



Estuaries Multi Academy Trust

Scheme of
Delegation

“One child, one teacher,
one book and one pen
can change the world.” –
Malala Yousafzai

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1 MISSION, AIMS AND OBJECTIVES

Mission

“Inspiring Excellence through Collaboration”

The Trust believes that all young people, and the communities that we serve, deserve nothing but the absolute very best that we can provide. Our mission statement summarises what we are trying to achieve and incorporates many of our key values.

“To inspire, support and challenge every individual to be better than they ever dreamt they could be.”

Aims

Everything we do as a Trust is centred on our three key aims, which are to:

- Increase opportunities
- Maximise outcomes
- Improve life chances

of the young people and families that we serve, and to nurture, develop and grow the talent of staff.

Values

In achieving our mission and fulfilling our aims we seek to consistently live and work in accordance with the Trust’s values. These core values have been developed with stakeholders throughout the organisation and between them they provide the moral compass for all our decision-making. The six core values of the Trust are:

Inspiration – we will inspire, motivate and engage everyone to be better than they ever dreamt they could be

Inclusion – we commit to welcome, provide enduring support and persistent challenge to all, in order to increase their opportunities and improve life chances

Collaboration – we plan, learn and work together for successful futures – within, through and beyond our organisation

Community – we ensure participation, contribution and active citizenship within our local, national and international communities

Excellence – We expect the very best for, and from, all members of our organisation

Integrity – we are true to our aims and behave openly and honestly with all stakeholders.

2 SCHEME OF DELEGATION

This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

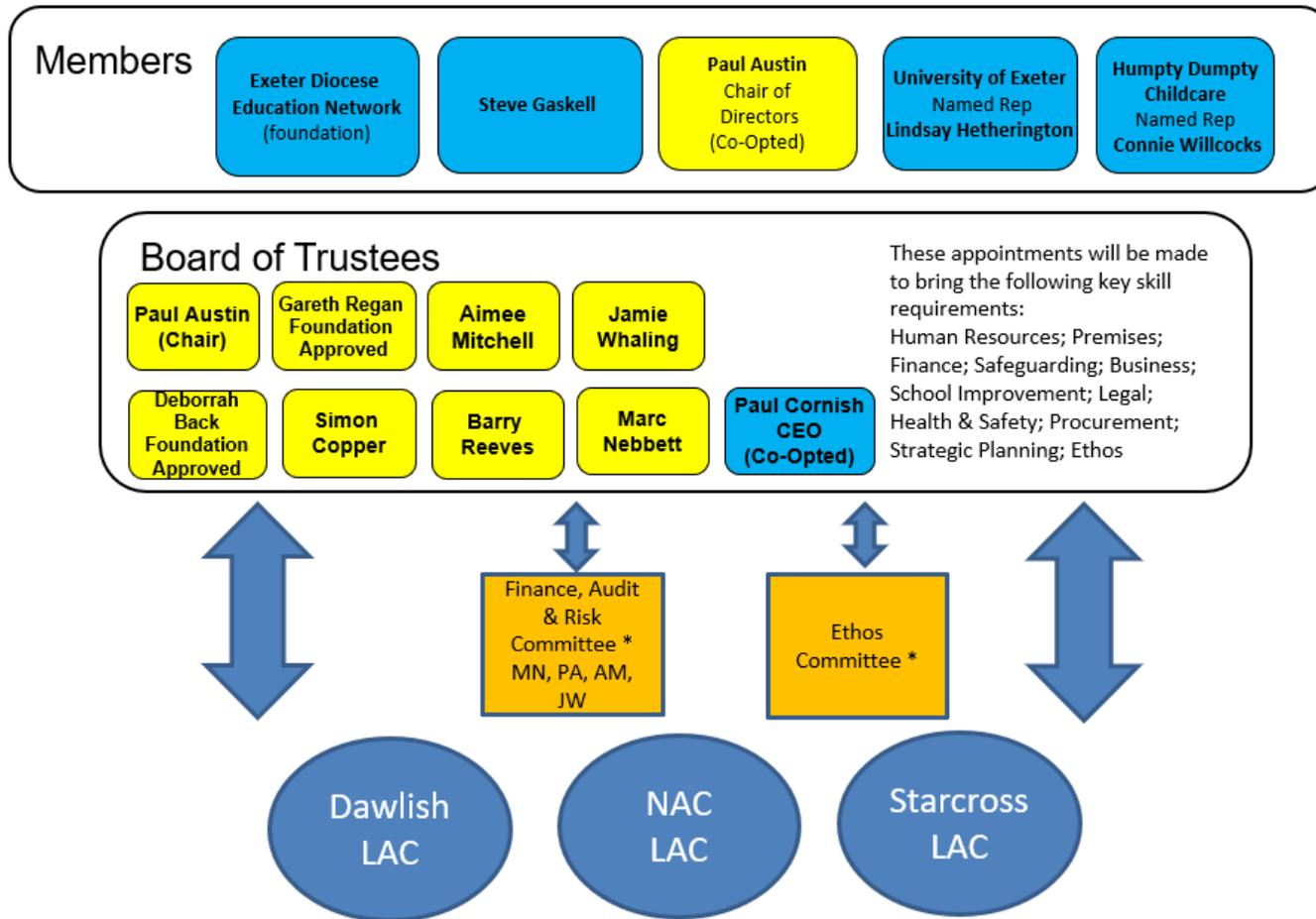
The SoD sets out the delegation by the Trustees under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in section 4 (Layers of Governance: Roles and Responsibilities) of this SoD.

