



Scheme of Delegation

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This Scheme of Delegation is the framework that makes clear which governance functions are exercised by who within Waveney Valley Academies Trust.

This document, which can be amended by the Trust Board at any time, will be formally reviewed at least annually. It is published on the Trust's website, and those of its Academies.

Purpose

The purpose of this document is to outline:

- the requirements of the Articles of Association regarding delegation
- the administration and Terms of Reference of the Trust Board and its sub-committees
- the delegation matrices

As a charity and company limited by guarantee, Waveney Valley Academies Trust ("the Trust") is governed by a Trust Board (the "Trustees") who are responsible for the management and administration of the Trust and the Academies within the Trust ("the Academies").

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure quality, safety and good practice.

This document explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, detailing the delegated roles and responsibilities of the Trustees, their sub-committees and senior executive staff.

Any delegation made is subject to any conditions the Trustees may impose and may be revoked or altered at any time in the best interests of the Trust. The Trust Board reserves the right to take any necessary action where it feels there is cause for concern within an Academy.

Scope

This document outlines the framework for decision making, responsibility and accountability within Waveney Valley Academies Trust. It applies to Members, Trustees, sub-committee members and Trust staff.

Our Values and Ethos

We believe that it is important for a partnership of academies to be built on trust, openness and challenge.

The aim of Waveney Valley Academies Trust is to ensure that all our children and young people excel in academies which are proud of student behaviour, exam results and the learning environment. We believe that all students can succeed. We will remove barriers to success and not use them as excuses.

We have the highest expectations of ourselves, the teams working across our academies and our students.

The Trustees will work strategically to maintain these values and deliver the aim of the Trust, focusing on enhanced outcomes for students, operational efficiency, development of staff and community engagement.

The Trustees will develop and implement a structure of robust policies in accordance with the overall strategy of the Trust.

As sub-committees of the Trust Board, Academy (School) Committees will oversee the implementation of the strategy and policies within their respective academies.

An annual skills audit will be undertaken by the Trustees and members of the Trust's sub-committees. The resulting information will be used to inform and offer assurance to the Trust regarding the appropriateness of the skill sets and knowledge present throughout the governance structure. The information will also be used to assist the Trust in identifying potential areas where further knowledge, experience or skills may be required.

Operational and managerial responsibilities will be delegated to the Headteachers who, in turn, will delegate appropriately to keep decision making as close to the operational impact as possible and to ensure staff feel empowered to lead within their areas of responsibility.

All roles within Waveney Valley Academies Trust including Members, Trustees and sub-committee members are subject to satisfactory DBS and Section 128 checks.

Waveney Valley Academies Trust will:

- always remember that **we work for the children and young people** in our Academies
- ensure that all students are offered a **good range of additional support** with **particular focus** in the academic years leading up to external examinations and tests; underpinned by excellent **pastoral support**
- focus equally on **exam grades** and **progress** made by **individual students** and **groups**
- ensure that students receive **appropriate homework**, that their work is regularly **marked** and **feedback** given
- have the highest **behavioural expectations** of all students with an approach which includes **effective consequences**, keeping fixed term exclusions to an absolute minimum
- give all **Headteachers** an **equal voice** within the Executive Leadership Team, ensuring that they are **empowered to run their own Academy** within the parameters of the Multi Academy Trust
- ensure each Academy retains its **own identity** within the Trust
- support each Academy throughout their journey to **achieve and maintain an Ofsted rating of good or outstanding**
- **never use academic selection** as a way of determining the award of a place in our Academies
- remember that **our colleagues work hard** and that our role as a Trust is to **serve them**
- work with **integrity** and always remember that the **public money** within our control is for the **education of the students**

Our Articles of Association

Subject to the Waveney Valley Academies Trust Articles of Association, and to any directions given by special resolution, the business of the Trust shall be managed by the Trustees, who may exercise all the powers of the Trust.

The Trustees will:

- appoint sub-committees to be known as Academy (School) Committees for each Academy (committees and individual committee members may be appointed for more than one Academy)
- establish other sub-committees

The constitution, membership and proceedings of any committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any sub-committee of the Trust Board shall be reviewed at least annually as part of the review of the Scheme of Delegation.

The membership of any sub-committee of the Trustees may include persons who are not Trustees.

With the exception of Academy (School) Committees:

- a majority of members of any sub-committee shall be Trustees
- no vote on any matter shall be taken at a meeting of a sub-committee of the Trust Board unless the majority of committee members present are Trustees

For Academy (School) Committees:

- a majority of members of an Academy (School) Committee shall be non-Trustees
- no vote on any matter shall be taken at a meeting of an Academy (School) Committee unless the majority of committee members present are non-Trustees

The Trustees may delegate to any individual Trustee, sub-committee (including any Academy (School) Committee), the Chief Executive Officer or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation shall be made subject to any conditions the Trustees may impose and may be revoked or altered.

The Trustees may delegate such powers and functions as they consider are required to the Headteachers for the internal organisation, management and control of the Academies.

The Trust Board shall not delegate any functions relating to:

- the constitution of the Trust
- the appointment or removal of the Chair and Vice-Chair of the Trustees
- the suspension or removal of Trustees
- the delegation of functions (the adoption or revision of this Scheme of Delegation)
- the establishment of sub-committees
- the dissolution of sub-committees

The Articles of Association (available upon request) outline further information regarding the Trust Board:

- Term of office (Article 64)
- Resignation and removal (Articles 65 – 67)
- Suspension (Articles 67a – 67e)
- Disqualification (Articles 68 – 79)
- Clerk (Article 81)
- Meetings (Articles 108 – 125)
- Participation in Meetings (Article 126)
- Notices (Articles 132 – 135)
- Indemnity (Article 136)
- Rules (Articles 137 – 138)

The Trust will apply the principles contained within these Articles to all sub-committees of the Trust Board, including Academy (School) Committees and the members thereof.

The Nolan Principles

In undertaking their duties on behalf of Waveney Valley Academies Trust, the **Members, Trustees, Academy (School) Committee Members and all Trust staff** will **uphold the Nolan Principles**, the Seven Principles of Public Life (as defined by the Committee for Standards in Public Life):

