



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 drive what we do; they explain what is important to us.

Our core values We believe in:	Our vision
Opportunity	<p>We are ambitious for every child in our trust schools and we are dedicated to success for all.</p> <p>The decisions we make as a trust and the way we work is built upon what is right for the young people in our care.</p>
Community	<p>Each school will be a distinctive community that builds confidence in young people.</p> <p>Pupils will grow as individuals, work together and develop an understanding of the world around them.</p>
Excellence	<p>Every child will thrive in a strong school.</p> <p>Expert teachers, supported by strong leaders, bring to life a curriculum that gives pupils the knowledge and skills to succeed.</p>

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.

Our Leadership Charter

Our Leadership Charter outlines the aims, principles, behaviours, commitments and priorities of our Trust and school leaders who are dedicated to serving our school communities, by securing success for all.

The charter refers to the seven principles of public life (the Nolan Principles) as well as essential virtues, safety, dignity, wellbeing and diversity. The charter applies to all Trust and school leaders including our Members, Trustees, sub-committee members and associates.

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.

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

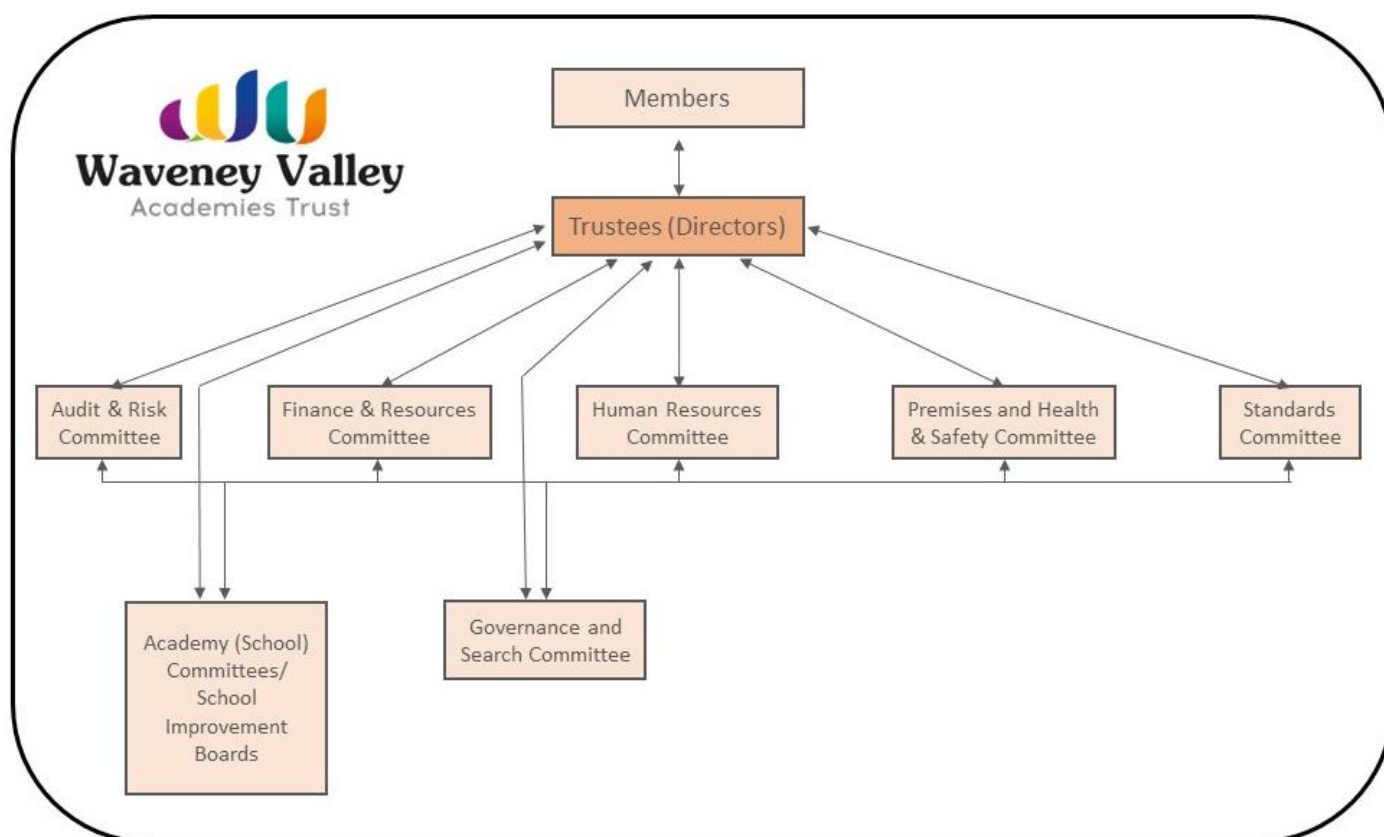
- the suspension or removal of Trustees
- the delegation of functions (the adoption or revision of this Scheme of Delegation)
- the establishment of sub-committees
- the dissolution of sub-committees

The Articles of Association (available upon request) outline further information:

- 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.