This SoD should be read in conjunction with the Trust's Articles of Association and any Terms of Reference.

This SoD will be reviewed on an annual basis by the Board of Trustees, or more frequently if required. In the event that any material changes are proposed to this SoD, the Board of Trustees will have regard to any representations of the Local Academy Committees. However, this SoD may only be altered or revoked by the Board of Trustees.

3 GOVERNANCE OVERVIEW

Governance Structure Diagram:



*Ethos Committee: C of E Headteacher; FA Trustee; CEO and 2 others one of which must be a Trustee

*Finance, Audit & Risk Committee: FA Trustee; 2 further Trustees; CEO. CFO (invited)

(LAC = Local Academy Committee)

4 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Trustees and Local Academy Committees (LACs). We have set out below an overview of the key roles and responsibilities across the different layers of governance.

Members

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members have ultimate control over the Trust and have a duty to oversee the conduct of the Trustees.

The Members have the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed to the Board of Trustees by the Members. The Members can also remove Trustees. The Board of Trustees submits an annual report to the Members on the performance of the Trust.

Trustees

The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and this SoD. The Board of Trustees is the accountable body for the performance of all Academies within the Trust and, as such, must:

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

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also distinguishes these individuals from those who are executive officers with the job title of director but who are not actually Companies House registered directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

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

The Trustees (with the consent of the Members where changes to the Board of Trustees are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

The Board of Trustees meets on a half termly (or more frequently if necessary) basis. The Board of Trustees also has the two core committees: Ethos and Finance, Audit and Risk which meet on a termly (or more frequently if necessary) basis, to enable more scrutiny and healthy challenge. These committees are made up of Trustees with the relevant skills and, subject to the consent of the Board of Trustees, external advisors, LAC representatives, Headteachers, Staff and Parent representatives may also attend any committee meetings to make recommendations to the Board of Trustees. These additional attendees shall not have voting rights at committee meetings.

Payment of Trustees

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

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

- 1. Reimbursement of reasonable expenses**, properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Board of Trustees. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
- 2. Payment for services provided outside the role of a Trustee.** This is subject to very strict rules and legal advice should be sought when considering payment of this kind.
- 3. Payment of salary** to staff Trustees or the Headteacher in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academies Financial Handbook. This SoD only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject.

Conflicts of Interest

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

The Trust's Committees:

There are two Trust Committees, as follows:

Ethos Committee:

The Ethos Committee will be responsible for upholding and protecting the ethos of its member schools and will meet once a term (or more frequently if required). The committee's membership will include a Trustee appointed by EDEN, a Headteacher of a Church of England school, the CEO and one other Trustee.

Finance, Audit and Risk Committee:

The Audit, Finance and Risk Committee will monitor the integrity of the Trust's financial statements, financial performance, internal financial controls and risk management. The committee's membership will include the Chief Finance Officer, the Director of Finance, the CEO and two other Trustees and will meet once a term (or more frequently if required).

CEO

The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

The CEO reports to the Board of Trustees on the performance of the Trust including performance of the Trust's Academies, which is also supplemented by monitoring reports from the LACs.

Headteacher

The Academy Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line-managed by and accountable to the CEO.