- **Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends

- **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties

- **Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit

- **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office

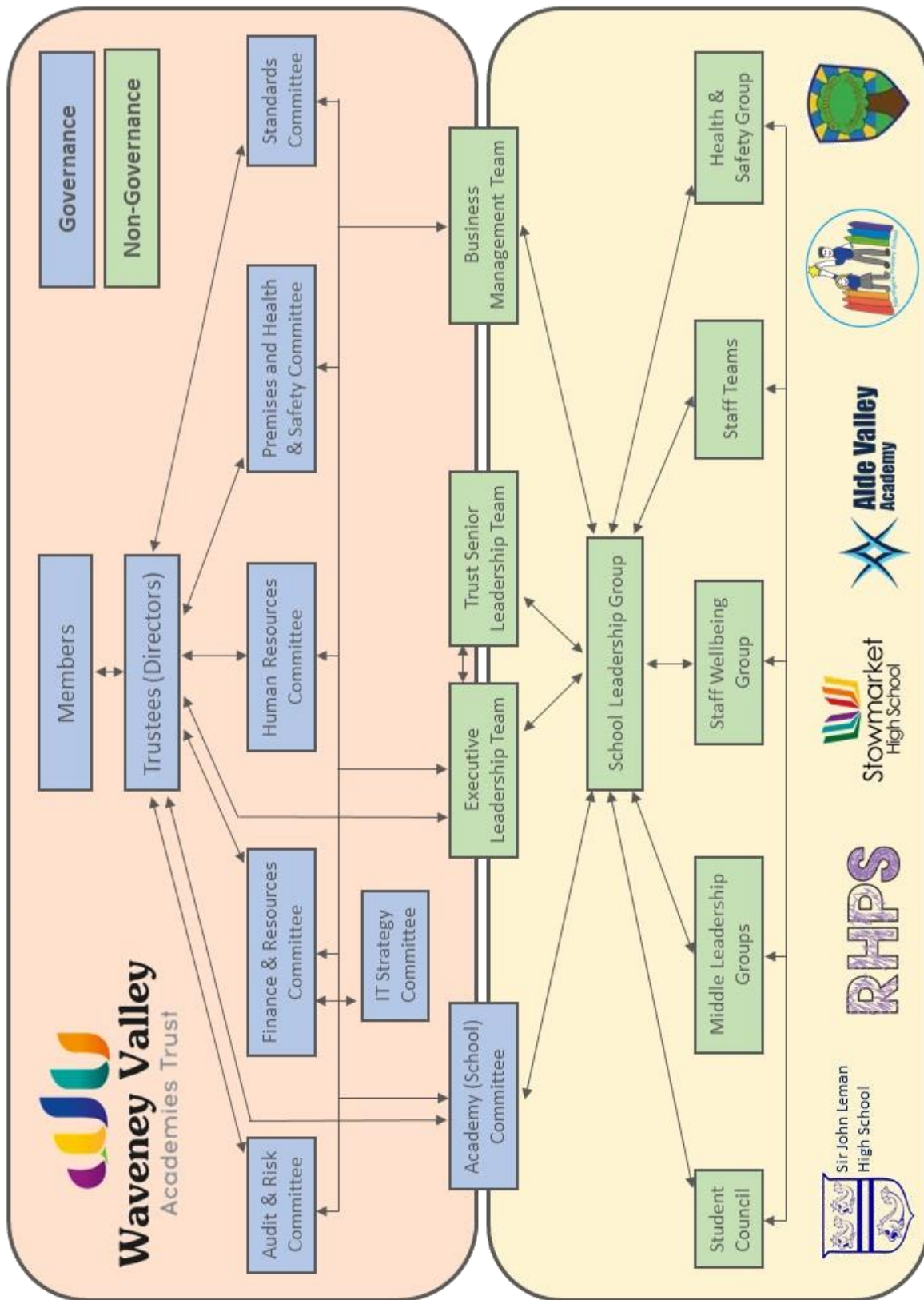
- **Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it

- **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest

- **Leadership** Holders of public office should promote and support these principles by leadership and example

These principles were first set out by Lord Nolan in May 1995 and have become part of the Ministerial code.

Our Trust Structure



Members

The Members are the guardians of the Trust's constitution, having determined the governance structure of the Trust, they continue to provide oversight and challenge to the Trustees, ensuring the charitable objects of the Trust are being fulfilled.

Constitution

- The Chair of the Trust Board (ex officio)
- The Vice-Chair of the Trust Board (ex officio)
- 3 external Members (not Trustees)
- As an employee of the Trust, the Chief Executive Officer is not permitted to be a Member
- A meeting of the Members will be **quorate** when two or more Members are present (the majority of Members present must be non-Trustees)

Responsibilities

The Members **will**:

- appoint Members should vacancies arise

The Members **may** agree to:

- remove Members
- appoint additional Trustees
- remove Trustees
- delegate to the Trust Board the power and responsibility to appoint and remove co-opted Trustees
- delegate to the Chair of the Trust Board the power and responsibility to sign off the Annual Report and Accounts

Any removal of a Trustee, initially appointed by the Members shall only be undertaken with the consent of the Members.

The Articles of Association (available on our website or upon request) outline further information regarding the Members:

- Objects of the Multi Academy Trust (Article 4)
- Membership (Articles 12-18)
- General meetings (Articles 19 – 35)
- Participation at meetings (Articles 27A – 27G)
- Voting (Articles 36 – 44)

Terms of Reference

- Elect a chair at the beginning of each meeting from the Members present either in person or under the terms of Articles 27A – 27G
- Oversee the Trust Board, holding Trustees to account as appropriate
- Ensure compliance with the Articles of Association, including the fulfilment of the objects of the Multi Academy Trust
- Review and consider the work, performance and attendance of the Trust Board and all sub-committees, encouraging Trustees and sub-committee members to undertake self-reflection both as individuals and as working groups
- Hold one Annual General Meeting each academic year
- Hold additional General Meetings as requested by the Trustees or any individual Member
- Appoint or remove Members as appropriate
- Appoint or remove Trustees as appropriate
- Respond to matters of particular difficulty, sensitivity or emergency, offering support and advice to Trustees, the Chief Executive Officer, the Chief Finance Officer and other Senior Executives as appropriate

Trust Board

The Trust Board is responsible for providing confident and strong strategic leadership, leading to robust accountability, oversight and assurance for both the educational and financial performance of the Waveney Valley Academies Trust.

The Board must fulfil the following three core governance functions across the Multi Academy Trust:

- Ensure clarity of vision, ethos and strategic direction.
- Hold executive leaders to account for the educational performance of the academies and their students/pupils, and the effective and efficient performance management of staff.
- Oversee the financial performance of the trust, ensuring all funds are appropriately spent.

Department for Education
Governance Handbook
(March 2019)

Constitution:

- Non-executive Trustees appointed by the Members(maximum 9)
- The Chief Executive Officer (ex officio)
- Additional Trustees as co-opted by the Trust Board
- A meeting will be **quorate** when the following are present:
 - any three members of the Trust Board or, if greater,
 - one third (rounded up to a whole number) of the total number of Trustees on the Board at the date of the meeting

Responsibilities

The Trust Board exercises all the powers of the Waveney Valley Academies Trust and is accountable for the performance of the Trust.

The Trust Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed. Equally, the Trust Board will challenge, ask questions and seek information to achieve the best outcome for the Trust.

