

Pickwick Academy Trust



PICKWICK ACADEMY TRUST

SCHEME OF DELEGATION

Adopted by: Pickwick Academy Trust Board

Effective Date: August 2017

Reviewed: November 2023

Chair of the Board: Rob Ward

Signature of the Board:

A handwritten signature in black ink, appearing to read 'RWard'.

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1. INTRODUCTION

- 1.1** The Pickwick Academy Trust (referred to herein as the “**Trust**”) was established on 1 April 2011 and was known formerly as the Corsham Primary School. In consequence of it entering into both a Master Funding Agreement and a number of Supplemental Funding Agreements (the “**Funding Agreements**”), the Trust is now a multi-academy trust capable of operating and maintaining a number of academies (the “**Academies**”), including Church of England Church Schools
- 1.2** The Trust is both a company limited by guarantee, registered at Companies House (Company Number 07557894) and, by virtue of its charitable object “to... advance, for the public benefit, education in the United Kingdom... by establishing schools” i.e. the Academies, is a charity. The Trust is not a registered charity but an “exempt” charity, regulated by the Secretary of State for Education, who acts as the principal regulator.
- 1.3** The Trust’s constitution is set out in its “**Articles of Association**” and this Scheme of Delegation has been put in place in accordance with the provisions of the Articles and should be read in the light of them.
- 1.4** The purpose of this Scheme of Delegation is to provide clarity as to the role and responsibilities of those who contribute to the governance and oversight of the academies and the Trust itself. All those with governance and management responsibilities must be familiar with this Scheme of Delegation so that appropriate steps can be taken to ensure there is sufficient and proper challenge of those with leadership responsibilities, to ensure that senior leaders are held to account for the performance of the academies and that there is financial stability within the Trust.
- 1.5** The Trustees reserve the right (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at any time, noting that it is likely to be reviewed for its effectiveness at least every two years. Whilst the Scheme cannot take the form of a legally binding contract between the Trust and the academies and is subject to the overriding duty on the Trustees of the Trust to act freely and in the best interest of the Trust and the academies, in so far as the Trustees are able they agree to abide by the provisions of it and will consult on any significant changes.
- 1.6** The Effective Date of this Scheme of Delegation i.e. the date it was adopted

by the Trust is noted on the front page.

2. VISION AND VALUES

2.1 Vision and Values and Principles for Effective Partnership

“To work together to provide the best schools and outcomes for our children”

It is our collective vision to:

- **Harness our collective expertise** to drive school improvement and realise the best for all children and adults working and learning in our schools
- **Celebrate and communicate the successes** in our schools to encourage aspiration and innovation
- **Provide support and challenge** for each school so that every child meets their full potential
- Recognise and celebrate each school's uniqueness and the enduring Christian distinctiveness of our church schools, valuing all members of our Trust family

The academies, and those responsible for the governance and management of the Trust and the academies, have committed to working in partnership, supporting one another and there are clear underlying principles around how that partnership will work:

2.1.1 Equal Partners

The academies are equal partners within the Trust and at all times the partners will strive for consensus in decision making, recognising that each academy has both strengths and weaknesses. Each academy will work with the Pickwick Academy Trust to build a unique character (and distinctively Christian character in our church schools), and to realise the Pickwick Academy Trust's values in the local context, to increase the pace of the academy's development and improvement. The academies will work collaboratively with each other, sharing resources, knowledge and best practice, to fulfil the Trust's mission, vision and values.

2.1.2 Transparency

All those involved in the running and oversight of the Trust and the academies will be open and honest in their dealings with each other, at all times acting in good faith and recognising the value of independence and separation in relation to decision making.

2.1.3 **Subsidiarity**

Decisions are to be taken at the level nearest to those affected by those decisions which are compatible with the principles of solidarity and support for the common good, avoiding unnecessary bureaucracy and aiming in so far as possible to make changes to established practices only where it can be demonstrated there is a reasonable need and in order to learn from experience or adapt to changing circumstances. Where governance responsibility is delegated, appropriate decision-making authority will be given. The parameters of such authority will be clear and those to whom responsibility is given will be required to report to those who retain overall responsibility.

2.1.4 **Solidarity**

All those with responsibility for the Trust and the academies share a particular commitment to the mutual support of all academies for whom the Trust is responsible, especially those that are in need of assistance at any particular time. Leaders in church schools will support each other through prayer and fellowship.

2.1.5 **The Common Good**

All recognise their responsibility towards the common good, not just the academies for whom the Trust is responsible, but of all of the families and communities in the areas served by the Trust. The Trustees will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way. For church schools, this resonates with their historic foundation and also the Church of England Vision for Education to be 'deeply Christian, serving the common good'.

3. ACCOUNTABILITY: GOVERNANCE AND MANAGEMENT STRUCTURES

3.1 Overall Structure

- 3.1.1 The nature of the Trust as a company running multiple academies of both community and church schools means there are many governance and management layers.
- 3.1.2 The “**Members**” of the Trust are equivalent to shareholders of a trading company but as the Trust is charitable with no power to trade or distribute profit to shareholders, the Members are best viewed as ‘guardians of the constitution’, ensuring the charitable object is fulfilled. Each Member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability; they have limited governance and no day to day management responsibilities.
- 3.1.3 The corporate management and both “trustee” and “director” responsibility for the Trust is vested in the “**Trustees**”, who will also be trustees for charity law purposes and company directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the academies, and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of the education received by all pupils of the academies and the expenditure of public money. The Trustees are required as trustees, and pursuant to the Funding Agreements, to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees meet as a board of Trustees, generally known as the “**Trust Board**”. All Trustees have the same responsibility to act in the best interests of the Trust and the academies, irrespective of their role on the Board i.e. whether appointed in an executive capacity, such as if the “**Chief Executive Officer**” is a Trustee, or appointed by the Board and later ratified by the Members. Where the Chief Executive Officer is not appointed as a Trustee, it is still the expectation that they attend all Board meetings (and Trust committees as appropriate).
- 3.1.4 The Trustees oversee the management and administration of the Trust and the academies run by the Trust and delegate authority and responsibility to others, including executive officers and school

leadership teams who can undertake the day to day management of the academies. The Trust Board will continue to have the necessary strategic and legal oversight of the Trust and will monitor all activities; determining the strategic direction of the Trust, assessing the performance of the academies, establishing and reviewing the policies and practices governing the life of the academies, and securing the deeply Christian vision and values of the Church Schools, and the enrichment and impact this vision and these values bring. There will be up to **ten** Trustees, one may include the ex-officio Chief Executive Officer of the Trust. At no time can the number of Trustees be fewer than three. The appointment of all Trustees must be approved by the Members. 50% of Trustees will be Foundation Trustees, appointed by the Salisbury Diocesan Board of Education (SDBE) following a recruitment process carried out by the Trust