Local Academy Committees

The LACs are Committees of the Board of Trustees and have delegated decision-making powers in accordance with this SoD (see [Table of Responsibilities](#)). The LACs shall each hold at least six meetings in every school year. The annual cycle of business for the LAC will be produced by the clerk in conjunction with the clerk to the Board of Trustees and the Chair of the LAC.

There are eight elements to effective governance:

1. The right people around the table;
2. Understanding the role and responsibilities;
3. Good chairing;
4. Professional clerking;
5. Good relationships based on trust;
6. Knowing the school – its data, staff, parents, children and community;
7. Commitment to asking challenging questions; and
8. Confidence to have courageous conversations in the interests of the pupils.

Each LAC meeting shall be minuted and a copy of those minutes must be provided to the Board of Trustees within fourteen days of the meeting. If the minutes cannot be provided, the Chair of Trustees must be notified immediately.

The minutes of the proceedings of a meeting of the LAC shall be drawn up and entered into a book, kept specifically for this purpose, by the person authorised to keep the minutes of the LAC. They shall be signed (subject to the approval of the members of the LAC) at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting.

The minutes shall include a record of all appointments of officers made by the LAC. They shall also include a record of all proceedings at meetings of the LAC, and of committees of the LAC, including the names of all persons present at each meeting.

The Chair/Clerk shall ensure that copies of minutes of all meetings of the LAC shall be provided promptly to the Board of Trustees when requested.

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

Clerking

Each LAC and the Board of Trustees has a Clerk. The Clerk to the Trustees supports the Clerks to the LACs. As a team, these bodies will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance to each other when needed.

The Clerks to the LACs are given a window of time within which meetings must be arranged, to allow flexibility. The LAC meeting minutes must be available for the Trust's Board meetings and the LAC committee's meeting minutes must be available for the relevant Trust Committee's meetings.

The meeting minutes must be sent to the Clerk to Trustees no later than a week before the relevant Board of Trustee's meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

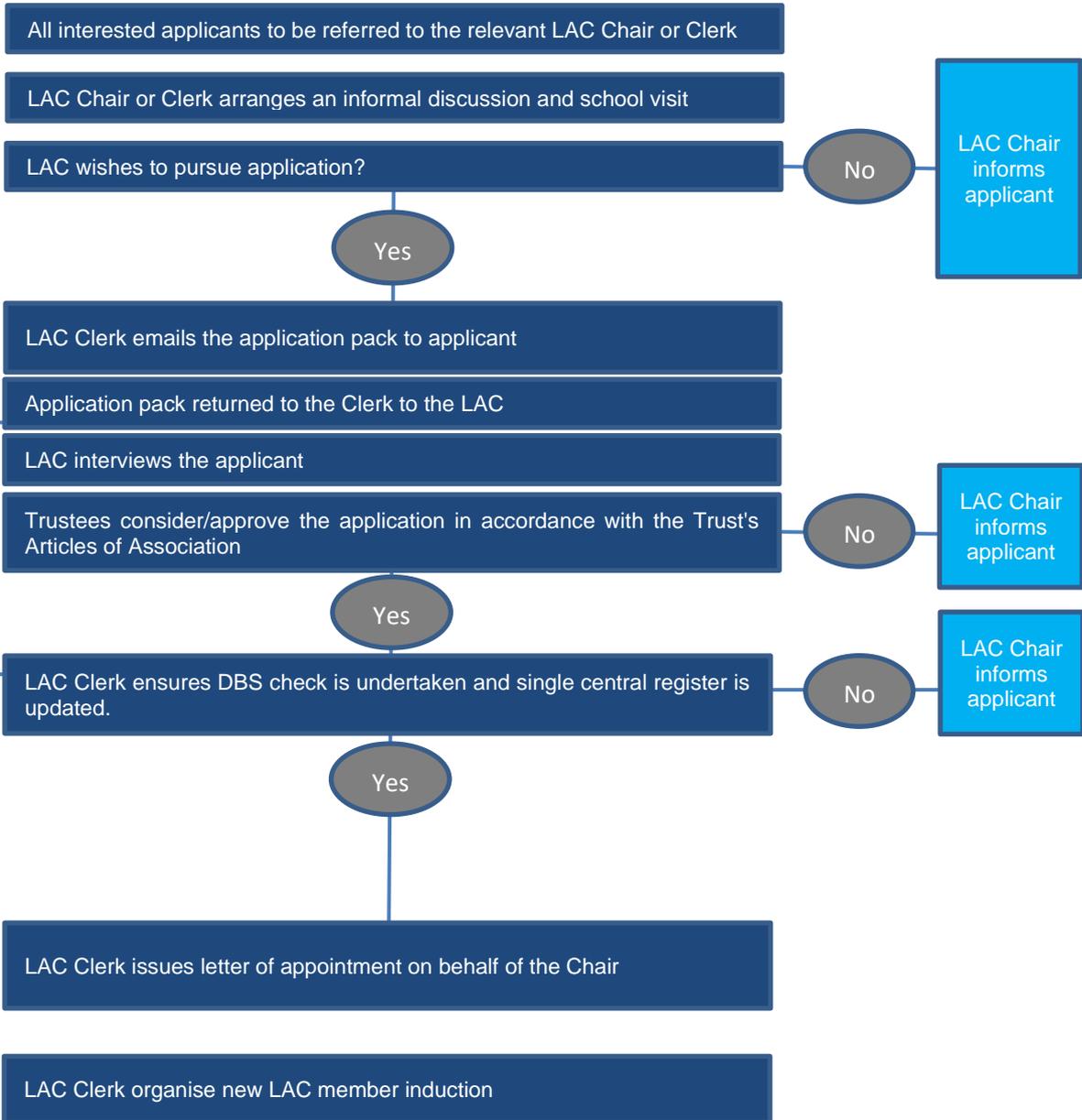
The Clerks to the LACs will have team meetings at least three times annually, led by the Clerk to Trustees. The Clerk to Trustees will line manage the Clerks to the LACs.