The Trustees have a fiduciary duty to act in good faith and in the best interests of the Trust. This duty includes (but is not limited to) the responsibility to:

- ensure the fulfilment of the charitable objects of the Trust

- ensure compliance with any legal obligations
- act in a way which is compliant with the rules of the Trust contained in
 - the Articles of Association
 - the Master Funding Agreement
 - the Academies' Supplemental Funding Agreements
 - the Academies Financial Handbook
- act with integrity, avoiding personal conflicts of interest and the misuse of charity funds or assets
- act with integrity, fully documenting and reporting up on the appropriateness of any related party transactions undertaken
- act prudently in the financial management of the Trust, avoiding any undue risk to assets, funds or reputation
- exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient
- act responsibly, seeking guidance from others, including professional advisors, where appropriate
- prepare accounts in accordance with the Statement of Recommended Practice for Charities (Charity SORP)
- undertake any reporting requirements of the Department for Education and the Education and Skills Funding Agency

Trustees will undertake an annual skills audit. Specific skills and/or experience may be required if a Trustee is to take delegated responsibility within a specific area or to undertake the role of chair or vice-chair of the Trust Board.

Trustees should be able to articulate their contribution to the success of the Trust and the academies.

The Articles of Association (available upon request) outline further information regarding the Trust Board:

- Term of office (Article 64)
- Resignation and removal (Articles 65 – 67)
- Suspension (Articles 67a – 67e)
- Disqualification (Articles 68 – 79)
- Clerk (Article 81)
- Chair and Vice-Chair (Articles 82 – 92)
- Powers (Articles 93 – 96)
- Conflicts of Interest (Articles 97 – 98)
- The Minutes (Article 99)
- Meetings (Articles 108 – 125)
- Participation in Meetings (Article 126)
- Notices (Articles 132 – 135)
- Indemnity (Article 136)
- Rules (Articles 137 – 138)

Terms of Reference

- Provide strategic direction, support and challenge for the Trust
- Hold at least six meetings each academic year
- Co-opt new Trustees in accordance with the Articles of Association
- Appoint or remove the chair and vice chair of Trustees
- Appoint or remove the clerk to the Trustees
- Establish sub-committees, including Academy (School) Committees
- Consider recommendations and reports from all committees
- Identify the skills within the Trust Board and sub-committees, addressing any gaps through recruitment or training
- Establish, review (at least annually) and monitor the implementation of:
 - the Scheme of Delegation
 - the Terms of Reference for the Trust Board
 - the Terms of Reference for all sub-committees including Academy (School) Committees
 - Trust policies as outlined within the Trust Policy Structure
- Ensure, through the consideration of reports and recommendations from the Chief Executive Officer, the Chief Finance Officer and all sub-committees:
 - Compliance to all relevant legislation, regulations and DfE requirements
 - Robust risk management
 - Strong and transparent financial management
 - Compliant and proportionate Health & Safety management
 - Well established community links
- Monitor, through the consideration of reports and recommendations from the Chief Executive Officer and all sub-committees:
 - Student progress and outcomes
 - Student support
 - Staffing matters
 - Academy improvement
 - Academy development
- Appoint or remove the Chief Executive Officer or Chief Finance Officer if deemed appropriate and necessary
- Appoint external Auditors
- Approve the first formal budget plan of the financial year
- Respond to matters of particular difficulty, sensitivity or emergency, offering support and advice to Chief Executive Officer, Chief Finance Officer and other Senior Executives as appropriate

Sub-Committees

The Trust Board will maintain a structure of sub-committees as follows:

- Academy (School) Committees
- Standards Committee
- Audit and Risk Committee
- Finance and Resources Committee
 - IT Strategy Committee
- Premises and Health & Safety Committee
- Human Resources Committee

These sub-committees will act in an advisory capacity to the Trust Board except where powers have been specifically delegated to them by the Trust Board.

Sub-Committees for statutory functions

The Trust Board will also form further sub-committees as required, to perform delegated statutory functions:

- Student Discipline Committee
- Student Appeals Committee
- Staff Discipline Committee
- Staff Appeals Committee
- Chief Executive Officer Performance Review Committee
- Chief Finance Officer Performance Review Committee
- Headteacher Performance Review Committee

The Waveney Valley Academies Trust Board and all sub-committees operate under this Scheme of Delegation and will, at all times, adhere to their Terms of Reference. All deliberations and actions should be undertaken with appropriate planning, monitoring, compliance, probity and professionalism. All meetings will be fully minuted and written records will be kept. All minutes will be approved and published as soon as is reasonably practicable.

Attendance at meetings of Members, Trustees and Sub-Committees

Apologies should be sent prior to any meeting where an individual is unable to attend. Every effort will be made to offer a video or telephone link to encourage and facilitate attendance at meetings. Absences where apologies have been received in advance will, under normal circumstances, be consented to by the members present. Full consideration will be given to whether the meeting is quorate before any agenda items are discussed. The members, present at a meeting, reserve the right not to consent to absences where:

- no apologies have been received
- where apologies have been received for the third consecutive meeting of the Trust Board/sub-committee

In both cases, the chair of the Trust Board/sub-committee will make contact with the committee member following the meeting to confirm their wellbeing and offer support within their role.

The Chair of the Trust Board

The chair is elected or appointed in accordance with the Waveney Valley Academy Trust Articles of Association.

As a member of the Trust Board, the Chair undertakes the following additional responsibilities:

- chair meetings of the Trust Board, ensuring:
 - appropriate agendas are agreed in line with the Terms of Reference
 - all agenda items are addressed
 - meetings adhere to agreed start and finish times
 - all Trustees are invited and encouraged to engage fully in discussion and debate
 - decisions are made by the Trust Board to move the work of the Trust forward
 - actions agreed by the Trust Board are carried out

- establish and build a strong, effective and constructive working relationship with the Chief Executive Officer and Chief Operating Officer, acting as a channel of communication between the Trust Board and executive staff whilst respecting the boundaries that exist between the roles
- ensure regular contact with the Chief Executive Officer and Chief Operating Officer, developing and maintaining an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- ensure that the Chief Executive Officer and Chief Operating Officer have the opportunity for professional development and have access to appropriate external professional support
- ensure appropriate contact with the Clerk of the Trust Board to oversee the constitution of the Trust Board and its sub-committees, ensuring adherence to the Articles of Association and Scheme of Delegation of the Trust
- take urgent action (including decision making, when necessary) should an emergency situation arise which does not allow time for a Trust Board meeting to be arranged, consulting as appropriate with the Vice-Chair of the Trust Board and/or the Chair(s) of relevant sub-committees. All such emergency action should be reported to the Trust Board at the earliest opportunity and should be included on the agenda of the next Board meeting.

The Vice Chair of the Trust Board

The Vice-Chair is elected or appointed in accordance with the Waveney Valley Academy Trust Articles of Association.

As a member of the Trust Board, the Vice-Chair undertakes the following additional responsibilities:

- deputise for the Chair of the Trust Board in the event of their absence
- offer support to the Chair of the Trust Board in the undertaking of his/her responsibilities, including urgent action and decision making as appropriate
- responsibilities, including urgent action and decision making as appropriate

The Chair of a Sub-Committee

The Chair of each sub-committee is elected or appointed in accordance with the Waveney Valley Academy Trust Articles of Association.