- 3.1.5 Articles 100–104 provide for the appointment by the Trustees of committees or working groups to whom the Trust Board may delegate certain functions and responsibilities. In addition to the committees referred to later in this Scheme of Delegation, the Trust Board has established “**LOCAL GOVERNANCE COMMITTEES**” for the academies to support the Trust Board and the leadership teams within the academies. The Local Governance Committees are accountable to the Trust Board in relation to any matter delegated to them.
- 3.1.6 Article 107 states that the responsibility for appointing the Chief Executive Officer, Chief Finance & Operating Officer, Directors of Education, Professional Development Director, Executive Headteacher, Headteacher or Head of School of an academy is vested in the Trust Board (with the involvement and consent of the Diocesan Corporate Member in the case of any leaders with direct or line management responsibilities for Church Schools) and under Article 105 the Trust Board may delegate such power and responsibility to such persons as are required for the proper management and organisation of the Trust and the relevant academy as the case may be. All Headteachers (this term will be used throughout this document to refer to Executive Headteachers, Headteachers and Heads of School) will report to the Chief Executive Officer who in turn will report to the Trust Board. Notwithstanding this,

the Local Governance Committee will play an active part in supporting the Headteacher and will liaise as appropriate with the Chief Executive Officer and the Trust Board more generally in relation to the oversight of executive officers and leadership teams within the Trust.

- 3.1.7 A “**Summary of Key Delegated Responsibilities**” is attached at Appendix 2.

3.2 Role of the Members

- 3.2.1 The Members are the ‘guardians of the constitution’, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled. Whilst the Members have limited legal and financial responsibility for the affairs of the Trust, the Department for Education recommends that there is some separation between the Members and the Trustees as “this enables members who are independent of the trustees to provide challenge and scrutiny to the Board” (Governance Handbook November 2015).
- 3.2.2 There will be six Members (50% Foundation) comprising of (a) the Diocesan Corporate Member; (b) Foundation Members appointed by the Diocesan Corporate Member; (c) Non-Foundation Members appointed by the Member group
- 3.2.3 The Members’ key responsibilities are:
- 3.2.3.1 to ensure the Objects of the Trust are met (including securing the enduring Christian distinctiveness of the Church Schools), the Annual Report should address this which will be presented to the Members either at a meeting of the Trust held in accordance with the Articles of Association or by other means;
 - 3.2.3.2 to determine the Trust's constitution and Board structure, i.e. the Articles; and
 - 3.2.3.3 exercising either a direct power under the Articles or a statutory power under the Companies Act 2006 to appoint and remove Trustees (noting any power also of the Trust

Board to make such appointments), the latter being exercised sparingly given the management responsibility is vested in the Trust Board.

3.2.3.4 Notwithstanding any provision of the Articles (and the Memorandum of Understanding in place with SDBE), the Members delegate to the Trustees the power and responsibility to appoint and remove Trustees (and the power and responsibility to recommend the appointment and/or removal of Foundation Trustees to the SDBE), which appointments will be ratified at the next General Meeting of the Members. Any removal by the Trust Board of a Trustee appointed by the Members shall only be undertaken with the consent of the Members.

3.3 Role of the Trustees and the Trust Board

3.3.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the academies (which includes taking existing schools into the Trust and opening new schools). The Trustees have the power to direct change where required.

3.3.2 As Trustees of a charity, the Trustees have a fiduciary duty to act in good faith in the best interests of the charity. This duty includes a responsibility to do the following:

3.3.2.1 to ensure compliance with any legal obligations;

3.3.2.2 to report on the charity's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "**Charity SORP**" and any reporting requirements of the Education Funding Agency);

3.3.2.3 to fulfil the charitable object of the charity as set out in its constitution (i.e. the **Articles of Association**) and to act in a way which is compliant with the rules of the charity contained in the Articles;

- 3.3.2.4 to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;
 - 3.3.2.5 to act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk;
 - 3.3.2.6 to exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and
 - 3.3.2.7 to act responsibly, getting advice from others, including professional advisors, where appropriate.
- 3.3.3 The Trustees must act independently and in the best interest of the Trust, even if those interests conflict with those of the body or organisation that might have appointed or nominated such Trustee to serve on the Trust Board. This will include a conflict of loyalty where there is no obvious benefit involved, as well as a conflict of interest. The Trust Board has adopted a formal **Conflict of Interests Policy** in order to assist all those involved in the running of the Trust at every level to avoid and manage conflicts. Specific attention must be given to any arrangement whereby a Member or Trustee will personally benefit from an arrangement and the Conflict of Interests Policy makes reference to the ESFA's guidance on "related party transactions" which all those involved in the running of the Trust must have regard to. This does recognise however the fundamental and necessary relationships between the Members, the Trustees and the academies in both governance and management terms and those individuals may serve in a number of capacities and at numerous levels within the Trust. Article 98A provides that the connection between the Diocesan Corporate Member, or a Member or Trustee appointed by them, with the Church of England shall not be considered a basis for a conflict of interest. For clarification, this is not intended to exclude the Diocesan Corporate Member, nor any Trustee appointed by them, from any of Pickwick's conflict of interest policies in general, only to protect their relationship with the Church.
- 3.3.4 The specific tasks and responsibilities of the Trust Board are as follows:

