approved by Local Governing Bodies ➤ Monitor pupil progress and review performance data in the light of the school's strategy for improvement and its performance targets. ➤ Monitor the implementation of any Trust strategic plan or school improvement plan ➤ Monitor the progress and performance of pupils across the Trust and hold Headteachers to account for this.
Community Engagement		<ul style="list-style-type: none"> ➤ Encourage and monitor community engagement and consultation. ➤ Ensure there are community representatives within the Local Governing Body 	<ul style="list-style-type: none"> ➤ Develop and deliver the school's extended schools' agenda. ➤ Develop and deliver any other activities designed to generate income (following input from the Executive Team on any wider financial/fiscal impact of any such initiative). ➤ Manage the school's engagement with the community and in particular the development of good relations with other local schools, businesses and organisations. 	<p>The CEO and CFO:</p> <ul style="list-style-type: none"> ➤ Support the School with Trust wide communication ➤ Establish strong links with other educational and business organisations.

	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	School and Trust performance			
Behaviour	<ul style="list-style-type: none"> ➤ Agree the admission policies across the Trust ➤ Determine whether to expand a school 	<ul style="list-style-type: none"> ➤ Agree the school's behaviour policy ➤ Consider any decision by the Headteacher to permanently exclude any pupil. ➤ Establish and authorise an independent panel hearing to consider any decision to readmit a pupil following exclusion. Consider any decision by the Headteacher to permanently exclude any pupil. ➤ Establish and authorise an independent panel hearing to consider any decision to readmit a pupil following exclusion. ➤ Review and monitor fixed and internal exclusions. ➤ Review and monitor in year admission decisions. ➤ Actively ensure that off-rolling is not taking place ➤ Approve any changes to the School's admission policy 	<ul style="list-style-type: none"> ➤ Draft the school behaviour policy ➤ Ensure behaviour policy is communicated to stakeholders ➤ Ensure school behaviour policy is implemented consistently ➤ Make a recommendation to the CEO about deferred or delayed entry requests. 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Review the admissions policy from time to time and, if a change is believed to be in the best interests of the Trust, make such recommendations to the Trust Board. ➤ Ratify decisions about delayed or deferred entry on behalf of the Trust Board

	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Human Resources			
Appointments	<ul style="list-style-type: none"> ➤ Appoint and dismiss the Chief Executive Officer ➤ Appoint and dismiss the Chief Finance Officer ➤ Appoint and dismiss the Trust Clerk ➤ Appoint and dismiss other ELAT staff who work across schools ➤ Be responsible for the appointment of each Headteacher in collaboration with the CEO and LGB 	<ul style="list-style-type: none"> ➤ Appointment of SLT in schools (within budget) ➤ Appointment of other staff in schools (within budget) ➤ Through the LGB's involvement on the selection panel, participate in the recruitment of the Headteacher (this must include the Chair of the LGB). 	<ul style="list-style-type: none"> ➤ Implement and comply with all policies dealing with staff issued by the Trust Board. ➤ Ensure the adoption of any standard contracts or terms and conditions for the employment of staff issued by the Trust Board. 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Support the appointment of the Headteacher by participating in the interview and selection process ➤ The CFO will be responsible for agreeing the appointment of unbudgeted staff
Pay, performance and appraisal	<ul style="list-style-type: none"> ➤ Agree the main policies to be operated across the Trust with regard to the management of staff (including Pay Policy and the Performance Management Policies). ➤ Ensure the robust and transparent appraisal of Headteachers and Executive Staff ➤ Approve any disciplinary action or the commencement of a capability review in respect of a Headteacher (as recommended by the Chief Executive Officer). ➤ Determine the pay range and annual award of CEO, CFO and Headteachers ➤ Determine Trust Pay Policy 	<ul style="list-style-type: none"> ➤ Ensure that safer recruitment processes are followed for the recruitment of staff. ➤ Ensure that robust and transparent appraisals are in place for all staff (with the exception of the Headteacher) ➤ Approve the progression of staff between pay grade based on successful performance management outcomes. 	<ul style="list-style-type: none"> ➤ Recommend for approval, the progression of staff between pay grades ensuring any progression is objectively based on successful performance management outcomes. ➤ Approve any initial disciplinary action or the commencement of a capability review in respect of staff other than the Headteacher after consulting with the CEO. ➤ Develop and propose the organisation of the senior leadership team and TLR posts to bring about school improvement. ➤ Set and monitor the achievement of performance management targets for all staff. ➤ Ensure the professional and personal development of staff including making best use of any training and support available from the Trust 	<ul style="list-style-type: none"> ➤ Lead the performance management of the Headteacher engaging the Chair and LGB in the process. ➤ Agree leadership structure and TLRs in consultation with Headteachers within each school. ➤ Approve any significant cost in relation to the appointment or resignation of a member of staff, including in relation to ill health retirement or the settlement of any claims or grievances in accordance with the Scheme of Financial Delegation.