As a member of the sub-committee, the Chair undertakes the following additional responsibilities:

- chair meetings of the sub-committee, ensuring:
- appropriate agendas are agreed in line with the Terms of Reference
- all agenda items are addressed
- meetings adhere to agreed start and finish times
- all committee members are invited and encouraged to engage fully in discussion and debate
- decisions are made by the sub-committee to move the work of the Trust forward
- actions agreed by the sub-committee are carried out
- offer support to the Chair of the Trust Board, as appropriate, regarding urgent action and/or decision making relevant to the sub-committee

The Company Secretary

Reporting to the Trust Board, the role of the Company Secretary is to ensure that Waveney Valley Academies Trust complies with relevant legislation, DfE requirements and the constitutional arrangements of the Trust.

The Clerk to the Trust Board

The Clerk to the Trust Board is elected or appointed in accordance with the Waveney Valley Academy Trust Articles of Association.

The Clerk is not a member of the Trust Board or its sub-committees but undertakes the following responsibilities:

- Provide, at the beginning of each academic year, a schedule of meetings for the Members, Trust Board and sub-committees of Waveney Valley Academies Trust, ensuring DfE guidelines are adhered to regarding frequency
- ensure the agenda for each meeting is agreed by the Chair and is in line with the Terms of Reference
- ensure agendas and minutes of previous meetings are distributed to the relevant committee members in advance, along with relevant documents for discussion
- ensure all meetings of the Trust Board, sub-committees and Members of the Trust are fully recorded by an appropriately skilled minute taker,
- ensure draft minutes of each meeting are submitted to the Chair for approval
- ensure the approved minutes of each meeting are distributed to the members of the relevant committee with signed copies held centrally on file for inspection
- implement and maintain systems for the recording and holding of minutes deemed by the Members, the Trust Board or a sub-committee to be confidential
- ensure regular contact with and between individuals undertaking the minute taking responsibilities at meetings, offering full support, information and guidance as appropriate
- attend meetings of the Members, Trustees and sub-committees as required, offering support to the attendees and/or the minute taker in attendance
- ensure attendance at each meeting is accurately recorded
- provide administrative support, as appropriate, to the Members, Trust Board and sub-committees. The Safeguarding Trustee is elected by the Trust Board.

The Safeguarding Trustee

As a member of the Trust Board, the Safeguarding Trustee undertakes the following additional responsibilities:

- fully understand the safeguarding requirements of the Trust
- Offer support to the Chief Executive Officer and Chief Operating Officer regarding safeguarding issues.
- Offer support to the designated safeguarding leads as required
- Report safeguarding related activities to the Trust Board in order to facilitate oversight of safeguarding and ensure compliance with statutory duties
- Ensure that any concerns regarding safeguarding systems or approaches are brought to the Trust Board
- Ensure that the safeguarding policy is being followed consistently across the Trust; and be involved in the policy review process
- Report to the Trust Board to allow informed decision making, including the allocation of resources
- Ensure that safer recruitment processes and safeguarding training programmes are in place

Academy (School) Committees

The Academy (School) Committees carry the Trust vision, policies and priorities forward within the Academies. The local nature of these committees allows their work to be based on the specific qualities and characteristics of each Academy. They support, question and challenge the Academy leadership team, holding them to account within agreed areas of responsibility delegated by the Trust Board.

Constitution:

- the Headteacher
- Support staff member(s) (minimum 1, maximum 2), elected by members of support staff within the academy
- Teaching staff member(s) (minimum 1, maximum 2), elected by members of teaching staff within the academy
- Parent/Carer members (minimum 2, maximum 4), elected by parents/carers of students within the academy
- Members co-opted by the Academy (School) Committee (minimum 2, maximum 6)
- Members as appointed by the Trust Board
- No vote on any matter shall be taken at a meeting of the committee unless the majority of committee members present are non-Trustees
- A meeting will be **quorate** when the following are present:
 - any three members of the Academy (School) Committee or, if greater,
 - one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting

Where an Academy (School) Committee is responsible for more than one Academy:

- each Headteacher will be a member of the Academy (School) Committee
- Staff and Parent/Carer members will be elected across all Academies

Where an Academy has a leadership model in excess of one Headteacher, for example two part-time Headteachers or an Executive Headteacher and a Headteacher, both members of staff will be members of the Academy (School) Committee, however, they will only have one joint vote.

Responsibilities

An Academy (School) Committee may appoint associate members, subject to the approval of the Trustees. Associate members have no voting rights.

An Academy (School) Committee may invite staff members from the Academy to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Offer appropriate support and challenge to the headteacher within the areas of responsibility as delegated to the committee by the Trust Board
- Ensure that named individual Academy (School) Committee member links are established for the Academy in relation to:
 - Safeguarding
 - SEND
 - Children in Care
 - Careers
- Ensure that the school curriculum meets the expectations of the Trust's Safeguarding Policy
- Reporting to the Trust Board, consider:
 - Trust-led reviews relating to the Academy
 - Headteacher reports
- Reporting to the Trust Board, monitor:
 - curriculum delivery within the Academy
 - an overview of staffing within the Academy
 - safeguarding matters within the Academy, including attendance
 - student welfare matters within the Academy
- Reporting to the Trust Board, ensure:
 - an agreed schedule of termly internal education reviews are undertaken with resulting recommendations actioned within appropriate time frames
 - recommendations from Trust-led reviews are actioned within appropriate time frames
 - annual budget planning, undertaken by the Trust, is informed by the committee, reflecting the Academy (School) Development Plan
- Reporting to the Trust Board, establish, review and monitor the implementation of policies in accordance with the Trust Policy Structure.
- Provide information regarding the Academy to other committees within the Trust to facilitate decisions within their delegation
- Consider implications for the Academy of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Standards Committee

The committee provides assurance over the standards of educational provision, ensuring that the Trust and all Academies operate in accordance with relevant legislation, regulation and Trust policy.

Constitution:

- 5 committee members including a minimum of 3 Trustees (including the Safeguarding Trustee)
- The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
- No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present
- A meeting will be **quorate** when any three members of the committee are present

Responsibilities

The committee may invite external education advisors, Headteachers and members of the Academies' Senior Leadership Teams to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least one meeting each term and when requested by the Trustees
- Reporting to the Trust Board, monitor and review Academy Development Plans on a termly basis, ensuring that development and improvement are delivered in a timely and efficient manner.
- Consider all reviews undertaken, including but not limited to:
 - Trust reviews undertaken under the current Ofsted criteria
 - Internal educational reviews undertaken within Academies
 - Safeguarding Audits, including those undertaken with Associate Member schools or academies.
- Monitor standards and performance across the Trust including:

- the Academy Dashboards, measuring the following Key Performance Indicators (KPIs):
 - Historic student outcomes
 - Predicted student outcomes
 - Student Attendance including year groups and sub-groups
 - Student numbers in each year group
 - Historic Ofsted gradings (1 – 4)
 - Fixed-term and Permanent Exclusions
- the implementation of Student Behaviour and Exclusion policies across the Trust, including record keeping regarding the decision-making process within the Academies
- the implementation of Safeguarding policies and procedures across the Trust, including record keeping regarding the decision-making process within the Academies
- the delivery of standards and targets across the Trust, set through the Headteachers' Performance Management Reviews, including the effectiveness of delegation to Academy (School) Committees
- staff development programmes across the Trust as a whole and in individual Academies to ensure that staff have the skills to achieve the standards and performance targets that have been set.
- the work of the Student Disciplinary and Appeals Committees
- Establish, review (at least annually) and monitor the implementation of Policies in line with the Trust Policy Structure
- Provide information to other committees within the Trust to facilitate decisions within their delegation
- Consider implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Audit and Risk Committee

The committee provides assurance over the suitability of, and compliance with, financial systems, operational controls and risk management, ensuring that the Trust and all Academies operate in accordance with relevant legislation, regulation and Trust policy.