- 3.3.4.1 to determine and fulfil the shared vision and ethos of the Trust and the academies, acknowledging the uniqueness of each individual academy and the needs of the communities they serve (including securing the enduring Christian distinctiveness of the Church Schools and that they are deeply rooted in their faith status);
- 3.3.4.2 to approve the Strategic Business Plan and each year's Trust Development Plan for the Trust and to facilitate the effective communication of that plan so this can be implemented across the Trust and all the academies;
- 3.3.4.3 to support the Chief Executive Officer in implementing the Trust's Strategic Business Plan, acknowledging actions taken in accordance with the principles of the Strategic Business Plan and giving due and prompt consideration to proposals put forward by the Chief Executive Officer which may not have been contemplated when the Strategic Business Plan was approved (either in response to external need or new opportunity);
- 3.3.4.4 to develop and support strategic partnerships with other bodies and organisations, including service providers, government agencies, local authorities, local dioceses, the Secretary of State for Education (including the Department for Education, the Education Funding Agency and Ofsted), which will further the Trust's Strategic Business Plan;
- 3.3.4.5 to provide challenge and support to the Chief Executive Officer and the Trust's Executive Team;
- 3.3.4.6 to determine and support the Chief Executive Officer in the implementation of policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across the Trust dealing with (but not limited to) the following:
- Human Resources/Employment
 - Audit & Risk Management
 - Financial Management

- Contingencies and Reserves
- Governance
- Health & Safety
- Safeguarding
- Standards and Educational Performance
- Operational Matters
- Data Management
- Complaints and Appeals
- Legal Compliance
- Collective worship and RE
- Relationship with local Church of England community and dioceses such as SDBE

3.3.4.7 to make or facilitate the making of suitable appointments of individuals who will serve on the Local Governance Committees (gaining approval from SDBE for, and ensuring the appropriate percentage of, Foundation governors and Trustees, in line with the Articles and MOU), including removing such individuals who fail to fulfil the expectations of them as set out in this Scheme of Delegation (Trustees are not expected to serve on a Local Governance Committee but attendance for specific purposes such as providing support and challenge is permitted);

3.3.4.8 to approve the overall Trust budget and monitor expenditure within the academies where appropriate establishing a **Finance Committee** to support the Trust Board in this function adopting the terms of reference set out in Appendix 6;

3.3.4.9 to supervise the effectiveness of the academies and the Headteachers, ensuring there is regular reporting through the Chief Executive Officer and proper management of outcomes and objectives, intervening if necessary in accordance with the procedures set out in this Scheme of Delegation;

- 3.3.4.10 to formally appoint the Chief Executive Officer, Executive Team and the Headteachers (with the involvement and consent of the Diocesan Corporate Member in the case of any leaders with direct or line management responsibilities for Church School performance and leadership), supporting or undertaking their performance management by the Chief Executive Officer (as appropriate) and ensuring there are programmes in place for the professional development and review of performance of all staff;
- 3.3.4.11 to ensure there is a comprehensive system of support in place within the academies, emphasising the benefits of collaborative working across the academies and procurement efficiencies for common services and resources;
- 3.3.4.12 to ensure there is a proper system for the internal audit of the accounts of the Trust (including the academies) and the financial procedures followed by the academies, facilitating the preparation of the Trust's accounts, establishing a formal **Finance Committee** adopting the terms of reference set out in Appendix 6 which will be responsible for reviewing the finances of the Trust and the academies and carrying out periodic internal audits of the academies' financial processes, procedures and accounting records (a separation of the finance and audit function may be undertaken at some stage);
- 3.3.4.13 to act as the ultimate decision maker in relation to any appeals by staff following disciplinary or grievance procedures;
- 3.3.4.14 to ensure proper advice is available to the Trust and the academies in relation to legal and compliance matters;
- 3.3.4.15 to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third-party liability and Trustee liability.

3.3.5 The **Job Description and Person Specification incorporating Core Competencies and Role Responsibilities for Trustees** is set out in Appendix 4. Specific skills may be needed if a Trustee is to take responsibility for and lead on a specific area, or to undertake the role of the Chair of the Trust. A regular skills audit will be undertaken and Trustees should expect to be able to articulate their contribution to the success of the Trust and the academies.

3.4 Role of the Chief Executive Officer and the Executive Team

3.4.1 The “**Executive Team**” is the executive arm of the Trust Board, focusing on operations and resources (including HR, finance and policies) and supporting the educational performance of the academies. It operates under the leadership and direction of the “**Chief Executive Officer**” with the support of the Chief Finance & Operating Officer, Directors of Education, and Professional Development Director.. The Executive Team works directly with the staff in each academy to ensure that the Trust’s Strategic Business Plan (incorporating the academies development plans) is being implemented and the required outcomes are achieved in accordance with the direction and vision of the Trust Board.

3.4.2 The key responsibilities of the Chief Executive Officer are set out in a Job Description. The Chief Executive Officer will be the “**Accounting Officer**” for the Trust, who is personally responsible to Parliament and to the accounting officer of the ESFA for the resources under the control of the Trust. The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; for ensuring value for money; and for the efficient and effective use of all the resources in their charge. Essentially the Accounting Officer must be able to assure Parliament and the public of high standards of probity in the management of public funds.

