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# 1 VISION, AIMS AND OBJECTIVES

We are driven by our Trust mission of:

**Achieving Excellence through cultivating character, sharing talents and promoting innovation.**

*'Cultivating Character' is the focus on the whole child. We develop our children's character through our Character Education gateways of Citizenship, Leadership, Exploration, Expression and Flourishing.*

*'Sharing Talents' demonstrates our total commitment to collaboration. Children and staff will be given opportunities to fulfil their potential so that all schools within the Trust improve.*

*'Pursuing innovation' means we use the best research to inform our practice. We cannot expect our children to be great learners if we are not also passionate about learning and curriculum design.*

Our aim is to ensure our Trust exemplifies excellence through this mission. We believe in ensuring that our schools preserve their unique identities and traditions in order to serve their difference contexts and communities. However, we are all united in our determination to achieve excellence in many forms – the character of the children, the quality of values-led education, our success in OFSTED and SIAMS inspections and the high achievements of our learners.

Simply, our vision is to become an exceptional Trust with an outcome of excellence in Character Education.

**To achieve this ambition, we have designed a 3-year strategy based on the following priorities:**

**Culture:** Grow an exceptional team through a high challenge, high support organisation.

**School Performance:** Successfully pursue excellence at all levels.

**Curriculum:** Cultivate our children's character through 'A Curriculum for Excellence'.

**Service:** Develop our Trust as a Civic Organisation.

**One organisation:** Embedding resilience systems and achieving long-term sustainability.

This is underpinned by our Trust values of:

*Uncompromising Excellence, Collaboration, Equity, Integrity and Community.*

We believe that the Academies for Character and Excellence's vision aligns strongly with the Church of England's vision for Education. We see our Church Schools as an essential part of our distinctiveness as a values-led organisation. Our values, and commitment to Character Education, is at the heart of our work across our trust.

Each of our schools have their own vision statement and underpinning values. For our Church Schools, these values are distinctively Christian. The Trust mission and values exemplify the way we work together as one organisation.

We see it as our obligation to be self-improving organisation. Core to our offer is a better life for everyone in the Trust – staff, children and community. Our mission drives everything we do and pursuit of excellence remains central to the ethos and culture of all schools within the Trust.

## Our Trust Values

Community Collaboration Equity Uncompromising Excellence Integrity

- We want to engender a passion for **uncompromising excellence**. We will inspire those around us with our desire to be the best version of ourselves.
- We want to be rooted in our **community**: locally, nationally and globally. We believe in service to our community as a fundamental approach of our trust. Our children will become courageous advocates for change in local, national and global communities.
- We recognise we are stronger together and **collaboration**, the power of working together, sharing and developing talents is integral to the work that we do.
- We believe in **equity** so that everyone is treated fairly through overcoming disadvantage by ensuring equality of opportunity for all.
- Finally, everything we do is underpinned by **integrity** which means the quality of being honest and having strong moral principles.

Finally, this vision is of a Trust that can deliver living and breathing character education.

## 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 schools.

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.

Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the relevant Funding Agreement), and having regard to any advice issued by the Diocesan Board of Education.