Chairs' Committee

To promote effective communication between the LACs and the Trustees a regular meeting shall be convened between the Chairs of the LACs, the Chair of Trustees and the CEO. Minutes of these meetings shall be made available to the LAC members.

The meetings shall be held on a termly basis.

5 LAC APPOINTMENT PROCESS



6 COMPOSITION OF LOCAL ACADEMY COMMITTEES

The LACs are responsible for proposing the constitution and membership of their own LAC. However, the Board of Trustees is still ultimately accountable and, therefore, the Board of Trustees must approve the constitution of the LAC, including any changes to its constitution or membership. The total number of LAC members on the LAC shall not be less than five but shall not be subject to a maximum. The number of employees of the Trust on the LAC, including the Headteacher, cannot exceed one third of the total number of LAC members on the LAC. An employee may only hold the position as a LAC Staff Member and only for the LAC they work. When seeking to find new LAC member to join the LAC, the existing LAC members should seek to ensure that the LAC members serving on the LAC between them have an appropriate range of skills and experience and that due attention is given to succession planning.

In the case of the church schools, foundation LAC members will be appointed. The foundation LAC members will have special care for the church schools' Christian character and will be the formal link between the church school and the parish.

A person appointed to the LAC must be over eighteen at the date of appointment. In addition, no current pupil of the Academy is entitled to serve as an LAC member.

LOCAL ACADEMY COMMITTEES			
Type of LAC member	Number	Term of Office	How they are appointed
Headteacher	1	<i>Ex officio</i>	N/A
Parent LAC members	minimum of 2	4 years	Parent LAC members shall be appointed or elected by the parents of the Academy. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent LAC members.
Staff LAC members	up to one third of the LAC members	4 years	Staff LAC members shall be elected by the staff of the Academy. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff LAC members.
Co-opted LAC members	as required	4 years	Co-opted LAC members are recommended by the LAC but are subject to approval by the Board of Trustees.

Foundation LAC members (as appropriate)	up to 2	4 years	Appointed by the Trustees and the relevant Church authority in accordance with the Trust's Articles of Association.
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Where for operational reasons the LACs are (or believe that they will shortly be) unable to adhere to the requirements detailed in the above table, the Chair of Trustees shall be notified as soon as reasonably practicable.