3.4.3 The primary responsibilities of the Chief Executive Officer and the Executive Team are:

3.4.3.1 to advise on and manage the processes for schools joining the Trust in line with the Trust’s Strategic Business Plan

(including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement);

- 3.4.3.2 to advise on and facilitate or provide (as required) the necessary operational and management support to each academy, advising on policies in core areas of the operation in accordance with the requirements of the Trust Board. These core areas include legal compliance, risk management, teaching and learning/standards (including target setting and curriculum support), staff training and personal development, finance, procurement, HR and ICT;
- 3.4.3.3 to specify management controls and reporting requirements, audit the associated processes, procedures and outcomes in each academy, identify and deliver appropriate training and support and (as the Chief Executive Officer) report to the Trust Board on progress and concerns;
- 3.4.3.4 to provide operational and management support to the Headteachers and senior leadership teams within the academies (including advising on expenditure and target setting), as well as assist the Local Governance Committees to achieve the collective strategic aims and objectives;
- 3.4.3.5 to determine the appropriate staffing structures both at a strategic level and within the academies, identifying areas where collaboration will lead to improvements in teaching and learning and/or operational efficiencies;
- 3.4.3.6 as the Chief Executive Officer, to undertake the appraisal and performance management of the Headteachers and to support the Headteachers in undertaking the appraisal and performance management of all other academy staff;
- 3.4.3.7 as the Chief Executive Officer, subject to any specific terms in the Trust's Disciplinary Policy, to undertake any disciplinary action or capability review as follows:

Member of staff	Responsibility for investigation	Decision maker in respect of sickness, absence, capability, disciplinary action and/or dismissal	Person/body to whom there is a right of appeal
Chief Executive Officer	Trust Chair	Decision Panel put in place by Trust Board	Appeal Panel put in place by Trust Board
Member of Trust Executive Team	Chief Executive Officer or nominee	Chief Executive Officer (if nominee investigated) or if Trust Board decides otherwise a Decision Panel put in place by Trust Board	Appeal Panel put in place by Trust Board
Headteacher / Head of School	Director of Education or nominee	Chief Executive Officer (if nominee investigated) or if Trust Board decides otherwise a Decision Panel put in place by Trust Board	Appeal Panel put in place by Trust Board
Member of School Leadership Team or School Business Manager	Headteacher	Director of Education	Appeal Panel put in place by Trust Board
Any other member of staff	Senior officer nominated by Headteacher	Headteacher	Chief Executive Officer

3.4.3.8 to implement and review systems for the benchmarking of the academies across the group (including financial as well as educational performance), developing systems for cross fertilisation and supporting the Trust Board in maximising the opportunities for resource sharing and collaboration;

3.4.3.9 to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third party liability and director/trustee liability;

3.4.3.10 to undertake the strategic management of the whole school estate, advising the Trust Board on areas of risk and assessing the Trust's overall safeguarding responsibilities, including drawing up a long-term estate plan which identifies areas in need of expansion and/or development and areas likely to be surplus to requirements;

3.4.3.11 to take a lead on any capital bids and allocations, supporting the academies' premises teams to carry out works safely and cost effectively; and

3.4.3.12 putting forward budgets for the Trust (and each of the academies) for the Trust Board to approve.

3.4.4 The Executive Team under the direction of the “**Chief Executive Officer**”, with support from the Executive Team, will also supervise and facilitate the production of accounts (both at academy and Trust level) and the auditing of those accounts for disclosure purposes and will report on the activities of all the academies to the relevant statutory bodies.

3.4.5 The cost of the functions undertaken by the Executive Team and the Trust Board (including the Chief Executive Officer) are generally funded on a fair and equal basis by the academies by the contribution of a percentage of the government funding provided for each academy (the “**Central Contribution Cost**”). This contribution will be set each year against a budget for the shared costs approved by the Trust Board. The percentage may vary according to the level of activity carried out by the Executive Team. Additional funding received by the Trust from other sources (such as government grants and income received from other schools and organisations in return for traded services) will contribute directly to the shared costs and will offset the Central Contribution Cost required from the academies. An academy may be asked to reimburse any third-party costs payable to consultants where additional support has been agreed or has been necessary.

3.5 The role of the LOCAL GOVERNANCE COMMITTEE

3.5.1 The role of those serving on a Local Governance Committee is an important one, ensuring there is local accountability for the performance of the Trust and the academies and that the academies serve their communities. The Trust Board has established Local Governance Committees for each of the academies (following any transitional arrangements), for the most part made up of individuals drawn from the academy's community, both as elected and appointed members.

- 3.5.2 Those serving on such Local Governance Committee are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience. As with the Trustees, the members of the Local Governance Committee must comply with the Trust's Conflicts of Interest Policy.
- 3.5.3 The **Job Description and Person Specification incorporating Role Responsibilities for members of a LOCAL GOVERNANCE COMMITTEE** are set out in Appendix 5. Specific skills and/or experiences may be needed if an individual is to take responsibility for and lead on a specific area (including a foundation local governor role), or to undertake the role of the Chair of the Local Governance Committee. A regular skills audit will be undertaken and members of the Local Governance Committees should expect to be able to articulate their contribution to the success of the Trust and the academies.
- 3.5.4 The specific tasks and responsibilities of the members of the Local Governance Committees are as follows, with further detail set out in Section 4 of this Scheme of Delegation:
- 3.5.4.1 to monitor how the academy fulfils the vision and ethos of the Trust in so far as it relates to the academy and achieves the aims and ambitions it has for its pupils, having regard in particular to the benefits of being part of a family of schools which stresses the importance of collaboration and mutual support; and monitor how the academy secures and promotes the vision, provision and impact of the enduring Christian distinctiveness and vision in Church Schools;
 - 3.5.4.2 to monitor the implementation of the academy's strategy for improvement as set out in its development plan, focusing on the academy's performance and any curriculum and budgeting priorities identified by the Chief Executive Officer;
 - 3.5.4.3 to support the Headteacher and senior leadership team in monitoring pupil progress and analysing any performance

data in the light of the academy's strategy for improvement and performance targets;

- 3.5.4.4 to support the Trust Board in providing scrutiny of the academy's senior leadership team in all aspects of the academy's performance;
- 3.5.4.5 to provide support to monitor the expenditure of the academy's annual budget in line with the appropriate risk and financial management policies and practices including in particular any adopted by the Trust Board for application across all the academies;
- 3.5.4.6 to support the Chief Executive Officer and the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the academy, feeding back any experiences which may contribute to robust and accountable monitoring of the performance of staff in line with any policies relating to staff adopted by the Trust Board;
- 3.5.4.7 to support the Trust Board in its monitoring and evaluation of the delivery of any central or shared services and functions provided or procured by the Trust for the academies, reporting any issues or concerns to the Chief Executive Officer and, if necessary, the Chair of the Trust Board;
- 3.5.4.8 to contribute to the development and review of all academy policies which the Trust Board has indicated should be formulated at academy level;
- 3.5.4.9 to promote the benefits of collaboration with the other academies and to actively seek opportunities to work together, either with the aim of improving economic efficiencies within the academies or identifying and implementing best practice;
- 3.5.4.10 to develop effective links within the academy's community and local Church community for Church Schools, communicating openly and frequently as appropriate,

contributing to meeting its responsibilities to the community and serving the community's needs in relation to the safeguarding and education of its pupils; and

3.5.4.11 to engage fully and openly with any inspection of the academy, whether by the Trust Board, Ofsted, SIAMS or any other appropriate public body to whom the academy is accountable, supporting the Chief Executive Officer and the Trustees in providing the necessary background and local context in respect of the academy and its performance in line with objectives and against targets.