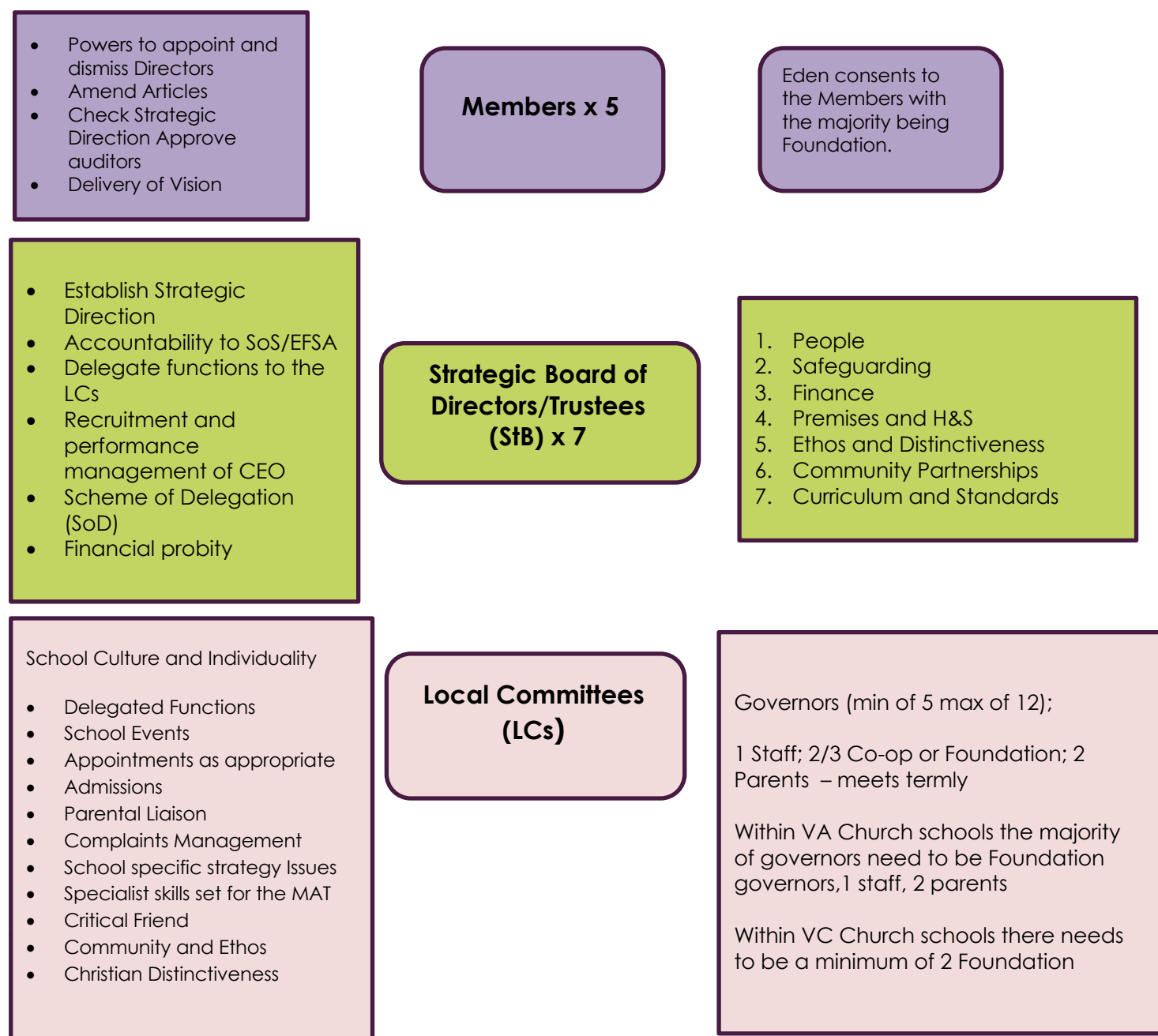
Other schools whether with or without a designated religious character; but in relation to each of the schools to recognise and support their individual character and respect the different background of each and its links to the local community which it serves.

This SoD will be reviewed [on an annual basis by the Strategic Board], or more frequently if required. In the event that any material changes are proposed to this SoD, the Strategic Board will have regard to any representations of the Local Committee (LC). However, this SoD may only be altered or revoked by the Strategic Board.

This SoD is a working document.

### 3 GOVERNANCE OVERVIEW

#### Governance Structure Diagram:



## 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, Directors/Trustees and Local Committees. 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, with the ability to appoint some of the Directors/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 Directors/Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Directors/Trustees can be appointed to the Strategic Board by the Members. The Members can also remove Directors/Trustees. The Strategic Board submits an annual report to the Members on the performance of the Trust and this is discussed at an Annual General Meeting.

Member appointments shall be by way of resolution of the Members with the consent of EDEN. All appointments will meet the foundation majority criteria.

### Directors/Trustees

The Directors/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 Strategic Board of Directors/Trustees (Strategic Board) is the accountable body for the performance of all schools 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 schools 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, Directors/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. When referring to Trustees of church land the term Site Trustee will be used.



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

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

The Strategic Board meets 6 times each academic year (or more frequently if necessary). The Strategic Board also has a core committee of the Finance and Audit committee which meet 5 times a year (or more frequently if necessary), to enable more scrutiny and healthy challenge. This committee is made up of board trustees/directors with the relevant skills but, subject to the consent of the Strategic Board, external advisors, Local Committee representatives (portfolio holders), Headteachers, Staff and Parent representatives may also attend any committee meetings to make recommendations to the Strategic Board. These additional attendees shall not have voting rights at committee meetings.

## **Payment of Directors/Trustees**

Very importantly, because the Trust is a company and an exempt charity, Directors/Trustees are bound to comply with charity and company law as well as the requirements of the Academy Trust 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 Directors/Trustees. In short, there are three circumstances in which Directors/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 Strategic Board. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
- 2. Payment for services provided outside the role of a Director/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 Directors/Trustees in their capacities as employees and not as Directors/Trustees.