Our Governance 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 Operating/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)
- 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 Operating/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 Operating/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 Operating/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/School Improvement Boards
- Standards Committee
- Audit and Risk Committee
- Finance and Resources Committee
- Premises and Health & Safety Committee
- Human Resources Committee
- Governance and Search 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
- Staff Discipline Committee
- Staff Appeals 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.

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/Finance 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/Finance 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/Finance 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

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 Governance Professional (Clerk to the Trust Board)

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

The Governance Professional 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 expectations of the Trust
- Undertake regular training in Safeguarding and Safer Recruitment
- Offer support to the Chief Executive Officer regarding safeguarding issues.
- Offer support to the Safeguarding and Attendance Lead as required
- Provide Safeguarding Trustee updates at all meetings of the Trust Board and Standards Committee
- Provide scrutiny, across the Trust, to the consistent application of
 - the Trust and school Safeguarding and Child Protection Policies
 - the Trust Safer Recruitment Policy
 - the Trust Attendance Policy
- Attend meetings of the Trust DSL network as appropriate
- Scrutinise the Trust Safeguarding review process
- Monitor Safeguarding training across the schools, attending sessions as appropriate and agreed by headteachers
- Attend half termly meetings with the Chief Executive Officer and the Safeguarding and Attendance Lead

The SEND Trustee

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

- Fully understand the SEND expectations of the Trust
- Have full knowledge of SEND Code of Practice including updates
- Offer support to the Chief Executive Officer regarding SEND issues.
- Offer support to the Director of SEND as required

- Provide SEND Trustee updates at all meetings of the Trust Board and Standards Committee
- Provide scrutiny, across the Trust, to the consistent application of
 - the Trust and school SEND Policies
 - the Trust SEND Plan
 - the Trust SEND Charter
- Attend meetings of the Trust SENCO network as appropriate
- Scrutinise the Trust SEND review process by attending reviews within the schools when possible
- Attend half termly meetings with the Chief Executive Officer and the Director of SEND

Associate Members

Where the Trust Board has identified a gap in skills, knowledge and/or experience, they may appoint non-Trustees to be members of the Trust sub-committees. An individual with particular expertise may wish to contribute to the governance of the Trust, but may be unable to fully commit to the role of Trustee. By appointing them to a sub-committee as an associate member of the Trust, they are able to contribute and the Trust benefits from their expertise.

The appointment of an associate to a sub-committee shall be for a term of between one and four years, as deemed appropriate by the Trust Board.

Although associate members are not Trustees, they are part of the governance arrangements of the Trust and, as such, the publication requirements relating to term of office, business interests and attendance record will apply.

Attendance at meetings of Members, Trustees and Sub-Committees

The governance roles are vital to the overall function of the Trust and, ultimately, to the education of the children and young people we serve. As such, attendance at meetings is an important commitment from the people who hold these positions.

Meeting dates will be published at the beginning of each academic year to allow individuals to plan their availability. 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 who are 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.

In the event of continued, unacceptable absence at meetings, despite appropriate support having been offered, the Trustees or Members may vote to terminate the position of a Member, Trustee or sub-committee member. Where such action is being considered, the individual will be notified to allow their attendance to improve or alternative roles within the governance structure of the Trust to be explored.

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
- Hold at least six meetings each academic year, facilitated by agendas agreed across the Trust
- 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

School Improvement Boards

Where a school is seen to be significantly underperforming and there is a need for substantial support to drive rapid and sustainable change, a school improvement board (SIB) will be established. This will replace the functions of the Academy (School) Committee.

The delegated responsibilities of the SIB allow for an absolute focus on rapid school improvement in line with the current Ofsted inspection framework. The SIB is accountable to the Trust Board for monitoring the quality of education, pupil behaviour and attitudes, personal development, and leadership and management.

Further information regarding the implementation and operation of the SIB is available on our website.