3.5.5 The Trust Board also recognises the role that the academies play in their communities and the Local Governance Committee is free to decide how such support and patronage is given. The Local Governance Committee shall ensure that any support is not inconsistent with the objects of the Trust and the restrictions on the use of its charitable resources and any advice or restriction placed on the Trust by the Secretary of State. The Local Governance Committee shall ensure that any formal collaboration or support with third parties, including with those with whom the Trust has a strategic partnership is appropriately documented and the details notified to the Chief Executive Officer and Finance Committee (where appropriate) to assess effectiveness and where financial support is provided for accounting reasons.

3.6 Other Committees and Further Delegation

3.6.1 Subject to the provisions of the Articles of Association, in addition to the Local Governance Committees, the Trust Board may establish any other committee or working group to advise and inform the Trustees to support them in their decision making.

3.6.2 The Local Governance Committees will not establish any sub-committees but may establish working groups to deliver specific projects, whether in conjunction with the Trust Board or alone, subject to the approval of the Trust Board.

3.6.3 Provided such power or function has been delegated to the Chief Executive Officer, the Chief Executive Officer may further delegate to

the Headteacher or any other holder of an executive or leadership post, any of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions or requirements the Trust Board may impose and shall be consistent with any policy or statement of recommended practice issued from time to time by the Trust Board and may be revoked or altered by the Trust Board at any time.

- 3.6.4 Where any power or function of the Trust Board is exercised by the Chief Executive Officer or the Headteacher or any other holder of an executive or leadership post, that person shall report to the Trust Board in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trust Board immediately following the taking of the action or the making of the decision.

4. TERMS OF REFERENCE FOR THE LOCAL GOVERNANCE COMMITTEES AND THE ROLE OF THE HEADTEACHER

4.1 Delegated Authority and Responsibilities

4.1.1 Those to whom delegated responsibility is given must acknowledge the limitations of their authority and must not act outside of their authority. Any wilful disregard of the matters expressed in this Scheme and in particular the Terms of Reference for the Local Governance Committees is likely to lead to a removal of delegated authority. No alteration of the Articles or change to the Scheme or removal of delegated authority shall invalidate any prior act of the Local Governance Committee which would have been valid if that alteration or withdrawal had not been made.

4.1.2 As a matter of general principle, the Local Governance Committee and the academy more generally will adopt and comply with all policies adopted by the Trust Board and will comply with any direction issued by the Trust Board and have regard to any advice given.

4.2 School Budget

4.2.1 The Local Governance Committee shall oversee the exercise of the following powers which have been delegated to the Headteacher and the academy's senior leadership team, namely:

4.2.1.1 to expend the funds of the Trust approved by the Trust Board in such manner as the Headteacher shall consider most beneficial for the running of the academy; and

4.2.1.2 to enter into contracts on behalf of the Trust in so far as they relate to the academy and are within the scope of the Headteacher's responsibility as set out in this Scheme of Delegation

subject to compliance with the policies and procedures set out in the "**Financial Regulations Manual**" annexed to this Scheme of Delegation as Appendix 1, which amongst other things deals with the following:

(a) authorisation for expenditure;

- (b) procurement and approval of contracts;
- (c) policies for the safeguarding of funds and assets; and
- (d) the management of claims and losses.

- 4.2.2 Each academy will have its own bank account, opened by the Trust when the academy joined the Trust, and authority to expend monies delegated to the academy, subject to compliance with the Financial Regulations Manual. All cheques, BACS and orders for the payment of money from such account shall be signed by or authorised in accordance with the Financial Regulations Manual.
- 4.2.3 No Trust monies (whether or not authority to expend has been devolved to the academy) shall be paid into any bank account other than a bank account authorised by the Trust Board.
- 4.2.4 The Trust's accounts shall be the responsibility of the Trust Board but the relevant Headteacher shall provide such information about the academy, as often and in such detail and format as the Chief Executive Officer and/or the Finance Committee shall reasonably require, in order to carry out an internal audit of the academies in accordance with the requirements of the Academies Financial Handbook. Without prejudice to the above, the Headteacher shall provide management accounts in an approved format to the Chief Executive Officer and/or the Finance Committee at least once per term (three times per year) or as requested by the Finance Committee.
- 4.2.5 The Local Governance Committee shall provide support to monitor how the academy follows the Trust's controls, policies and procedures to ensure the safeguarding of funds and assets, satisfying the requirements of the Academies Financial Handbook and the obligations on the Trust in the Funding Agreements as well as any requirements and recommendations of the Chief Executive Officer and/or the Finance Committee and the Education Funding Agency.
- 4.2.6 The Trust Board acknowledges the Local Governance Committee's right and intention to use any voluntary (i.e. non-grant) funds (including any restricted funds) raised by the academies for the

purposes for which they have been raised and otherwise solely at the discretion of the Local Governance Committees provided this is within the charitable object of the Trust. Proper accounts will be kept by the Headteacher showing the receipt and use of such funds and the extent to which such funds are restricted, in the light of the obligation of the Trust to note these funds separately in the Trust accounts.

4.2.7 The Trust Board also acknowledges that from time to time the academies themselves may seek to generate additional funds by undertaking certain activities, such as lettings, the provision of sporting and recreational facilities, running a nursery and/or providing childcare, teacher training, providing and supporting ICT and other administrative services. In some cases, and particularly where such activities do not fall within the charitable object of the Trust, these may need to be channelled through a trading subsidiary, decisions about which will be made by the Trust Board. Any income generated from such activities will be reported separately and retained centrally for the benefit of all the academies in the Trust.