In summary, payment of Directors/Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academy Trust Handbook. This SoD only sets out a very brief summary of the issues surrounding payment of Directors/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 Directors/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 Directors/Trustees of an exempt charity, the Directors/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. Please refer to the Trust document 'Members and Directors Duties' for further information.

Essentially, the Directors/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:**

The Trust committees, are as follows:

### **Finance, Audit and Risk Committee**

Chair of the Finance Committee – Board Director

Plus 2 other Board Directors.

In attendance – the CEO of the Trust and the CFO

The Committee will meet 5 times a year consisting plus the audit meeting (Nov/Dec)

#### Key Responsibilities

- Annual budget for the Trust
- Monthly management reporting
- Risk Register
- Annual Year End audit
- Other audits i.e. Responsible Person Audits, Internal audit
- Finance and Risk policies and procedures
- Strategic financial planning
- Financial due diligence in terms of new schools/new business opportunities
- Adherence to the ESFA financial handbook
- Financial benchmarking
- Trust projects involving financial due diligence
- Any other authority delegated by the Strategic Board

## **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 overall operation of the Trust, including the performance of the Trust's Schools 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 Schools, which is also supplemented by monitoring reports from the Local Committees.

## **Education Leadership Team (ELT)**

The Educational Leadership team consists of the CEO, ACE Strategic Advisors and Headteachers from each of our schools, who are responsible for the day-to-day management of their Schools. They meet regularly in order to assess progress within their schools and to discuss key issues within the Trust.

The team focuses on a range of aspects of school improvement: from target setting to developing our Trust approach to curriculum design. They regularly invite experts to come in to work with the team to refine their practice and provide leaders with professional development.

## **Business Team**

The Central Services Team consists of Finance, People, Governance, Operations and Compliance, Safeguarding and the Executive Assistant to the CEO.

## **Local Committees**

The Local Committees (LCs) are Committees of the Strategic Board and have delegated decision-making powers in accordance with this SoD and their Ofsted grading (see [Table of Responsibilities](#)). The LCs shall each hold at least five meetings in every school year.

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.

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Each LC meeting shall be minuted and a copy of those minutes must be provided to the Strategic Board within no more than seven days of the board meeting. If the minutes cannot be provided, the Clerk of Trustees must be notified immediately who will advise the Chair of Trustees.

The minutes of the proceedings of a meeting of the LC shall be drawn up and entered into a book/file, kept specifically for this purpose, by the person authorised to keep the minutes of the LC. They shall be signed (subject to the approval of the governors of the LC) at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting. If the meeting is virtual these can be signed virtually by inserting an electronic signature.

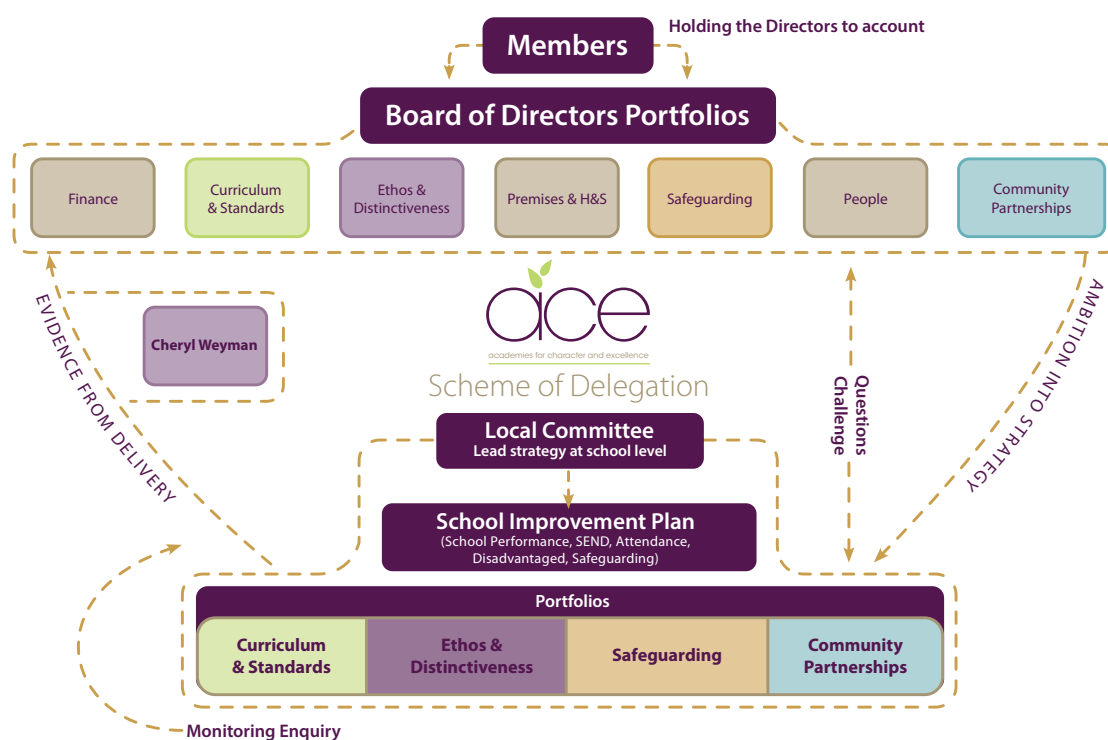
The minutes shall include a record of all appointments of officers made by the LC. They shall also include a record of all proceedings at meetings of the LC, and of committees of the LC, including the names of all persons present at each meeting.