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 and SEND Trustees)
- The Chief Executive Officer and Chief Operating/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
 - Trust SEND reviews
 - 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 effectiveness of the SEND approach across the Trust, focusing on curriculum access for SEND pupils/students
 - 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 Operating/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 Operating/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 via the Finance and Resources Committee, 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
- Consider bids from schools for SCA funding, 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 the Asset Management Plan
- 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 Operating/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

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 Operating/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
- 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:
 - 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 Operating/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

Governance and Search Committee

The committee provides assurance over the effectiveness and compliance of Trust governance at all levels, ensuring that bodies of suitably qualified and committed individuals are in place, delivering appropriate levels of scrutiny and oversight throughout all areas of the Trust's educational and non-educational operations.

Constitution:

- 3 Trustees
- The Chair of the Trust Board is not permitted to be a member of the committee
- The Chief Executive Officer, Chief Operating Officer and Governance Professional may attend meetings by invitation, but have no voting rights
- A meeting will be **quorate** when any two members of the committee are present

Responsibilities

The Trust Board shall not appoint any individual to a governance role without consultation and subsequent recommendation from the committee.

The committee shall have the power to place advertisements as they feel appropriate to identify suitable candidates for governance roles across the Trust.

The committee shall have the power to employ the services of such external advisors as they deem necessary to fulfil their responsibilities up to a value of £1000 per annum without further authorisation. Any additional expenditure will be approved in accordance with the Trust Financial Responsibility Policy.

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 academic year
- Hold additional meetings in response to the needs of the Trust and as requested by the Trust Board

- Be aware of the statutory requirements of governance within a multi academy trust, including any specific conditions outlined within the Trust's own governing documents
- Keep abreast of changes to statutory requirements or guidance
- Ensure compliance with all statutory requirements when exercising duties

Governance

- Consider and make recommendations to the Board regarding the governance structure of the Trust
- Consider and make recommendations to the Board regarding the composition of the Trust Board and its committees, including the balance of parent and staff representation
- Reporting to the Trust Board:
 - undertake an annual review of attendance at meetings of Members, Trustees and sub-committees (including School Committees)
 - undertake an annual skills audit of Members, Trustees and sub-committee members (including School Committees)
 - undertake an annual review of the effectiveness of individuals, committees, and the Board as a whole, including development of a process of self-evaluation at all levels
 - undertake an annual review of the diversity of the membership of the Board and its committees
- Review and monitor the Business Interests Register for individuals in governance roles
- Record, monitor, and advise upon the management of, any declarations of pecuniary interests made relating to agenda items or as part of any governance duty
- Make recommendations to the Trust Board regarding governance succession planning
- Consider, and appropriately report, any concerns raised relating to governance within the Trust, from whatever source, referring to the Trust Whistleblowing, Safeguarding or other relevant policies, as necessary
- Giving due consideration to effectiveness, recommend and oversee the election and/or re-election processes for all governance roles, including the Chair and Vice-Chair of the Trust Board
- Directly appoint individuals to sub-committees, (including school committees and school improvement boards) as deemed necessary by the Trust Board, this may include direct appointment to the position of chair on a sub-committee
- Consider any other matters relating to membership and appointments within the governance structure, as delegated by the Trust Board

Recruitment and Development (Search)

- In consultation with the Trust Board and the CEO, agree and review the range of aptitudes, experience, skills and knowledge which the Board should seek to include amongst its membership and that of its committees
 - Identify and monitor gaps in the necessary aptitudes, experience, skills and knowledge across the governance structure, making recommendations to the Trust Board
 - Through regular search processes and effective communication, develop and maintain a database of individuals interested in governance roles within the Trust, noting their skills and experience
 - Work closely with relevant bodies, including local authorities and community/ local employer representatives, to identify interested individuals
 - Supported by the CEO and central team, initiate and lead the recruitment process for governance roles, including, but not limited to:
 - Adverts
 - Communication with applicants, including feedback
 - Networking opportunities
 - Suitability checks (including DBS and references)
 - Informal and formal interviews
 - Recommendations to the Trust Board
 - Formal appointment/election
 - Ensure effective induction, training and development programmes are in place and reviewed annually
 - Ensure individuals are fully committed to induction, training and development programmes, recording and monitoring attendance
-
- 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

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
- Committee members may include Trustees, Academy (School) Committee Members, School Leaders from other schools and appropriately qualified and experienced external consultants
- A meeting will be quorate only when three committee members are present

The following individuals are excluded from the committee:

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

Responsibilities:

Trustees and Academy (School) Committee members 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

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, including failed probation
- 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