4.2.8 The Local Governance Committee acknowledges that sufficient funds will be retained by the Trust to allow the Trust to put in place insurance or risk protection cover as necessary to protect the academy and the Trust from loss and other risks that shall include (but shall not be limited to) the following. (Such insurance or risk protection cover to be placed either with a reputable insurance company or through the Education Funding Agency as directed by the Trust Board.)

4.2.8.1 land, buildings and contents;

4.2.8.2 public, employer's and hirer's liability;

4.2.8.3 trustees'/directors' and governors' liability and professional indemnity;

4.2.8.4 personal accident and school journeys;

4.2.8.5 terrorism and business interruption;

4.2.8.6 money and fidelity;

4.2.8.7 legal expenses, libel and slander;

4.2.8.8 engineering.

The Local Governance Committee will ensure the Headteacher fulfils the requirements of the Executive Team and notify the Chief Executive Officer (or as directed) as soon as reasonably practicable following the occurrence of an event where loss has been suffered or is threatened. The responsibility for notifying the insurers or the ESFA (as the case may be) sits with the Headteacher. The Chief Executive Officer and the Headteacher will provide each other with all necessary information and assistance as may be helpful in the management of any claims.

4.3 Curriculum and Standards

- 4.3.1 The Chief Executive Officer shall be responsible for the setting and review of the education plan outlining the curriculum priorities for the academies in recognition of the Trust Board's obligation to the Secretary of State to provide a broad and balanced curriculum.
- 4.3.2 Whilst the Headteacher shall be responsible for the standards achieved by the academy and the pupils attending the academy, the Local Governance Committee shall support the Headteacher in setting targets and reviewing the performance data, both following such advice and recommendations of the Chief Executive Officer as they might issue from time to time in relation to benchmarking and locally agreed priorities.
- 4.3.3 The Headteacher will be responsible for the curriculum on a day to day basis and for implementing any Strategic Business Plan for the improvement of standards and attainment at the academy, with the support of the Local Governance Committee.
- 4.3.4 The Headteacher shall develop and with the support of the Chief Executive Officer implement any action plan designed to address any area in need of improvement in the academy and the Local Governance Committee shall support the Headteacher, promoting any necessary action and helping to communicate messages to staff and parents/carers as need be.

4.3.5 The Local Governance Committee will develop appropriate links with other local schools or education organisations to promote best practices in learning and development and to facilitate peer to peer review and support. The Local Governance Committee will also promote and develop links with local businesses, church and community organisations which are designed to enrich the school life of pupils and foster citizenship.

4.4 Personnel

4.4.1 The formal power to appoint all staff, including the Headteacher of each academy, is vested in the Trust Board (with the involvement and consent of the Diocesan Corporate Member in the case of any leaders with direct or line management responsibilities for Church Schools), who will delegate appointment decisions to the Chief Executive Officer, involving the relevant Headteacher for academy staff or further delegating appointment decisions to the Headteacher where agreed.

4.4.2 The Trust Board may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the academy (including the implementation of all policies approved by the Trust Board for the direction of the teaching and learning and curriculum at the academy).

4.4.3 The appraisal and performance management of the Headteacher will be undertaken by the Chief Executive Officer. Any disciplinary action or capability review will be undertaken by the Trust Board (at the request of the Chief Executive Officer and with their involvement).

4.4.4 The appraisal and performance management of all other staff will be undertaken by the Headteacher, with the support of the Local Governance Committee and/or Chief Executive Officer as directed. Any disciplinary action or capability review will be undertaken by the Chief Executive Officer in conjunction with the Headteacher (with a right of appeal to the Trust Board).

4.4.5 The Local Governance Committee will monitor the Headteacher ensuring that they will:

- 4.4.5.1 implement and comply with all policies dealing with staff issued by the Trust Board
- 4.4.5.2 take account of any pay terms set by the Trust Board;
- 4.4.5.3 adopt any standard contracts or terms and conditions for the employment of staff issued by the Trust Board;
- 4.4.5.4 adopt appropriate and transparent procedures for the recruitment of staff complying with the provisions of Keeping Children Safe in Education, the Independent Schools Standards and the Equality Act;
- 4.4.5.5 manage any claims and disputes with staff members having regard to any advice and recommendations given by the Executive Team and/or the Trust's insurers or the ESFA;
- 4.4.5.6 bring to the attention of the Chief Executive Officer and, if required, the Trust's insurers and/or the ESFA without delay any claims or disputes with staff that may require a hearing by a panel of members of the Local Governance Committee or the Trust Board where escalation is necessary;
- 4.4.5.7 seek the advice of the Chief Executive Officer where any significant cost is contemplated either in relation to the appointment or resignation of a member of staff, including in relation to ill health, retirement or the settlement of any claims or grievances and seek the approval of the Chief Executive Officer for any special staff severance payment as defined in the ESFA's Academies Financial Handbook.

4.4.6 The Headteacher shall put in place procedures for the proper professional and personal development of staff taking into account any training and support available from or procured by the Executive Team.

4.5 Admissions and Exclusions

4.5.1 The Chief Executive Officer shall be responsible for the setting and reviewing of each academy's admissions policy; no material change

will be made to the admissions criteria without the approval of the Trust Board.

- 4.5.2 Any decision to expand the academy shall be that of the Trust Board but who shall have regard to the views of the Headteacher, the Local Governance Committee and the Chief Executive Officer.
- 4.5.3 Any appeal against admissions shall be heard by an independent appeal panel established and authorised by the Trust Board.
- 4.5.4 The Local Governance Committee shall consider any decision by the Headteacher to exclude any pupil and will be the appropriate body for reconsidering any decision to readmit required by any independent panel hearing.