The Chair/Clerk shall ensure that copies of minutes and Headteachers report of the LC shall be provided 7 days before each board meeting to the clerk of the Strategic Board, in time for the board papers to be issued.

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

The Strategic Board will approve the constitution of the LC including any changes to its constitution or membership.

## Portfolios



The directors/trustees each hold a portfolio and four of these portfolios are also held by governors.

The portfolios are:

Held at local committee level and by the board

1. Safeguarding
2. Ethos and Distinctiveness
3. Curriculum and Standards
4. Community Partnerships

Held by the board only

5. People
6. Health and Safety
7. Finance

The directors holding Safeguarding, Ethos and Distinctiveness, Curriculum and Standards and Community Partnerships meets with their portfolio governors at least 5 times in each academic year. During these meetings they discuss the portfolio activity; prepare or evaluate monitoring enquiries; plan training; and ensure we are working towards the strategic plan with a one organisation approach. The outline of the portfolio activities is indicated in the Annual Governance Cycle, which is reviewed every summer term.

Each director reports on their portfolio at the board meeting with every governor reporting on their portfolio at their local committee meeting.

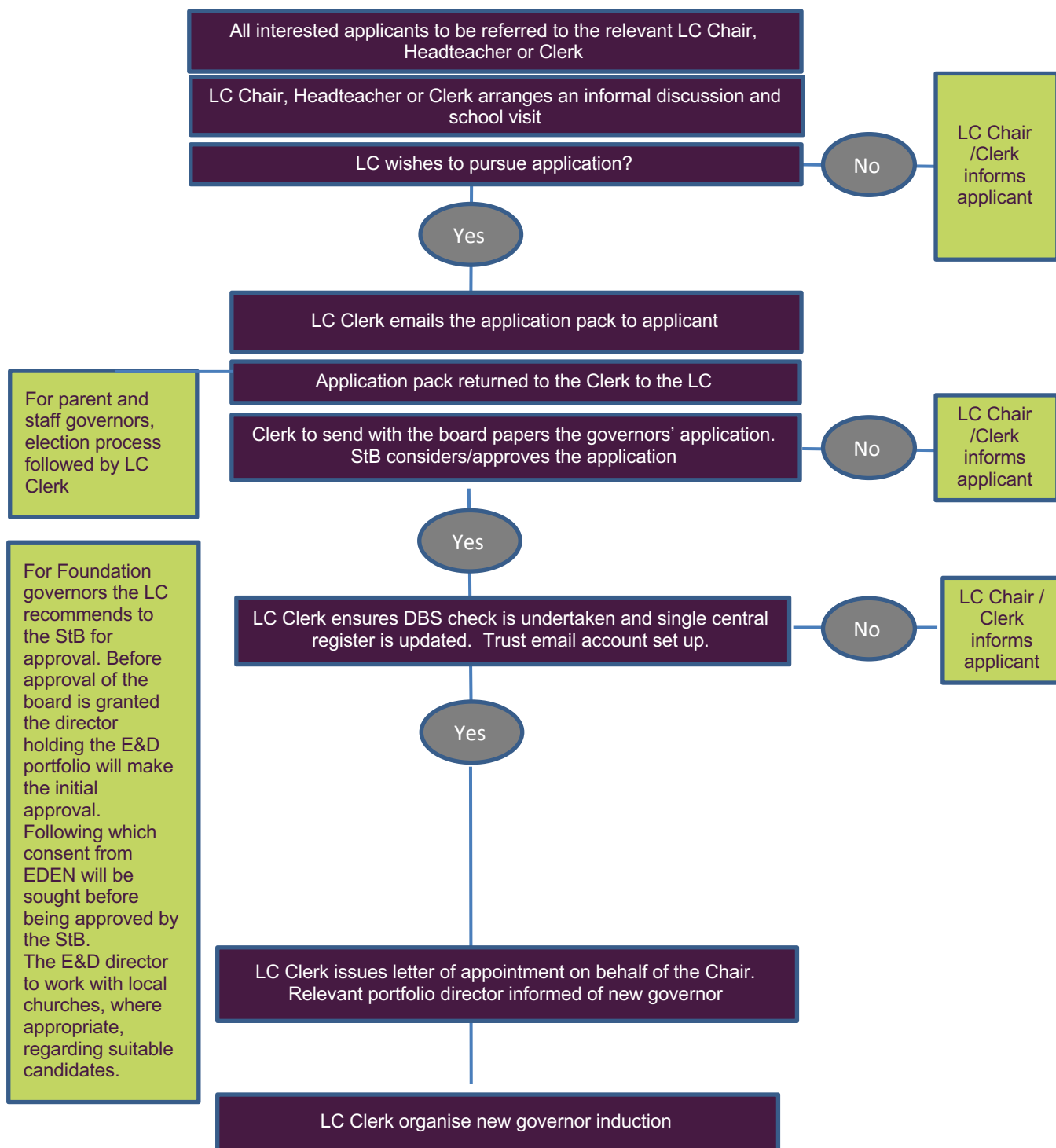
### **Clerking/Governance Professional**