			➤ Manage any claims and disputes with staff members having regard to any advice and recommendations given by the CEO, HR and Legal.	
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	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Finance			
Budget	<ul style="list-style-type: none"> ➤ Receive and review school budgets. Trust Board will make final approval before submission to the ESFA. ➤ Consider any request to use surplus funds taking Trust's Reserves Policy into account. ➤ Approve contracts and SLAs for schools and Trust ➤ Receive management accounts and monitor spend across the Trust ➤ Agree proportion of school budget to support centrally provided services 	<ul style="list-style-type: none"> ➤ Recommend the School's annual budget to the Trust Board having appropriately considered the priorities of the school and the deployment of resources (staff and other) to successfully deliver the necessary outcomes. ➤ Monitor spend against budget and ensure spend is within delegated and planned limits ➤ Be responsible for approving any plan to raise voluntary (i.e. non grant) provided the purpose for which they 	<ul style="list-style-type: none"> ➤ Provide such information about the school, as often and in such detail and format as the Chief Finance Officer and the Trust Board shall reasonably require. ➤ Ensure spend is in line with agreed budget and delegated limits ➤ Ensure any variations to budget are agreed by CFO before being presented to LGB 	<p>The CFO will:</p> <ul style="list-style-type: none"> ➤ Develop the Trust's financial controls, policies and procedures to ensure the safeguarding of funds and assets in compliance with relevant guidance and advice. ➤ Monitor the school's compliance with such financial controls, policies and procedures. ➤ Provide management accounts in an approved format to the Headteachers, LGBs and Trustees on a monthly basis

	<ul style="list-style-type: none"> ➤ Establish and review financial scheme of delegation 	<p>have been raised is within the charitable object of the Trust. The Chief Finance Officer must be consulted over these plans. A school may seek to generate additional funds by undertaking certain activities, such as: lettings, the provision of sporting and recreational facilities, running a nursery and/or providing childcare, teacher training.</p> <ul style="list-style-type: none"> ➤ Ensure spend of PP and Sports grant is complaint 		<p>and as otherwise required by the Finance and Resources Committee.</p> <ul style="list-style-type: none"> ➤ Ensure that accurate accounting records are kept by the school showing the receipt and use of all funds (ensure compliance with the requirements of the Trust's Financial Powers and Duties, the Trust's Finance Policy, the academies Financial Handbook and any other relevant Trust/academy policies.
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	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Finance			
Audit	<ul style="list-style-type: none"> ➤ Agree appointment of external auditors ➤ Agree internal audit processes ➤ Receive and respond to external audit report 	<ul style="list-style-type: none"> ➤ Ensure recommendations of audit report are adhered to 	<ul style="list-style-type: none"> ➤ Ensure staff are available to support the audit process ➤ Ensure school websites are complaint with DFE requirements 	<p>The CFO will:</p> <ul style="list-style-type: none"> ➤ Ensure the audit process is completed in a timely manner ➤ Take action in year to mitigate risk at school and Trust level

Risk Management	<ul style="list-style-type: none"> ➤ Ensure a comprehensive risk management framework and appropriate risk management strategies are put in place and maintained across the Trust. ➤ Ensure the Trust Board have an Audit and Risk Committee who regularly review the work of the Board 	<ul style="list-style-type: none"> ➤ Keep under review the school's risk register. ➤ Report to the Trust Board and the CEO any perceived material vulnerability that is not addressed in a timely and effective manner. ➤ Ensure the school is compliant with GDPR requirements 	<ul style="list-style-type: none"> ➤ Support the Executive Team to identify risks. ➤ Oversee the implementation of all risk management strategies within the school guided by the Executive Team. ➤ Ensure the school has systems and processes in place to maintain GDPR compliance 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Be responsible for the identification and effective management of risk across the Trust.
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	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Premises			
Health and Safety	<ul style="list-style-type: none"> ➤ Agree the main policies to be operated across the Trust with regard to health & safety (including safeguarding). 	<ul style="list-style-type: none"> ➤ Monitor the health and safety culture operating in the school and report by exception any concerns to the Trust Board and the CEO. ➤ Maintain the school risk register 	<ul style="list-style-type: none"> ➤ Ensure compliance with all health and safety (including safeguarding). ➤ Ensure compliance with all policies, practice and procedures as determined by the Trust Board and the CEO. 	<p>The CEO will:</p> <ul style="list-style-type: none"> ➤ Develop and propose all policies, practice and procedures to be operated across the Trust with regard to health & safety (including safeguarding).