7 LAC REMOVALS AND DISQUALIFICATIONS

A LAC member shall no longer serve on the LAC if he or she:

- resigns by giving notice in writing to the Chair of the LAC, who must forward a copy of the letter to the Chair of the Trustees;
- is removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LAC;
- is the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. He or she is then removed by the Board of Trustees, with notice given in writing, and a copy of the notice is then forwarded to the Chair of the LAC;
- becomes incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;
- is absent without the sanction of the LAC from all meetings of the LAC held within a period of six months, and the GB resolves that his or her office be vacated;
- is a staff LAC member and no longer works for the Academy of which her or she is a LAC member;
- is a parent LAC member but his or her child no longer attends the Academy of which he or she is a LAC member, and his or her term of office has come to an end.
- has had his or her estate sequestered and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
- is subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;
- is subject to an order of the Charity Commission removing him or her from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which he or she was responsible, or to maladministration of which his or her conduct contributed;
- is included in the list kept by the Secretary of State under Section One of the Protection of Children Act;
- is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
- is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;

- has a direction made against him or her under section 142 of the Education Act 2002, or he or she is subject to a prohibition order which takes effect as if contained in this direction;
- has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and
- does not provide the Clerk of the LAC with all Disclosure and Barring Service (formerly Criminal Records Bureau) checks. In the event that the certificate discloses information which in the opinion of the Chair or the Headteacher confirms that person's unsuitability to work with children, that person shall be disqualified.
- Refuses to uphold the continuance or effectiveness of the religious character of the academy (for church schools).

8 INTERVENTION TRIGGERS

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual academies but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

The Board of Trustees delegates responsibilities to the LAC as set out in section 9 (Table of Responsibilities).

However, if at any time:

- a) Ofsted rate the Academy as a level 3 (Requires Improvement) or 4 (Inadequate);
- b) The Academy is rated less than good in a SIAMS inspection (church schools only)
- c) the Academy is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- d) an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust;
- e) the LAC fails to act in a way which frequently would be considered normal behaviour for a governing body; or
- f) any event analogous to the above events occurs at or in relation to the Academy,

The Board of Trustees may alter or revoke the authority delegated to the LAC until such time as the Board of Trustees is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representations made by the LAC.

In addition, the school improvement teams will use key performance indicators (KPIs) as a tool for determining where support is required.

9 TRANSPARENT DECISION MAKING

The Trust is committed to maintaining an objective and transparent decision making process, and wherever possible the Clerk shall publish minutes of the proceedings of the Trustees in accordance with the requirements of the Trust's Articles of Association.

Where a recommendation is passed to the Trustees by an LAC for consideration and is subsequently rejected, the Trustees shall, wherever possible, provide the LAC with its reasoning to support the relevant decision. If, with sufficient revisions, the LAC believe that a matter can be referred back to the Trustees for reconsideration then the matter shall be raised with the Chair of Trustees for review at the next practicable opportunity.

Delegated Powers for Urgent Decisions and Chairs Action

Where an urgent decision is required in the interests of the Trust and there is insufficient time to convene a meeting of the Trust Board or the LAC, the CEO and the Head Teacher of the relevant academy have delegated powers to make urgent decisions as follows:

- The CEO in consultation with the Chair of the Trust Board.
- The Headteacher in conjunction with the CEO and the Chair of the LAC.

An urgent decision is one where a delay would be likely to be seriously detrimental to the interests of the trust; any pupil at a school within the trust, or their parent; or a member of staff.

All urgent decisions will be reported to the next meeting of the Trust Board or relevant academy. A record of an urgent decision and the reason for urgency will be recorded in the Minutes.

Exceptions to Chairs action include discontinuing (permanently closing) a school, approving the budget, suspending trustees, agreeing policies regarding the management of staff, admissions decisions, or the reinstatement of a pupil who has been permanently excluded.

10 TABLE OF RESPONSIBILITIES

Duties are delegated through: a Headteacher's Terms of Reference, one of the Trust's Terms of Reference, through a Trust Policy or through this SoD. This SoD will clarify that a duty has been delegated; the Trust Policy will detail the process for how this duty is delegated and undertaken.

Delegated Duties	
People	
Members Appoint/Remove	The Members appoint and remove Members in accordance with the Articles of Association.
Trustees Appoint/Remove	The Members appoint Trustees in accordance with the Articles of Association. Trustees can appoint co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed or elected them or otherwise by ordinary resolution of the Members. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on the matter. Trustees can be disqualified in accordance with the Articles of Association.
CEO Appoint and Dismiss	The Board of Trustees appoints and dismisses the CEO.
CFO Appoint and Dismiss	The Board of Trustees appoints and dismisses the CFO.
Chair and Vice Chair of the Trust Board Appoint/Remove	The Trustees elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.
Chair and Vice Chair of Trust Committees	The Trustees elect the Chair and Vice Chair of the Trust Committees.
Clerk to the Board of Trustees Appoint/Remove	The Trustees appoint and remove the Clerk to the Board of Trustees.
LAC Chairs Elect/Remove	The LAC is responsible for the election and removal of the Chair for the LAC. The Chair of the LAC shall be elected annually.