Each LC and the Strategic Board has a Clerk. The Clerk to the Strategic Board supports the Clerks to the LCs. 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. This is normally undertaken during one to one's or at the Governance Trust Improvement Group.

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

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

## 5 GOVERNOR APPOINTMENT PROCESS



## 6 COMPOSITION OF LOCAL COMMITTEES

The LCs are responsible for proposing the constitution and membership of their own LC. However, the Strategic Board is still ultimately accountable and, therefore, the Strategic Board must approve the constitution of the LC, including any changes to its constitution or membership. The total number of governors on the LC shall not be less than 5 and shall be subject to a maximum of 12. The number of employees of the Trust on the LC, including the Headteacher, cannot exceed one third of the total number of governors on the LC. When seeking to find new governors join the LC, the existing governors should seek to ensure that the governors serving on the LC between them have an appropriate range of skills and experience and that due attention is given to succession planning. This is reflected in who holds the necessary skills for each portfolio.

In the case of the church schools, foundation governors will be appointed. The foundation governors will have an overview towards the church schools' Christian character, ethos and distinctiveness.

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

LOCAL COMMITTEE			
Type of Governor	Number	Term of Office	How they are appointed
Headteacher	1	Indefinite	N/A
Parent governor	2	4 years	Parent governors shall be appointed or elected by the parents of the school. In the event that the number of parents standing for election is less than the number of vacancies, the Strategic Board may appoint Parent committee members.



Staff governors	1	4 years	Staff governors shall be elected by the staff of the school. 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 governors.
Co-opted governors	N/A	4 years	Co-opted governors are appointed by the Strategic Board following a recommendation from the LC.
Foundation governors (as appropriate)	VA = majority VC = minority	4 years	Appointed by the Strategic Board in consultation with the E&D director following a recommendation from the LC with the consent of EDEN(101B)

## 7 LC REMOVALS AND DISQUALIFICATIONS

A governor shall no longer serve on the LC if they:

- resigns by giving notice in writing to the Chair of the LC, who must forward a copy of the letter to the Chair of the Directors/Trustees;
- is removed by the Strategic Board, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LC;
- is the subject of a recommendation to be removed, sent to the Strategic Board by the Chair of the Trust. They are then removed by the Strategic Board, with notice given in writing, and a copy of the notice is then forwarded to the Chair of the LC;
- becomes incapable, by reason of mental disorder, illness or injury, of managing or administering their own affairs;
- is absent without the sanction of the LC from all meetings of the LC held within a period of six months, and the LC resolves that their office be vacated;
- is a staff governor and no longer works for the school of which they are a governor;
- is a parent governor but their child no longer attends the school of which they are a governor, and their term of office has come to an end;
- has had their 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 them from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which they were responsible, or to maladministration of which their 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 them under section 142 of the Education Act 2002, or they are 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 LC 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.
- The trust will liaise with diocese in relation to the removal and disqualification of any foundation appointment.