4.6 Premises

- 4.6.1 The day to day maintenance and care of the buildings and facilities used in respect of the academy is the responsibility of the Trust Board (with management responsibility being delegated to the Executive Team), who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trust (and/or any others) as owner of such buildings and facilities.
- 4.6.2 The Headteacher shall support the Executive Team in developing a long-term estate management strategy that will identify the suitability of building and facilities in light of long-term curriculum needs and the need for and availability of capital investment to meet the Trust's legal responsibility to ensure the buildings and facilities used by each academy are maintained to a good standard. The Local Governance Committee will support the Headteacher in the implementation of the agreed strategy and will monitor its effectiveness, advising on any change in circumstances which might necessitate a review by the Trust Board.
- 4.6.3 Short term lettings and day to day uses of the school buildings and playing fields will be the responsibility of the Trust Board but managed by the Headteacher, and overseen by the Local Governance Committee.

- 4.6.4 The responsibility for any disposals or acquisitions of land to be used by the academy will be that of the Trust Board who will delegate management responsibility to the Executive Team. Any such activity is also subject to the conditions as laid out in the Church and Supplementary Funding Agreements for church schools.

4.7 Community Activities and Engagement

- 4.7.1 Whilst the undertaking of any activities which would be described as part of the academy's "extended schools agenda" designed to generate business income will be the responsibility of the Headteacher, this shall only be undertaken in a manner consistent with any policy set by the Trust Board and having regard to the viability of such activities, the impact on the academy's activities and any financial implications, such as the threat of taxation in light of the Trust's charitable objects and any threat to funding provided by the Secretary of State. The financial implications are noted above.
- 4.7.2 The Local Governance Committee is responsible for all community engagement and consultation and will acknowledge and reinforce the vision of the Trust in all communications. The importance of building and maintaining good relations with other local schools, churches, businesses and organisations is acknowledged.
- 4.7.3 The Local Governance Committee may wish to establish Parent Stakeholder Groups to ensure the academy is meeting the needs of its community and to engage parents and carers in meaningful discussion, particularly with regard to the daily life of the academy and how the Trust is fulfilling its mission. If established, the Parent Stakeholder Group will be chaired by the Chair of the Local Governance Committee and an open invitation to attend will be made to all parents and carers.

5. SUPERVISION AND INTERVENTION - RISK MANAGEMENT

5.1 Supervision and Reporting

- 5.1.1 Notwithstanding the level of delegated responsibility, the Trustees remain legally responsible for all matters in connection with the academies and they are required to have systems in place through

which they can assure themselves of quality, safety and good practice in the academies. The Trust has adopted a Risk Management Policy, which is set out in Appendix 3.

- 5.1.2 The Local Governance Committees have been established to advise the Trustees and provide support to the Chief Executive Officer and Headteachers. They will advise on any risks in the operation of the academy at such times and adopting such format specified by the Trust Board from time to time.
- 5.1.3 Particular emphasis is given to circumstances which might lead to prosecution or other litigation or public criticism or adverse publicity or damage to the reputation of the Trust. In such events and in order to minimise risk, the Chair of the Local Governance Committee or the Headteacher will immediately advise the Chief Executive Officer. These events will include the following (but shall not exclude any other event that falls within the generality of the circumstances described above):
 - 5.1.3.1 any event leading to loss of life or critical injury on the premises of the academy or during an event off the premises organised or supervised by academy staff;
 - 5.1.3.2 any sexual or violent or illegal act against a child committed by any adult while on the premises of the academy or by a member of staff under any circumstances;
 - 5.1.3.3 the suspension or summary dismissal of any member of staff;
 - 5.1.3.4 any safeguarding issue;
 - 5.1.3.5 any matter or circumstance which involves or might reasonably involve the authorities, including the police, the Counter Terrorism Unit (or any similar body), the Local Authority, local Dioceses and/or the Secretary of State for Education;
 - 5.1.3.6 any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on

the academy alleging a breach of fire or health or safety law or regulations;

- 5.1.3.7 any event that requires a formal hearing by a panel of representatives of the academy or that results in the service of a legal notice on the academy alleging a breach of employment law or regulations.

5.2 Intervention

- 5.2.1 The Trust Board is accountable for the performance of the academies, but the responsibility for oversight of the academies' senior leadership team is shared with the Local Governance Committees who play an important part in monitoring performance and supporting the senior leadership team.
- 5.2.2 In the event that intervention is either formally threatened or is carried out by the Secretary of State, the Trust Board expressly reserves the unfettered right to review or remove any power or responsibility conferred on the Local Governance Committees under this Scheme of Delegation in such circumstances. Transitional arrangements may be put in place in such circumstances and the terms of reference for a "**Transition Board**" are set out in Appendix 8 to this Scheme. SDBE will be consulted in the event that a Church School Local Governance Committee's powers are removed to ensure transition arrangements are in line with the expectations for Foundation governance oversight as set out in the Articles.
- 5.2.3 The Trust Board and the Local Governance Committees acknowledge the value of maintaining a good working relationship and agree to discuss openly any weaknesses or any situation which may in the opinion of either, potentially lead to a threat of intervention by the Secretary of State and to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the academy and to support each other in the implementation of those measures, including involving the Chief Executive Officer and Headteacher who will support and advise on steps to be taken and facilitate additional support if needed.

6. FUNCTIONING OF THE LOCAL GOVERNANCE COMMITTEES

6.1 Constitution of the LOCAL GOVERNANCE COMMITTEES

- 6.1.1 A Local Governance Committee shall be established for each of the academies comprising between 6 and 9 governors for non-Church Schools and up to 11 governors for Church Schools (to ensure an appropriate balance of foundation and non-foundation governors). It is up to the Local Governance Committee to decide how many governors it needs to carry out its duties. Governors will be appointed by the Local Governance Committee (having regard to any advice or nominations put forward by the Chief Executive Officer and the other members of the Local Governance Committee), with approval from the Trust Board required for Chair and Vice Chair appointments.
- 6.1.2 One third or more of governors should be elected from the school's parent body
- 6.1.3 Up to one third of governors can be staff members (the Head of School/Headteacher shall serve on the Local Governance Committee on an ex-officio basis and has a voting right).
- 6.1.4 One third or more of governors should be appointed from the community (these members are co-opted on to the Local Governance Committee because of their specific skills, interests or experience; these governors could also be parents of children at the school).
- 6.1.5 For Church of England schools which were previously Voluntary Aided, a majority of governors must be foundation, and appointed by the SDBE (staff cannot be appointed as foundation governors); for Church of England schools which were previously Voluntary Controlled, at least 25% must be foundation, and appointed with the approval of the SDBE (staff cannot be appointed as foundation governors)
- 6.1.6 The Local Governance Committee may appoint up to 2 additional people as associate members usually to assist with specific projects or provide expertise (associate members attend meetings of the Local Governance Committee but will not form part of the quorum for meetings and may not vote on any matters).
- 6.1.7 At least 3 governors with voting rights are needed for meetings to be quorate. Where votes on any matter are split equally in order to