Constitution:

- 5 committee members including a minimum of 3 Trustees
- The Chair of the Trust Board is not permitted to be a member of the committee
- The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
- No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present
- A meeting will be **quorate** when any three members of the committee are present

Responsibilities

The Chair of the Audit and Risk Committee will take on the role of Internal Responsible Officer across the Trust.

The committee may invite Headteachers and members of the Academies' Senior Leadership Teams to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least two meetings each academic year and when requested by the Trustees or external Auditors
- Make recommendations to the Trust Board regarding the appointment, performance, reappointment, dismissal and remuneration of external Auditors
- Establish and review an internal audit service for the Trust and all Academies
- Establish and review a comprehensive risk register for the Trust
- Establish and review insurance cover for the Trust
- Consider, monitoring the implementation of agreed recommendations:
 - The financial statements for the Trust and management letters
 - Internal Audit reports and action plans
- Through the work of internal and external responsible officers and auditors, provide assurance that the Trust and all Academies operate within financial regulations including, but not limited to, the Master and Supplement Funding Agreements and the Academies Financial Handbook
- Monitor, across the Trust:
 - Information published on websites, ensuring compliance
 - Single Central Records
 - Business Interest Registers
 - any related party transactions, ensuring transparency and fairness
 - implementation of the Complaints Policy
 - the Complaints Register
 - implementation of the Whistleblowing Policy
 - the Whistleblowing Register
- Establish, review (at least annually) and monitor the implementation of Policies in line with the Trust Policy Structure
- Provide information to other committees within the Trust to facilitate decisions within their delegation
- Consider implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Premises and Health & Safety Committee

The committee oversees the suitability, safety, security, maintenance and development of land and buildings across all sites within the Trust, providing leadership on strategic planning with regard to premises related issues. As part of this responsibility, the committee provides assurance over Health & Safety compliance, ensuring that the Trust and all Academies undertake robust risk management, operating in accordance with relevant legislation, regulation and Trust policies.

Constitution:

- 5 committee members including a minimum of 3 Trustees
- The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
- No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present
- A meeting will be **quorate** when any three members of the committee are present

Responsibilities:

The committee may invite Headteachers and members of the Academies' Senior Leadership Teams to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least one meeting each term and when requested by the Trustees
- Provide assurance over the suitability of, and compliance with, premises related risk management including robust risk assessment and staff training.
- Make recommendations to the Trust Board regarding the award of site and premises related contracts
- Establish and review appropriate and relevant internal and external Health and Safety audit processes for the Trust and all Academies

- Ensure that the Trust and all Academies operate within Health and Safety regulations.
- Consider minutes from termly meetings of Health and Safety groups within all Academies and at the central office, ensuring proportionate action is taken in a timely manner to mitigate identified risk
- Review Site Development Plans across all Academies, ensuring that planned projects are prioritised appropriately to provide assurance regarding safety, security and maintenance within the context of Academy improvement and initiatives
- Make recommendations to the Trust Board regarding the allocation of capital grant funding across the Trust in accordance with Academies' Site Development Plans
- Monitor outcomes of major building projects, assessing:
 - procurement processes
 - compliance with Health and Safety regulations
 - quality of workmanship
 - timeliness of delivery
 - actual costs against budget
- Establish, review (at least annually) and monitor the implementation of Policy documents in line with the Trust Policy Structure
- Provide information to other committees within the Trust to facilitate decisions within their delegation
- Consider implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Finance and Resources Committee

The committee oversees all financial matters across the Trust, including robust budget planning and appropriate expenditure of all Trust funds, providing assurance over compliance and ensuring that the Trust and all Academies operate in accordance with relevant legislation, regulation and Trust policies.

Constitution:

- 5 committee members including a minimum of 3 Trustees
 - The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
 - A meeting will be **quorate** when any three members of the committee are present
- No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present

Responsibilities:

The committee may invite Headteachers and members of the Academies' Senior Leadership Teams to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least one meeting each term and when requested by the Trustees
- Ensure regularity and propriety in the use of public funds
- Lead the development of strategic financial plans and provide leadership on financial related issues
- Establish and maintain a 3-year financial plan for the Trust
- Ensure that the Trust and all Academies operate within financial regulations including the Master and Supplement Funding Agreements and the Academies Financial Handbook
- Ensure that accurate funding related information is submitted to the DfE and ESFA within specified timeframes with any actions or recommendations arising from such submissions being addressed in a timely manner
- Consider:

- the Trust's indicative funding, advising the Trust Board of any significant concerns
 - Financial implications of the Academies' Improvement/Development plans
 - Financial implications of the Academies' Site Development Plans
 - Financial benchmarking and performance
- Approve:
 - the Trust's budget prior to the start of each financial year
 - any funding bids submitted across the Trust
- Monitor, for all Academies within the Trust:
 - Budget position reports, advising the Trust Board of any significant concerns and ensuring variances are understood and addressed
 - Financial procedures
- Establish, review (at least annually) and monitor the implementation of Policy documents in line with the Trust Policy Structure
- Provide financial information to other committees within the Trust to facilitate decisions within their delegation
- Consider financial implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

IT Strategy Committee

The committee, reporting to the Finance and Resources Committee, advises the Trust Board on IT performance, strategy and planning across the Trust, ensuring that the impact of IT resources is maximised and that ongoing financial investment is targeted appropriately in line with budgetary constraints and the Trust's objectives.