Clerk to the LAC	The LAC recommends appointment and removal of the Clerk to the LAC to the Board of Trustees who make the appointment/removal.
Parent LAC members Election Appoint/ Remove	The LAC undertakes the election process for the appointment of the parent LAC members and is responsible for the removal of the parent LAC members.
Staff LAC members Election Appoint/Remove	The LAC undertakes the election process for the appointment of the staff LAC members and is responsible for the appointment and removal of the staff LAC members.
Co-opted LAC members Appoint/Remove	The LAC appoints and removes the Co-opted LAC members, with the approval of Trustees.

Systems and Structures

Articles of Association Agree and Review	The Members agree, review and update the Articles of Association; the Board of Trustees recommends amendments to the Members for approval.
Governance Structure for the Trust Agree and Review	The Board of Trustees is responsible for the Governance Annual Review and for approving the Governance Structure of the Trust.
Scheme of Delegation Agree and Review	The Board of Trustees is responsible for producing and approving the Scheme of Delegation. The LAC recommends amendments to the Board of Trustees for approval. The Board of Trustees is responsible for the annual review of the Scheme of Delegation.
Register of Business Interests	The LAC compiles and updates the register; individual Members, Trustees, LAC members and senior leadership staff are responsible for completing, submitting and reviewing their own Register of Business Interest forms.
Publishing the Trust's Governance Information on the Trust's Website	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the Trust website, with compliance to be monitored by the Board of Trustees.

Publishing LAC Governance Information on the Academy's Website	The Clerk to the LAC is responsible for publishing and maintaining governance documents and information on the Academy's website, with compliance to be monitored by the LAC.
Terms of Reference for the Board of Trustees Agree and Review	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
Terms of Reference for the LACs and its Committees Agree and Review	The LAC is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval. Clerk to Trustees to ensure parity and suitable level of detail.
Annual Cycle of Business for the Trust Board Agree and Review	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
Annual Cycle of Business for the LAC Agree and Review	The Clerk to the LAC is responsible for producing the Annual Cycle of Business in collaboration with the Clerk to Trustees.
LAC Agenda Template	The Clerk to the Board is responsible for producing the Agenda Template and taking it to the Board of Trustees for approval.
LAC Minute Template	The Clerk to the Board is responsible for producing the Minute Template and taking it to the Board of Trustees for approval.

Holding to Account

Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information Governance.	The LAC is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for its individual Academy and to report to the Trustees.
Performance Management of the CEO	The Board of Trustees is responsible for the performance management of the CEO.
Performance Management of the Academy Headteacher	The CEO, Chair of the LAC and one other LAC representative are responsible for the performance management of the Academy Headteacher in accordance with the Trust's Pay Policy.
CEO pay award	The Board of Trustees approves the pay award for the CEO, in line with the Trust's Pay Policy.
Academy Headteacher pay award	The Board of Trustees determines the Academy Headteacher's pay award in line with the Trust's Pay Policy, in conjunction with recommendations from the LAC and CEO.
Academy Headteacher Appoint and Dismiss	The Board of Trustees determines the selection panel and appoints and dismisses the Academy Headteacher, taking into account recommendations of the LAC. The board of Trustees must seek Diocesan involvement in relation to the C of E school(s).
Trust Committees	The Board of Trustees determines the structure of the Trust Committees.
Academy Senior Staff¹ Appoint and Dismiss	The Academy Headteacher and LAC appoint and dismiss Academy Senior Staff in conjunction with the CEO and/or at least one Trustee.

¹ For the purposes of this Scheme of Delegation Senior Staff shall be the Headteacher, Deputy Headteacher and Head of Department.