			<ul style="list-style-type: none"> ➤ Consider and develop complementary procedures where the school/pupils have specific health and safety requirements. ➤ Engender a culture that promotes health and safety. ➤ Report any health and safety (including safeguarding) incidents and near misses to the CEO. 	<ul style="list-style-type: none"> ➤ Ensure that each school adopts and is compliant with all health & safety policies, practice and procedures as determined by the Trust Board
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	The Trust Board will	The Local Governing Body will:	The Headteacher will:	The Executive Team will:
	Premises			
School	<ul style="list-style-type: none"> ➤ Approve the overall asset management strategy for the premises owned or managed by the Trust. ➤ Determine any disposals or acquisitions of land to be used by the Trust. 	<ul style="list-style-type: none"> ➤ Monitor the culture and the implementation of the strategic plans to ensure a safe environment for all users of the buildings and the facilities. 	<ul style="list-style-type: none"> ➤ Be responsible for the day to day environment having regard at all times to the safety of the users of the buildings and the facilities. 	<ul style="list-style-type: none"> ➤ The CEO will: ➤ Implement an overall asset management strategy for the premises owned or managed by the Trust.

			<ul style="list-style-type: none"> ➤ Develop, with the support the Executive Team, a long-term estate management strategy to ensure the suitability of building and facilities in light of long-term curriculum needs. ➤ Be responsible for, within the constraints of the school Budget, the upkeep, maintenance and care of the buildings and facilities used by the school. ➤ Attract and manage short term lettings and day to day use of the school buildings and playing fields under such lets. 	<ul style="list-style-type: none"> ➤ Have overall responsibility for the management and maintenance of the premises owned or managed by the Trust giving due consideration of the estate management strategies of each school. ➤ The CFO will: ➤ Make applications for grants and other capital funding to improve the estate of the Trust.
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29.Scheme of Financial Delegation

Decision Level							
Function	No	Tasks	Trust Exec Board	CEO/CFO	Business Manager	LGB	Headteacher *
Purchasing & Procurement	1.	Placing orders for goods and services (3 quotes required for items over £5,000. 2 signatures required for all requisitions)	To authorise spend over £10,000 (and formal tendering process)	To authorise spend up to £9,999 and recommend authorisation between £10,000 and £24,999 to Audit and Finance Committee.	To authorise spend up to £5,000 at Central MAT and academies. To recommend spend over £5000 to CEO/CFO.	To approve HT's recommendation to spend up to £9,999 in line with budget. To recommend spend over £10,000 to CEO.	To recommend spend up to £9,999 to LGB for approval. To authorise spend up to £5,000 at academies.