Constitution:

- 3 committee members including a minimum of 2 Trustees
 - The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
 - Senior members of IT staff from each academy should attend meetings but have no voting rights
 - A meeting will be **quorate** when any three members of the committee are present
- No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present

Responsibilities:

The committee may invite members of Trust staff to meetings as appropriate.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least one meeting each term and when requested by the Trustees
- Working with, and reporting to, the Finance and Resources Committee, lead the development of strategic IT plans and provide leadership on IT related issues, establishing and maintaining an ongoing IT development plan for the Trust
- Consider:
 - The emergence of new technology and service platforms and the effect they may have on the operations of the Trust
 - Any risk posed to the integrity and security of the Trust's IT systems, including personal data

- Any risk of misuse of the Trust's IT systems including the online safeguarding of students
- Input and feedback from IT staff within the academies to improve facilities and service provision
- Recommend:
 - Suitable IT resources and infrastructures to provide solutions to meet the Trust's objectives
 - Project plans, including risk assessment and timelines, for major IT developments, upgrades and installations across the Trust
- Monitor:
 - The ongoing performance and suitability of all IT systems across the Trust, determining whether operational requirements are being met
 - The skill levels within the academy IT teams, identifying any personal development requirements as necessary
- Establish, review (at least annually) and monitor the implementation of Policy documents in line with the Trust Policy Structure
- Provide IT related information to other committees within the Trust to facilitate decisions within their delegation
- Consider IT implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Human Resources Committee

The committee oversees and provides effective leadership and assurance on all matters relating to staff and volunteers, ensuring that the Trust and all Academies:

- demonstrate equality, diversity and inclusion
- operate within relevant employment legislation, regulation and Trust policy
- comply with Safeguarding requirements including the implementation of Safer Recruitment in Education

Constitution:

- 5 committee members including a minimum of 3 Trustees
- The Chief Executive Officer and Chief Finance Officer should attend meetings but have no voting rights
- A meeting will be **quorate** when any three members of the committee are present
No vote on any matter shall be taken at a meeting of the committee unless at least 1 Trustee is present

Responsibilities:

The committee may invite Headteachers and members of the Academies' Senior Leadership Teams to meetings.

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Committee members should be able to articulate their contribution to the success of the Trust and the academies.

Terms of Reference

- Elect a chair from among the committee at the start of each academic year
- Hold at least one meeting each term and when requested by the Trustees
- Provide effective leadership on matters relating to the staff and volunteers of the Trust
- Make recommendations to the Trust Board regarding the appointment, performance, reappointment, dismissal and remuneration of payroll and HR consultancy providers
- Establish, review and maintain a staffing structure for the central Trust function
- Monitor the implementation of Safer Recruitment procedures and oversee staffing structures across the Academies as delegated by the Trust Board
- Oversee communications between the Trust and the Trade Unions through the Joint Negotiating & Consultation Committee (JNCC)
- Ensure, providing assurance that the Trust and all Academies:

- demonstrate equality, diversity and inclusion
- operate within relevant employment legislation
- comply with Safeguarding requirements including the implementation of Safer Recruitment in Education
- Consider:
 - Personnel implications of Academy Development plans and other management reports/initiatives
 - Any appeal against a decision on pay grading or pay award
 - Issues referred to the committee as a result of policy implementation
 - Recommendations from the Chief Executive Officer, Chief Finance Officer and Headteachers regarding staffing issues including but not limited to:
 - Restructuring
 - Staff reductions
 - Pay grading
 - Performance related pay awards
 - Annual incremental pay awards
 - The implication of national pay decisions
 - Benchmarking
- Monitor, for all Academies within the Trust:
 - Staff training opportunities
 - Staff absence
 - Working conditions
 - Staff well-being
 - the work of the Staff Disciplinary and Appeals Committees
- Establish, review (at least annually) and monitor the implementation of Policy documents in line with the Trust Policy Structure
- Provide human resources information to other committees within the Trust to facilitate decisions within their delegation
- Consider human resources implications of matters being considered by other committees within the Trust
- Review the Terms of Reference of the committee annually and propose any amendments to the Trust Board

Student Discipline Committee

The committee considers representations regarding student disciplinary matters, ensuring fairness and compliance with relevant legislation, regulation and Trust policy

Constitution:

- 3 committee members from within the Trust Board and/or the Academy (School) Committee
- The committee must include at least one Trustee
- A meeting will be quorate only when three members are present

The following Trustees/Academy (School) Committee members are excluded from the committee:

- The Chief Executive Officer
- Any Trustee or Academy (School) Committee member who has a connection with any student involved in the case
- Any Trustee or Academy (School) Committee member who has previous involvement or knowledge that could affect their ability to act impartially

Responsibilities:

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Terms of Reference

- Elect a chair at the beginning of the meeting from the Trustees present
- Consider representations from the Academy regarding a disciplinary sanction
- Consider representations from parents/carers regarding a disciplinary sanction
- Decide whether to uphold the decision of the Academy
- Ensure all student disciplinary matters are conducted in accordance with all relevant legislation, regulation, Department for Education guidance and Trust Policy.

Student Appeals Committee

The committee considers representations regarding student appeals, ensuring fairness and compliance with relevant legislation, regulation and Trust policy

Constitution:

- 3 committee members from within the Trust Board and/or the Academy (School) Committee
- The committee may include a suitably skilled and experienced external adviser as the Trust Board considers appropriate
- The committee must include at least one Trustee
- A meeting will be quorate only when three members are present

The following Trustees/Academy (School) Committee members are excluded from the committee:

- The Chief Executive Officer
- Any Trustee or Academy (School) Committee member who has a connection with any student involved in the case
- Any Trustee or Academy (School) Committee member who has previous involvement or knowledge that could affect their ability to act impartially

Responsibilities:

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Terms of Reference

- Elect a chair at the beginning of the meeting from the Trustees present
- Consider any representations from the Academy regarding the appeal against a previous disciplinary decision
- Consider any representations from parents/carers regarding the appeal against a previous disciplinary decision
- Consider any representations from the Student Discipline Committee regarding the appeal against a previous disciplinary decision
- Decide whether to uphold the decision of the Student Discipline Committee
- Ensure all student appeals are conducted in accordance with all relevant legislation, regulation, Department for Education guidance and Trust Policy

Appeals against permanent exclusion will be referred to an independent review panel.

Staff Discipline Committee

The committee considers representations regarding staff disciplinary matters, ensuring fairness and compliance with relevant legislation, regulation and Trust policy

Constitution:

- 3 committee members from within the Trust Board and/or the Academy (School) Committee
- The committee must include at least one Trustee
- A meeting will be quorate only when three members are present

The following Trustees/Academy (School) Committee members are excluded from the committee:

- The Chief Executive Officer
- Any Trustee or Academy (School) Committee member who has a connection with any staff member involved in the case
- Any Trustee or Academy (School) Committee member who has previous involvement or knowledge that could affect their ability to act impartially

Responsibilities:

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Terms of Reference

- Elect a chair at the beginning of the meeting from the committee members present
- Consider representations from the Academy regarding allegations of a disciplinary nature against a member of staff
- Consider representations from the staff member regarding the allegations
- Agree appropriate outcomes regarding any disciplinary sanctions up to and including dismissal of the staff member
- Ensure all staff disciplinary matters are conducted in accordance with all relevant legislation, regulation, Department for Education guidance and Trust Policy.

Staff Appeals Committee

The committee considers representations regarding staff appeals, ensuring fairness and compliance with relevant legislation, regulation and Trust policy

Constitution:

- 3 committee members from within the Trust Board and/or the Academy (School) Committee
- The committee may include a suitably skilled and experienced external adviser as the Trust Board considers appropriate
- The committee must include at least one Trustee
- A meeting will be quorate only when three members are present

The following Trustees/Academy (School) Committee members are excluded from the committee:

- The Chief Executive Officer
- Any Trustee or Academy (School) Committee member who has a connection with any the staff member or Academy (School) Committee member who has previous involvement or knowledge that could affect their ability to act impartially

Responsibilities:

Members of the committee will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee.