## 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 schools but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

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

However, if at any time:

- a) Ofsted rate the school as a level 3 (Requires Improvement) or 4 (Inadequate);
- b) the school 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;
- c) an event occurs at or in relation to the school which is significantly damaging to the reputation of the Trust;
- d) the LC fails to act in a way which frequently would be considered normal behaviour for a Local Committee;
- e) on the occurrence of any other event or situation that the Strategic Board deems that intervention is required; or
- f) any event analogous to the above events occurs at or in relation to the school,

the Strategic Board may alter or revoke the authority delegated to the LC until such time as the Strategic Board is satisfied that the event that has occurred has been rectified or ceases to cause

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concern. When making such decisions, the Strategic Board shall have regard to any representations made by the LC.

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

In the event of a LC being removed or suspended an Interim Advisory Board with limited delegation will be put in place which will be controlled by 3 board directors, one of which will chair the IAB. There may be governors who are invited to sit on the board as associates but will have no voting rights.

The Diocesan Director of Education will be notified of concerns in relation to a Church School.

## 9 TABLE OF RESPONSIBILITIES

Duties are delegated through: 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	Delegated Duties
<b>People</b>	
<b>Members Appoint/Remove</b>	The Members appoint and remove members in accordance with the Articles of Association.
<b>Directors/Trustees Appoint/Remove</b>	The Members appoint Directors/Trustees in accordance with the Articles of Association. Directors/Trustees can appoint co-opted Directors/Trustees. Directors/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 Directors/Trustees can be removed by resolution of the Directors/Trustees, excluding other co-opted Directors/Trustees who are not entitled to vote on the matter. Directors/Trustees can be disqualified in accordance with the Articles of Association.
<b>CEO Appoint and Dismiss</b>	The Strategic Board appoints and dismisses the CEO.
<b>Chief Finance Officer Appoint and Dismiss</b>	The CEO appoints and dismisses the CFO, seeking guidance where necessary from the Trustees and also the Trust solicitors.

<b>Chair and Vice Chair of the Trust Board Appoint/Remove</b>	The Directors/Trustees elect the Chair and Vice Chair of the Board at the beginning of each academic year, who can resign office at any time or be removed in accordance with the Articles of Association.
<b>Chair and Vice Chair of Trust Committees</b>	The Directors/Trustees elect the Chair and Vice Chair of the Trust Committees. This is actioned at the first meeting in each academic year.
<b>Clerk to the Board of Trustees Appoint/Remove</b>	The Strategic Board appoint and remove the Clerk to the Strategic Board .
<b>LC Chairs Elect/Remove</b>	The LC is responsible for the election and removal of the Chair for the LC. The Chair of the LC shall be elected every year.
<b>Clerk or Governance Professional to the LC</b>	The LC appoints and removes the Clerk /Governance Professional to the LC.
<b>LC Parent Governor Election Appoint/Remove</b>	The LC undertakes the election process for the appointment of the parent governor and is responsible for the removal of the parent governors.
<b>LC Staff Governor Election Appoint/Remove</b>	The LC undertakes the election process for the appointment of the staff governor and is responsible for the appointment and removal of the staff governor.
<b>LC Co-opted Governor Appoint/Remove</b>	The LC, with approval from the Strategic Board, appoints and removes the LC Co-opted governor.
<b>Foundation Governors</b>	The LC recommends Foundation governors to the Strategic Board Following recommendation the director of Ethos and Distinctiveness will meet with the governors in order to sign off Foundation Nomination forms and meet with the governors where required. The application will then be sent to EDEN for consent. The Strategic Board will

give approval and shall appoint persons to serve as Foundation governors provided they shall have regard to the church community they serve. .

## Systems and Structures

### Articles of Association Agree and Review

The Members agree, review and update the Articles of Association; the Strategic Board recommends amendments to the Members for approval.

### Governance Structure for the Trust Agree and Review

The Strategic Board is responsible for the Governance Annual Review and for approving the Governance Structure of the Trust.

### Scheme of Delegation Agree and Review

The Strategic Board is responsible for producing and approving the Scheme of Delegation. The LC can recommend amendments to the Strategic Board for approval within their delegated authority. The Strategic Board is responsible for the annual review of the Scheme of Delegation.

### Register of Business Interests

The Clerks compile and updates the register; individual Directors/Trustees, LC governors and senior leadership staff are responsible for completing, submitting and reviewing their own Register of Business Interest forms. These are to be published the school and Trust websites.