(subject to budgetary constraints)	2.	Tendering process	To authorise tenders for orders £10,000 and over (formal tendering) To monitor tenders for transactions over £25,000	To undertake tenders for MAT To authorise tenders to £9,999 and recommend between £10,000 and £24,999 to Audit and Finance Committee			To open, accept and evaluate tenders up to the value of £5,000
	3.	Register of Business Interests	To complete annual declaration of business interest	To ensure staff with financial responsibility & directors complete annual declaration & register of interest on web		To ensure Govs complete annual declaration of bus interests & register of ints for govts & staff on web	To ensure staff with financial responsibilities complete annual declaration of business interests
	4.	Authorising Invoices (should not be authorised by person who placed order & follow tendering process. 2 signatures required.	To authorise invoices/ payments over £9,999 on recommendation from Audit/Finance Committee	To authorise invoices/ payments & virements for MAT & schools up to £9,999 and recommend over £10,000	To authorise invoices/ payments and virements to £5,000 and recommend over £5,000 to CEO		To authorise invoice/payments up to £5,000 for academy
	5.	Making payments (signing cheques, BACS paymts & bank transfers). 2 signatures required.		To make payments on approved costs for school/ MAT with 1 approved signatory within authorisation levels	To make payments for academies or central MAT with bank signatory within authorisation levels		To make payments for academy with approved signatory within authorisation levels
	6.	Approval of annual budget	To review and approve annual budget for MAT	To review and recommend annual budget to Trust Exec	To review and recommend annual budget to CEO	To review & recommend annual budget to Bus Mgr	To prepare annual budget with MAT Bus Mgr & LGB
Annual Budget and Financial Management	7.	Monthly budget summary and Management Accounts	To monitor monthly budget summary & mgmt a/cs for academies/MAT & recommend action	To report on monthly budget summary & management a/cs for academies & MAT to Trust Exec & action as necessary	To report on monthly budget summary & mgmt a/cs for academies & MAT to CEO & action	To review monthly budget summary & mgmt a/cs for Academy & action as necessary.	To prepare monthly budget summary & mgmt. a/cs for review by Trust Bus Mgr & LGB
	8.	Authorised for virements between cost centres (no inc to overall budget)	To monitor virements across the MAT taking action as necessary	To report on approved virements to Trust Exec Board	To approve virements	To monitor virements at Academy taking action as necessary	To recommend virements to MAT Bus Mgr Report virements to LGB
	9.	Use of reserves or increase of overall annual budget	To review & approve use of reserves or increase in budget	To review & recommend use of reserves or increase in budget to MAT Exec Board	To review & recommend use of reserves or increase in budget to CEO	To recommend use of reserves or increase in budget to MAT Bus Mgr	To recommend use of reserves or increase in budget to LGB
	10.	Control Accounts Reconciliation	To monitor reconciling control a/cs for MAT & academies	To review & approve control a/cs reconciliations provided by MAT Bus Mgr as per timetable	To produce control a/cs reconciliations for review & approval by CEO		To review & approve control a/c reconciliations from Academy Bus Mgr
Banking Authority & Cash Mgmt	11.	Open a bank account Always open in name of school /Trust & 2 signatories		To authorise the opening of any bank accounts for MAT & academies	To recommend opening of any bank a/c for MAT & academies to CEO		To recommend opening of any bank a/cs for academy to MAT Bus Mgr
Decision Level							
Function	No .	Tasks	Trust Exec Board	CEO/CFO	Business Manager	LGB	Headteacher *
Banking Authority & Cash Mgmt	12	Approving bank signatory	To approve bank signatories for MAT a/cs	To recommend approved bank signatories to Board 4 approval	To approve academy bank signatories	To recommend bank signatories to Bus Mgr	To recommend signatories to LGB: DHT/SLT/BM/A
	13	Authorised credit/charge card user (if applicable)	To approve MAT credit card users and card limit		To approve academy credit card users & limit. To recommend users to MAT	To recommend approved credit card users to Trust Bus Mgr	To recommend credit card users to LGB: DHT/SLT/BM/A
	14	Authorised to administer petty cash	Monitor administration of petty cash transactions		To administer petty cash for MAT & limit of £50 each		To approve staff to administer petty cash >£200

	15	Authorised collect/open income/remittances			To approve staff to collect income/open reconciliations with 1 other for MAT		To approve staff to collect income/open reconciliations with 1 other for academy
	16	Authorised to invoice, receipt and bank income in presence of 1 other			To approve staff to invoice, receipt & bank with 1 other for MAT		To approve staff to invoice /receipt/bank income with 1 other for academy
Statutory Reporting	17	Completing annual & periodic financial reports to Trust Board/EFA/DfE	To review & approve financial reports pre submission as required	To review financial reports pre submission & present to MAT Board	To prepare financial reports pre submission & submit approved reports		
	18	Authorised to complete VAT 126 Returns			To review & submit VAT 126 claim for MAT		To review & submit VAT 126 claims for academy
Fixed Assets	19	Asset Register	To review & approve asset register for MAT & academies annually		To enter items over capitalisation limit of £1k to register for MAT		To enter items over capitalisation limit of £1k to register for academy
	20	Security of assets			To ensure security for stores & equipment at MAT		To ensure security for stores/equipment at AT
	21	Disposal of assets	To approve disposal of assets over £5,000 to £44,999 EFA approval over £50k	To recommend sale or destruction or disposal of items over £1000 to £4,999 to MAT Board	To authorise sale or destruction or disposal of items up to net book value of £1000	To approve disposal if net book value below £500 To recommend disposal to Bus Mgr if over £500	To authorise disposal to £500. To recommend disposal if net book value over £500 to LGB.
	22	Loan of assets		To approve loan of assets if loan register signed & maintained for MAT & ATs	To approve loan of assets if loan register signed & maintained for MAT		To approve loan of assets over net book value £250 if register signed & maintained
Debts	23	Write off bad debts/losses	To review & approve writing off bad debts/ losses over £1000	To approve writing off bad debts/ losses to value of £1000 To recommend to MAT Board if over £1000	To recommend writing off bad debts/ losses to value of £1000 to CEO	To approve writing off bad debts/ losses to £500 To recommend to Bus Mgr if over £500	To recommend writing off bad debts/losses to LGB to value of £500 To notify Bus Mgr of losses
Payroll	24	Payroll administration		To instruct Bus Mgr to amend employee files inc salary			To issue file/salary changes To inform payroll & Bus Mgr of changes asap
	25	Payroll Payments			To reconcile staff payments at MAT, check previous, adjust, starters, leavers, etc		To monitor reconciliation of payments at AT, check previous, starters, leavers...
Insurance	26	Insurance Premium renewal		To approve insurance arrangements for MAT & ATs	To review & propose sums insured, risk & claims handling for MAT & ATs		To manage insurance claims at the academy