Terms of Reference

- Elect a chair at the beginning of the meeting from the Trustees present
- Ensure all staff appeals are conducted in accordance with all relevant legislation, regulation, Department for Education guidance and Trust Policy.

For appeals against disciplinary sanctions:

- Consider any representations from the Academy regarding the appeal against a previous disciplinary decision
- Consider any representations from the staff member regarding the appeal against a previous disciplinary decision
- Consider any representations from the Staff Discipline Committee regarding the appeal against a previous disciplinary decision
- Consider whether to uphold the decision of the Staff Discipline Committee

For appeals against selection for redundancy:

- Consider any representations from the Academy regarding the appeal against the staff member's selection for redundancy
- Consider any representations from the staff member regarding the appeal against their selection for redundancy

The Chief Executive Officer

Accountable to the Trust Board, the Chief Executive Officer is the lead Trust employee for matters regarding the efficient, effective and compliant management of the Trust.

Across the Trust and the Academies, the Chief Executive Officer will:

- develop and fulfil the Trust's vision, ethos and values
- develop, monitor and achieve the Trust's strategic objectives
- develop, set and monitor measures for the standard of educational provision in the Academies including student progress and attainment
- plan, implement and monitor effective programmes to raise standards of student and staff performance
- plan and deliver effective programmes for the professional development of staff in the Academies
- identify and implement opportunities for the Trust and the Academies to operate more effectively and efficiently
- manage sustainable growth of the Trust in accordance with the strategic vision
- support, develop and challenge Headteachers
- co-ordinate the effective leadership of the Academies in the absence of any Headteacher

The Trust is established on the principle that each Headteacher will continue to fulfil the statutory, regulatory and legal responsibilities for their Academy whilst recognising, and working within, the parameters of the Multi Academy Trust. The Chief Executive Officer is therefore regarded as the 'first among equals' with specific responsibility to lead and co-ordinate the work of the Executive Leadership Team.

In line with reporting formats agreed by the Trust, the Chief Executive Officer will contextualise aims, objectives, achievements and plans, including delivery of the Headteachers' reports, for the Trust Board to consider. The Chief Executive Officer will report to the Trust Board at each meeting in accordance with a schedule drawn up annually with the Chair, working closely with the Executive Leadership Team to this end.

The Chief Executive Officer will comply with any reasonable direction by the Trust Board.

The Chief Executive Officer will establish, review and monitor appropriate delegations of authority to other staff within the Trust.

The Chief Executive Officer's report to the Trust Board

This report forms the central pillar of accountability within the Trust. It is a termly document, jointly produced by the Headteachers and Leadership Teams from each Academy and the Chief Executive Officer of the Trust.

Each termly report will include:

- Individual judgements from each Academy regarding their current Ofsted scores (1 – 4) for:
 - Quality of Education
 - Personal Development
 - Behaviour and Attitudes
 - Leadership and Management

- A report from each Headteacher

- A commentary for each Headteacher's Performance Management targets

- A general update on specific areas of the work of the multi academy trust

The Chief Executive Officer's **guarantees:**

The Chief Executive Officer will:

- produce a **termly report** for the Trust Board detailing the **progress** made by each academy including the updated **Trust dashboard**
- hold **six meetings** throughout the academic year with each Headteacher to **monitor** the **performance** of their Academy
- **attend all meetings** of the Trust Board and the Trust committees as appropriate
- schedule, plan and prepare agendas for **regular Executive Leadership Team meetings**
- aim to regularly **visit each academy**, advising Headteachers in advance
- organise and undertake the **Performance Management** of each **Headteacher**, as set out in this Scheme of Delegation, including a review during the twelve-month cycle
- work with the Executive Leadership Team to ensure that all four **Self Evaluation Form judgements** are regularly **validated**, through meetings with Headteachers and members of each school's Leadership Group and annual reviews
- reporting to the Trust Board, ensure **annual safeguarding audits** are undertaken within each Academy

The Chief Executive Officer's Performance Review Panel

The committee undertakes the performance review of the Chief Executive Officer, identifying and assessing achievements against objectives and setting further objectives for the next review cycle.

Constitution:

- The chair of the Trust Board
- 2 other people as elected by the Trust Board, perhaps including:
 - Other Trustees
 - The Chair of an Academy (School) Committee from an Academy where the performance targets of the Chief Executive Officer have been focused
 - A suitably skilled and experienced external adviser

Members of the committee, excluding external advisers, will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee. The knowledge, suitability and skills of external advisers will be determined by the other members of the committee.

Terms of Reference

- Meet with the Chief Executive Officer at the start of the review cycle to plan and prepare for the performance review
- set and record agreed objectives including methods to be used for assessment of achievement
- Agree and record arrangements and timescales for monitoring the progress of performance objectives during the review period
- Meet with the Chief Executive Officer, in line with the agreed arrangements and timescales, during and at the end of the review period
- Review, during each meeting, the performance of the Chief Executive Officer, identifying and acknowledging achievements, assessing progress against objectives and identifying any professional development needs
- Write a performance review statement, providing a copy to the Chief Executive Officer within ten days of each meeting, allowing a further ten days for the Chief Executive Officer to add written comments
- Provide a copy of each performance review statement to
 - the Chief Executive Officer
 - the Trust Board
 - other committees involved in decisions in relation to promotion and pay awards

The Executive Leadership Team

An essential part of the Trust, the Executive Leadership Team can be thought of as the 'engine room', driving academy improvement forward through effective communication and collaboration, working in partnership and sharing knowledge and experience.

As members of the Executive Leadership Team, Headteachers support the Chief Executive Officer in the development of the Trust strategy and are accountable for its implementation within their Academies.

The Executive Leadership Team will:

- work together, focusing on academy improvement
- identify and explore benefits and opportunities that can be realised as a result of working within a multi academy trust
- track Ofsted preparations across all academies, including the systematic validation, through a school-to-school approach, of each school's SEF judgements
- suggest, agree and coordinate intervention and support, between academies, across the Trust and Trust-led reviews
- assist with the design, use and implementation of review processes within the Trust, including the evaluation of subjects within Academies
- agree dates, schedules and plans for inset days and the Annual Trust CPD Conference
- identify opportunities across the Trust for professional growth and development
- provide input to the Trust's Scheme of Delegation
- meet regularly, across all academies and the central office, rotating chair duties

Our guarantees to parents:

- **Headteachers** will **personally reply** within 24 hours of parents getting in touch, a meeting with the Headteacher will be arranged within three days if required
- **Excellent transition arrangements** from primary to secondary, including free Saturday morning workshops and regular correspondence with parents, will be available to **all Year Six students** joining our secondary academies
- Academic **excellence**, and **hard work**, will be formally **recognised** at annual **Awards Events**
- We will provide a **balanced curriculum**, ensuring that parents and students receive **advice and guidance** enabling them to make **informed choices** about what is right for their future
- We will regularly seek the **views of parents** and **listen to feedback**, using this to help inform our work
- The constitution of our **Academy (School) Committees** will include **Parents and carers**