### 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 Strategic Board.

### Publishing LC Governance Information on the School's Website

The Clerk to the LC is responsible for publishing and maintaining governance documents and information on the School's website, with compliance to be monitored by the LC.



**Terms of Reference for the Strategic Board Agree and Review**      The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Strategic Board for approval.

**Terms of Reference for Trust committees Agree and Review**      The Strategic Board is responsible for producing the Terms of Reference for Local Committees, IAB's and IEB's. The Strategic Board with support from the clerk are responsible for producing Terms of Reference for other committees/panels i.e. appraisal, exclusion, portfolio.

**Trust Committees**      The Strategic Board determines the structure of the Trust Committees.

**Terms of Reference for School committees Agree and Review**      The Local committees are responsible for agreeing Terms of reference for their specific school committee i.e. PTA's/Friends of.

**Annual Cycle of Business for the Strategic Board Agree and Review**      The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Strategic Board for approval.

**Annual Cycle of Business for the LC Agree and Review**      The Clerk to the LC is responsible for producing the Annual Cycle of Business and taking it to the LC chair for approval.

**LC Agenda Template**      The Clerk to the Board is responsible for producing the Agenda Template and taking it to the Strategic Board for approval.

**LC Minute Template**      The Clerk to the Board is responsible for producing the Minute Template and taking it to the Strategic Board 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 Headteacher, with support from the central team is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for its individual school and to report to the Health and Safety director/trustee who will report this to the Strategic Board.

**Performance Management of the CEO**

The Strategic Board is responsible for the performance management of the CEO. A panel of 2 directors and an external consultant will conduct the appropriate reviews.

**Performance Management of the Chief Finance Officer**

The CEO is responsible for the performance management of the CFO with a director from the Finance Committee.

**Performance Management of the Headteacher**

A senior lead of the Central team is responsible for the performance management of the School Headteachers, with support from Executive Leads, reporting to the CEO. The Chair of the LC attends and contributes to the appraisal process.

**CEO pay award**

The Strategic Board approves the pay award for the CEO, in line with the Trust's Pay Policy and in line with recommendations following appraisal.

**Headteacher pay award**

The CEO/CFO/People Lead determines the Headteachers' pay award in line with the Trust's Pay Policy and appraisal process.

<p><b>Headteacher Appoint and Dismiss</b></p>	<p>The Strategic Board has delegated this responsibility to the CEO who will determine the selection panel and appoints and dismisses the Headteacher. The CEO will inform the Strategic Board and the diocese on any appointment and dismissal. Dismissals will be discussed with the Trust solicitors.</p> <p>Headteachers for Church schools must be fully committed to the Ethos and Distinctiveness to church schools and be prepared to deepen their understanding of such by planned support programmes.</p>
<p><b>Senior Leadership Team Appoint and Dismiss</b></p>	<p>The Headteachers appoint their SLT in consultation with the a senior lead of the Central Team. The Headteacher and a senior lead of the Central Team dismiss the SLT following discussions with the Trust Solicitors and approval from the CEO.</p>
<p><b>School Staff Appoint and Dismiss</b></p>	<p>The school Headteacher appoints school staff within the agreed and approved staffing structure. The Headteacher dismiss school staff in line with Trust policies. Dismissals will be discussed with the Trust solicitors.</p>
<p><b>Trust Strategy</b></p>	
<p><b>The Trust Vision and Strategy, Determine, Deliver and Performance Manage</b></p>	<p>The Strategic Board determines and performance manages the Trust Vision and Strategy, delegating responsibility for the delivery of the strategy to the CEO.</p>
<p><b>Growth of the Trust</b></p>	<p>The Strategic Board will consider requests from other schools to join the Trust in consultation with the CEO.</p>