Academy Staff Appoint and Dismiss	The Academy Headteacher appoints Academy Staff within the agreed staffing budget, in conjunction with the CEO and reports the decisions to the LAC.
Trust Strategy	
The Trust Vision and Strategy, Determine, Deliver and Management	The Board of Trustees determines and performance-manages the Trust Vision and Strategy, delegating responsibility for the delivery of the strategy to the CEO.
Growth of the Trust	The Board of Trustees will consider requests from other schools to join the Trust in consultation with the LACs, Headteachers and CEO.
Academy Improvement, Determine, Deliver and Management	The LAC approves and delivers the Academy Improvement Plan for the Academy, with the Board of Trustees monitoring delivery and performance. For C of E school(s) this will include performance and improvement against SIAMS criteria.
The Trust Policies Determine, Review & Update	The Board of Trustees or the Trust Committees determine, review and approve the Trust Policies. The LAC is responsible for adoption and compliance within its Academy.
Academy Policies Determine, Review & Update	The LAC proposes the Academy Policies if they are not covered by a Trust Policy and is responsible for writing, reviewing and compliance with these policies. The Board of Trustees reserves the right to amend any such policy as it feels appropriate.
Centrally procured contracts and SLAs	The Board of Trustees determines the contracts and SLAs to be procured on behalf of the Academies and ensures that centrally procured services provide value for money. The Trust Finance, Audit & Risk Committee puts in place and manages the centrally procured contracts and SLAs, and the LAC monitors the effectiveness of the delivery of these contracts and SLAs for its Academy.
Trust Risk Register, Establish, Monitor and Review	The Board of Trustees establishes, monitors and approves the Trust Risk Register.

Academy Risk Register, Establish, Monitor and Review	The LAC establishes and monitors the Academy Risk Register, using the Trust Risk Register template. The Board of Trustees approve the Academy Risk Register. The LAC is responsible for reporting any issues which arise to the Trustees.
Budget Setting For Academy, Determine, Approve and Monitor	Board of Trustees and CFO will set, determine and approve a budget for each Academy in collaboration with the Academy Headteacher. This will be monitored by the LAC.
Budget Setting for the Trust Determine, Approve and Monitor	The Board of Trustees prepares and submits the Trust's budget. The CFO submits ongoing financial monitoring reports to the Board of Trustees scrutiny and challenge.
Academy Staffing Structure	The LAC proposes changes to the Academy staffing structure within the Academy's' agreed budget, to be agreed by the Board of Trustees.
Academy staff Performance Management and Pay Progression	The Board of Trustees establishes and annually reviews the Performance Management Policy and the LAC implements the policy and awards pay progression in line with the Trust Pay Policy.
The Trust Central Services Staff Performance Management and Pay Progression	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements the policy and awards pay progression in line with the Trust Pay Policy.

Ensuring Financial Probity

Trust Policy on Financial Delegation, Establish and Review	The Board of Trustees establishes the Financial Delegation Policy and the LAC implements the policy within its Academy.
Appointment of External Auditors	The Board of Trustees is responsible for the appointments of internal auditors. The Members are responsible for the appointment of External Auditors.

External Auditor Reports Receive and Respond	The Board of Trustees receives and responds. The Members consider the responses made by the Trustees. The LAC implements the actions that are relevant to its Academy, in accordance with instruction from the Board of Trustees.
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Performance and Curriculum

Academy Improvement Plan	The Headteacher, in consultation with the LAC, proposes the Academy Improvement Plan for approval by the Board of Trustees. Including a focus on SIAMS requirements for the C of E school(s).
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Academy Curriculum Plan	The LAC proposes and approves the Academy Curriculum Plan. For church schools this will include a focus on SIAMS requirements and will ensure that the Church school operates in accordance with the principles, practices and tenants of the Church of England.
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School Organisation

Academy Day Times	Proposed by the LAC, in consultation with the CEO and approved by the Board of Trustees.
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Dates of Academy Terms and Holiday	Proposed by the LAC, in consultation with the CEO and approved by the Board of Trustees.
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INSET Days	Proposed by the LAC in consultation with the CEO and approved by the Board of Trustees.
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Admissions

Admissions Arrangements	The Board of Trustees determines admissions arrangements and may delegate certain responsibilities to the LAC in accordance with the Terms of Reference. Admission arrangements for church schools will be sent to the Diocesan Board of Education for consultation and following determination.
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Exclusions

Exclusions

The LAC considers representation of parents and carers, considers the reinstatement of an excluded pupil in accordance with the Exclusions Policy, statutory guidance and reports any decisions to the Board of Trustees. Where necessary, the LAC shall also organise an independent review panel. The Exclusions Policy provides guidance regarding the process that will be followed.

Complaints

Complaints

The LAC is responsible for investigating complaints from parents/carers. The Trust Complaints Policy provides guidance regarding the process that will be followed.