1. Annual Cycle

Autumn Term – Annual Cycle of Business. All agendas will include the standing items every meeting. This includes procedural items, agreement of the minutes, outstanding actions and matters arising. Review/accept recommendation on policies, safeguarding update, links with parents and community, update governor, clerk training and feedback, governor monitoring and communication to the Trust Board. This list is not exhaustive and additional items may be added.

Spring Term— Annual Cycle of Business. All agendas will include the standing items every meeting. This includes procedural items, agreement of the minutes, outstanding actions and matters arising. Review/accept recommendation on policies, safeguarding update, links with parents and the community, update governor, clerk training and feedback, governor monitoring and communication to the Trust Board. This list is not exhaustive and additional items may be added.

	September – Agenda Items.	October	November –Agenda Items.	December – Agenda Items.
Local Governing Body	LGB 1 To be held 3 rd and 4 th week of September, approx. 2.5-hour meeting. Housekeeping Meeting. Election or re-election of Chair/ Vice Chair. Establish Governor roles such as safeguarding, SEN, etc, Head Teacher’s Report End of previous academic year data report. New academic year targets. Approval of the SDP	<i>Trust Board annual external audit.</i> Remuneration committee	LGB 2 To be held in Autumn 2. 2-hour meeting. Monitor Budgets Health & Safety Premises review and update. Curriculum Review Safeguarding audit Self-Evaluation regarding quality of Education	
LGB Policy	Child protection Agree Equality Objectives Pupil premium strategy School admissions policy		Premises management plan Accessibility Plan Health and safety report Supporting children with medical needs	Review curriculum offer on website
Trust Board	<i>Trust Board/Committee/Meetings</i> September or October. <ul style="list-style-type: none"> Trust Board Meeting. Head Teacher Appraisal Members meeting 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Chairs Forum Education, inclusion and safeguarding committee Remuneration Committee 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Finance & Resources Committee Audit and Risk Committee 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Full Trust Board Meeting. Members AGM <i>Trust Board sign off year end accounts.</i>
	January – Agenda Items.	February	March – Agenda Items.	April – Agenda Items.
Local Gover	LGB 3 To be held in the 2 nd and 3 rd week of January.		LGB 4 To be held in Spring 2.	

	Head Teachers Report. Autumn standards data PP review and report. Quality of leadership.		Budget Planning. Review staffing structure ahead of the next academic year. Review other funding sources.	
LGB Policy	Sex and relationships policy		Charging and remissions policy	Collective worship policy Outdoor education & visits
Trust Board	<i>Trust Board/Committee/Meetings</i> January or February. <ul style="list-style-type: none"> Finance and Resources Committee 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Chairs Forum Education, inclusion and safeguarding committee 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Finance & Resources Committee Audit and Risk Committee 	<i>Trust Board/Committee/Meetings</i> <ul style="list-style-type: none"> Full Trust Board

Summer Term— Annual Cycle of Business. All agendas will include the standing items every meeting. This includes procedural items, agreement of the minutes, outstanding actions and matters arising. Review/accept recommendation on policies, safeguarding update, links with parents and the community, update governor, clerk training and feedback, governor monitoring and communication to the Trust Board. This list is not exhaustive and additional items may be added.