<b>School Improvement, Determine, Deliver and Performance Manage</b>	The Local Committee approves and monitors the School Improvement Plan for the school, and the CEO and LCs report to the Strategic Board regarding delivery and performance.
<b>The Trust Policies Determine, Review &amp; Update</b>	The Strategic Board, and where delegated the Trust Committees, determine, review and approve the Trust Policies. The LC is responsible for monitoring compliance within its school.
<b>School Policies Determine, Review &amp; Update</b>	The Headteacher and Local Committee proposes the school policies if they are not covered by a Trust Policy which can be appended to specific Trust policies. The Headteacher and Local Committee is responsible for writing, reviewing and compliance with these policies. The Strategic Board reserves the right to amend any such policy as it feels appropriate.
<b>Contribution to the Central Fund, Agree and Manage</b>	The Finance Committee determines and approves the allocation of funding from the central pool in consultation with the CEO. The Finance Committee makes recommendations and reports to the Strategic Board.
<b>Centrally procured contracts and SLAs</b>	The Strategic Board have delegated the authority to the Trust Lead who determine the contracts and SLAs to be procured on behalf of the Trust in line with the financial delegations and ensure that centrally procured services provide value for money. The Trust Finance Committee reviews the effectiveness and efficiency of these contracts.
<b>Trust Risk Register, Establish, Monitor and Review</b>	The Strategic Board has delegated authority to the CEO/CFO who will review this termly. This will be presented to the Finance and Audit Committee who will monitor progress. The Finance Committee approve the Trust Risk Register.
<b>School Risk Register, Establish, Monitor and Review</b>	The Local Committee establishes and monitors the School Risk Register, using the Trust Risk Register template. The LC is responsible for reporting any issues which arise to the Finance Committee.

<b>Budget Setting for the Trust, Determine, Approve and Monitor</b>	<p>The annual budgeting cycle will start with a review of staff structures involving the CEO, CFO and Senior Leads of the Central Team. The draft budget will be presented to the Finance committee and the final budget will be proposed by the committee to the Strategic Board. The Strategic Board will sign off the final budget to coincide with ESFA deadlines.</p>
<b>Budget Setting for Schools Determine, Approve and Monitor</b>	<p>The CFO prepares the individual school budgets as part of the Trust budgeting exercise. Once signed off by the Directors/Trustees these are distributed to the individual schools and local committees where appropriate. The CFO prepares and submits the Trust's budget with input and oversight from the CEO</p>
<b>School Staffing Structure</b>	<p>The Education Leadership Team proposes changes to the school staffing structure within the school's agreed budget. The changes are sent to the Trust Leadership Team for approval. The LC are informed of the changes by the headteacher.</p>
<b>Ensuring Financial Probity</b>	
<b>Trust Policy on Financial Delegation, Establish and Review</b>	<p>The Strategic Board approves the ACE Financial Regulations Policy which includes delegated authority for key staff and local committees. The Local committees implement the policy within its individual School.</p>
<b>Appointment of Internal and External Auditors</b>	<p>The Members approve the appointment of the external auditors following recommendations from the Strategic Board. The Finance Committee will make recommendations to the Strategic Board following a selection process /presentations. The Strategic Board is responsible for the appointments of the internal auditors based on recommendation from the Finance committee.</p>

### **External Auditor Reports Receive and Respond**

The Strategic Board receives and approves the response to the Management Letter and any other audit report received by the Trust. The Members consider the responses made by the Strategic Board. The Trust Leadership and Central Services Team (and the Local Committees, where appropriate) will implement any actions highlighted in the Management Letter.

## **Performance and Curriculum**

### **School Development Plan**

The Headteacher, proposes the School Development Plan before sharing with the Local Committee.

### **Christian Distinctiveness**

Our Church schools should be distinctively Christian with a vision that is established and promoted by leadership at all levels, in enabling pupils and adults to flourish. Within our Church schools there should be explicit evidence of fulfilment in the daily worship of the school but also in high quality Religious Education where children will learn about Christianity and other world religions and views. This will be monitored by governors and the director holding the Ethos and Distinctiveness portfolio.

## **School Organisation**

### **School Day Times**

Proposed by the Headteacher, in consultation with the CEO, and approved by the LC.

### **Dates of School Terms and Holiday**

Proposed by the Headteacher, in consultation with the CEO, and approved by the LC

### **INSET Days**

Proposed by the Headteacher in consultation with the CEO, and approved by the LC.

## **Admissions**

### **Admissions Arrangements**

The Strategic Board determines admissions arrangements and may delegate certain responsibilities to the LC in accordance with the Terms of Reference.

## Exclusions

### Exclusions

The LC disciplinary panel considers representation of parents and carers and considers the reinstatement of an excluded pupil in accordance with the Exclusions Policy and statutory guidance and reports any decisions to the Strategic Board. Where necessary, the clerk may involve governors from other schools to attend the disciplinary hearing. The Exclusions Policy and ToR provides guidance regarding the process that will be followed.

## Complaints

### Complaints

Complaints will be investigated in line with the trust complaints procedure. For example, stage 1 complaints will normally be investigated by the Headteacher, whilst stage 2 complaints will be the responsibility of the LC/Strategic Board. The Trust Complaints Policy provides guidance regarding the process that will be followed.

**Reviewed May 2023**