Our guarantees to students:

- All our Academies will have a **Student Council**; as well as having a **genuine voice** and **influence**, members of the Council may be **invited to meet the Trust Board, or a sub-committee**, to report on the work they have undertaken
- **Appropriate homework** will be set in all our Academies
- Your **work** will be regularly **marked** and you will receive **feedback**
- We will **not accept** the **poor behaviour** of another student having a **negative impact** on your education
- We will use **tracking and monitoring** approaches to make sure we know how much **progress** you are making in lessons
- The **subjects** you will study will be **balanced, broad** and **relevant**

- You will receive **advice and guidance** to help you make **informed choices** about what is right for **your future**
- We will invest in **strong pastoral care** to support your **wellbeing**

Our guarantees to colleagues:

- We will **uphold the promises** within our **Staff Charter**; an initiative which **underpins our values** for colleagues who work **across the Trust**
- We will have the **highest behavioural expectations** of all students with **robust systems in place** to ensure that you are **fully supported** to uphold these standards
- We will remember the importance **of staff wellbeing**, ensuring **external and internal support** is available, and that colleagues are able to attend important family events and personal appointments wherever possible
- **Secondment opportunities** will become available as the multi academy trust grows, both within **individual Academies** and across the **Trust**, including **Leadership positions**
- Where **opportunities** are offered to **teaching and support staff** to work **across our Academies**, these will never be compulsory
- All permanent **recruitment** and **promotion opportunities** will be **advertised** and awarded to the **best candidate**
- The Trust will hold a **biennial CPD Conference**
- We will regularly seek the **views of staff** and **listen to feedback**, using this to help inform our work
- The constitution of our **Academy (School) Committees** will include **teaching and support staff members**

The Headteachers

Our Headteachers will be empowered to run their own Academies whilst working within the parameters of the Multi Academy Trust. They will work collaboratively within the Executive Leadership Team, all having an equal voice, secure in the knowledge that each Academy is highly valued as part of the Trust.

Headteachers will be expected to contribute to the wider work of the Trust for the benefit of all Academies.

Within each Academy, the Headteacher is responsible for:

- the curriculum and educational standards
- the direction of teaching and learning
- safeguarding standards
- internal organisation, management and control
- implementation of the strategic framework on behalf of the Trust
- implementation of all policies on behalf of the Trust

In line with reporting formats agreed by the Trust, the Headteacher will contextualise the Academy's aims, objectives, achievements and plans for the Academy (School) Committee and Trust Board to consider. The Headteacher will work closely with the senior management team to this end. Headteachers will attend meetings of the Trust Board and sub-committees as and when required by the Board.

The Headteacher will comply with any reasonable direction by the Trust Board, the Chief Executive Officer or any individual or sub-committee acting on the Trust's behalf.

The Headteacher will establish, review and monitor appropriate delegations of authority to other staff within the Academy.

The Headteachers' Performance Review Panels

The committee undertakes the performance review of the Headteacher, identifying and assessing achievements against objectives and setting further objectives for the next review cycle.

Constitution:

- The Chief Executive Officer
- The Chair of the Academy (School) Committee overseeing the Academy where the Headteacher holds responsibility
- 1 other person, perhaps:
 - The Chair of the Trust Board or another Trustee
 - Another member of the Academy (School) Committee (excluding Staff members)
 - The Chair of an Academy (School) Committee from another Academy where the performance targets of the Headteacher have been focused in a supportive role
 - A suitably skilled and experienced external adviser

Members of the committee, excluding external advisers, will undertake an annual skills audit. Specific skills and/or experience may be required if an individual is to take delegated responsibility within a specific area or to undertake the role of chair of the committee. The knowledge, suitability and skills of external advisers will be determined by the other members of the committee.

Terms of Reference

- Meet with the Headteacher at the start of the review cycle to plan and prepare for the performance review
- Set and record agreed objectives including methods to be used for assessment of achievement
- Agree and record arrangements and timescales for monitoring the progress of performance objectives during the review period
- Meet with the Headteacher, in line with the agreed arrangements and timescales, during and at the end of the review period
- Review, during each meeting, the performance of the Headteacher, identifying and acknowledging achievements, assessing progress against objectives and identifying any professional development needs
- Write a performance review statement, providing a copy to the Headteacher within ten days of each meeting, allowing a further ten days for the Headteacher to add written comments
- Provide a copy of each performance review statement to
 - the Headteacher
 - the Chief Executive Officer
 - the Trust Board
 - other Committees involved in decisions in relation to promotion and pay awards

The Trust Senior Leadership Team

The Trust Senior Leadership Team works in partnership, sharing knowledge and experience, underpinning school improvement strategies and supporting implementation within their own Academies.

As members of the Trust Senior Leadership Team, Deputy and Assistant Headteachers from all Academies across the Trust, both primary and secondary, support the work of the Executive Leadership Team.

The Trust Senior Leadership Team will:

- work together, focusing on academy improvement, in particular in terms of contributing to the carrying out of termly school reviews and monitoring each academy's responses
- track Ofsted preparations across all academies, including the systematic validation, through a school-to-school approach, of each school's Self Evaluation Form judgements
- discuss and implement potential areas of working together between Academies; team members will identify areas of strength within individual Academies and work collaboratively across the Trust to bring about improvement in other Academies through the sharing of good practice at both senior and middle levels of leadership.
- discuss and contribute to the design, use and implementation of review processes within the Trust, including the evaluation of departments within Academies
- as potential future leaders, team members are encouraged to identify need and opportunity across the Trust for professional growth and development
- provide input to the Trust's Scheme of Delegation
- meet regularly, across all academies and the central office, rotating chair and minute taking duties

The Business Management Team

The work of the Business Management Team ensures compliance and consistency throughout the business and operational systems put in place to support the more visible work of the multi academy trust. The team is made up of the central managerial support staff and Academy based senior administration staff, ensuring full representation and allowing systems to be developed which, whilst consistent, remain practicable within the individuality of each Academy.

The Business Management Team work together to support the Chief Operating Officer in the development, monitoring, review and implementation of business and operational strategies, policies and procedures. Senior administrators from within the Academies, supported by the central team, are responsible for ensuring that agreed processes and procedures are fully communicated and implemented within their Academies.

The Business Management Team will:

- work together, focusing on operational systems, compliance and consistency
- assist with the review and implementation of strategies, policies and procedures relating to business and operational matters
- suggest, agree and coordinate peer support between academies and the central team, particularly as new Academies join the Trust
- Review and challenge the suitability and effectiveness of existing systems, working as a team to suggest solutions to ensure our processes provide maximum efficiency
- identify and explore benefits and opportunities that can be realised as a result of working within a multi academy trust
- identify opportunities across the Trust for professional growth and development
- provide input to the Trust's Scheme of Delegation
- meet regularly, across all academies and the central office, rotating chair and minute taking duties