	May – Agenda Items.	June – Agenda Items.	July – Agenda Items.
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Local Governing Body	<p>LGB 4</p> <p>To be held in the 2nd and 3rd week of May.</p> <p>Head Teacher’s Report.</p> <p>Spring standards data.</p> <p>Impact of sports premium.</p> <p>Receive update report on interim appraisal meetings</p> <p>Quality of Education – SEND review</p> <p>Premises walk focusing on quality of learning environments</p> <p>Agree Budget for Approval – Likely to be an additional 1 agenda item meeting in May/June</p>	<p>LGB 6</p> <p>To be held in Summer 2</p> <p>Health & Safety update and review.</p> <p>Proposals for CIF Bids.</p> <p>Governors to attend a meeting with staff to receive feedback from the year and identify priorities for the next academic year.</p> <p>Self-Evaluation, review of the year’s governance, impact, consider effectiveness.</p> <p>Receive anonymised appraisal outcomes</p> <p>Agree Headteacher appraisal committee</p>	
LGB Policy	<p>SEND Policy</p> <p>SEND Information report</p> <p>Looked after children Policy</p> <p>Intimate care policy</p>	<p>Behaviour policy</p> <p>Exclusion policy</p> <p>Emergency Plan</p> <p>Health and safety policy</p>	<p>Sports premium strategy</p> <p>School values/ethos statement</p> <p>School Self Evaluation Form (SEF)</p> <p>Governance Self Evaluation</p>
Trust Board	<p><i>Trust Board/Committee/Meetings</i></p> <p>May or June.</p> <ul style="list-style-type: none">• Education, inclusion and safeguarding committee• Finance & Resources Committee	<p><i>Trust Board/Committee/Meetings</i></p> <ul style="list-style-type: none">• Chairs Forum.• Full Trust Board (Final approval of the budgets)	<p><i>Trust Board/Committee/Meetings</i></p> <ul style="list-style-type: none">• Full Trust Board

2. Policy Checklist

Policy	Committee	Review Cycle	Policy	Committee	Review Cycle
Articles of Association	M	New school	Intimate care	LGB	2 years
Acceptable Use	AR	3 years	Investment	FR	2 years
Acceptable behaviour	TB	3 years	Looked after children	LGB	2 years

Accessibility Plan	LGB	Annual	Managing staff absence	FR	2 years
Admissions	LGB -> TB	Annual	Maternity/Paternity	FR	2 years
Appraisal	TB	Annual	Outdoor education and visits	LGB	2 years
Attendance	EIS	2 years	Parental Leave	FR	2 years
Behaviour	LGB	Annual	Pay	RC	Annual
Capability	FR	2 years	Privacy Notices	AR	Annual
CCTV	AR	3 years	Purchase order	FR	2 years
Charging and remissions	LGB	Annual	Recruitment	FR	2 years
Child Protection	TB -> LGB	Annual	Redundancy	FR	2 years
Collective Worship	LGB	3 years	Reserves	FR	2 years
Complaints	TB	Annual	Risk Management	AR	2 years
Data Protection	AR	Annual	Security	LGB	2 years
Debt Recovery	FR	2 years	Scheme of Delegation	TB	Annual
Disciplinary	FR	2 years	Scheme of Financial Delegation	FR	Annual
E Safety	EIS	2 years	Social Media	FR	2 years
Equality Statement	TB -> LGB	Annual	SEND	EIS -> LGB	Annual
Exclusion	LGB	2 years	SEND information report	LGB	Annual
Finance	FR	Annual	Sex and relationships	LGB	2 years
Freedom of Information	AR	Annual	Staff Code of Conduct	FR	2 years
Gifts, hospitality and anti-bribery	FR	2 years	Staff Expenses	RC	2 years
Expenses	TB	2 years	Subject Access request	AR	3 years
Flexible working	FR	2 years	Supporting Pupils with medical conditions	LGB	2 years
Governor visits	EIS	2 years	Use of reasonable force	EIS	2 years
Grievance	FR	2 years	Virtual meetings	TB	3 years
Health, safety & Wellbeing	TB -> LGB	Annual	Volunteers in school	EIS	2 years
Information management	AR	2 years	Whistleblowing	FR	2 years

M = Members

TB = Trust Board

LGB = Local Governing Body

FR = Finance and resources committee

EIS = Education, Inclusion and safeguarding committee

AR = Audit and Risk Committee

RC = Remuneration Committee