facilitate efficient decision making, the initial vote of the Chair will carry increased weighting thus giving the Chair the casting vote.

- 6.1.8 Local Governance Committees will not operate sub-committees, but working parties can be created to support the development of particular projects or activities.
- 6.1.9 Other members of the academy's staff may serve on the Local Governance Committee at the discretion of the Trust Board, but they will not have voting rights.
- 6.1.10 All persons appointed or elected to the Local Governance Committee shall give a written undertaking to the Trust Board to uphold the object and mission of the Trust.
- 6.1.11 A Local Governance Committee may be used to support more than one academy with the approval of the Chief Executive Officer or as otherwise decided by the Trust Board. The Trust Board must consult with SDBE over the establishment and terms of a Local Governance Committee that includes one or more church schools to ensure arrangements comply with the expectations described in 6.15 above.

6.2 Term of office

- 6.2.1 The term of office for any person serving on the Local Governance Committee shall be 4 years. This time limit shall not apply to the Headteacher, or any post which is held ex officio, who will serve for as long as they remain in office. Subject to remaining eligible to be a particular type of member, any person may be re-appointed or re-elected.

6.3 Resignation and Removal of members of the LOCAL GOVERNANCE COMMITTEE

- 6.3.1 A person serving on the Local Governance Committee shall cease to hold office if he or she resigns his or her office or is removed by the Trust Board (which the Trustees reserve the power to do without the need to provide any reasons for removal). Any vacancy on a Local Governance Committee will trigger an appropriate appointment or election.

- 6.3.2 If any person who serves on the Local Governance Committee in his or her capacity as an employee ceases to be employed and/or work at the academy then he or she shall be deemed to have resigned and shall cease to serve on the Local Governance Committee automatically on termination of his or her work at the academy.
- 6.3.3 Where a person who serves on the Local Governance Committee resigns his or her office or is removed from office, that person or, where he or she is removed from office, those removing him or her, shall give written notice thereof to the Chair of the Local Governance Committee. For persons serving as Foundation appointed, SDBE will be advised of any resignations and will be consulted prior to a person's removal from office.

6.4 Disqualification of members of the LOCAL GOVERNANCE COMMITTEE

- 6.4.1 No person shall be qualified to serve on the Local Governance Committee unless he or she is aged 18 or over at the date of his or her election or appointment. No current pupil of any academy shall be entitled to serve on the Local Governance Committee.
- 6.4.2 A person serving on the Local Governance Committee shall cease to hold office if he or she becomes incapable by reason of illness or injury of managing or administering his or her own affairs.
- 6.4.3 A person serving on the Local Governance Committee shall cease to hold office if he or she is absent without the permission of the Chair from all the meetings of the Local Governance Committee held within a period of six months and the Local Governance Committee resolves that his or her office be vacated.
- 6.4.4 A person shall be disqualified from serving on the Local Governance Committee if:
- 6.4.4.1 his or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
 - 6.4.4.2 he or she is the subject of a bankruptcy restriction, order or an interim order.

- 6.4.5 A person shall be disqualified from serving on the Local Governance Committee at any time when he or she is subject to a disqualification order or a disqualification undertaking under Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 6.4.6 A person serving on the Local Governance Committee shall cease to hold office if he or she would cease to be a Trustee by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a Trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- 6.4.7 A person shall be disqualified from serving on the Local Governance Committee if he or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.
- 6.4.8 A person shall be disqualified from serving on the Local Governance Committee where he or she 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 any offence which falls under section 178 of the Charities Act 2011.
- 6.4.9 A person shall be disqualified from serving on the Local Governance Committee if he or she has not provided to the Chair of the Local Governance Committee a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the Chair or the Chief Executive Officer confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Chair of the Trust Board to determine the matter. The determination of the Trust Chair shall be final.

6.4.10 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governance Committee, and he or she was, or was proposed, to so serve, he or she shall upon becoming so disqualified give written notice of that fact to the Chair of the Local Governance Committee.

6.5 Appointment of the Chair and Vice-Chair

6.5.1 The members of the Local Governance Committees shall, at their first meeting each year subject to the approval of the Trust Board, elect a Chair and a Vice-Chair from among their number (except any person who is employed by the Trust to work at any of the academies).

6.5.2 The role of the Chair of the Local Governance Committee is an important, demanding, yet worthwhile one. Whilst the Chair is elected by the members of the Local Governance Committee, because of the vital link and the importance of maintaining a strong and effective relationship between the Local Governance Committee and the Trust Board, the appointment following election is subject to the approval of the Trust Board. The Chair must be approachable, readily accessible and ready to take issues and ideas raised by the Local Governance Committee seriously.

6.5.3 The Chair's specific duties are to:

6.5.3.1 provide a clear lead and direction for the Local Governance Committee, understanding the aims of the academy, the roles played by all those involved and the vision of the Trust in relation to its academies;

6.5.3.2 build an effective team, attracting individuals to the Local Governance Committee with necessary skills and experience, promoting equality and diversity, ensuring individuals have opportunity for training and personal development, ensuring priority is given to those who can make a positive contribution to driving school improvement and supporting their development to maximise the benefit of their contribution;

- 6.5.3.3 work closely with the Headteacher and the Chief Executive Officer to ensure there is proper challenge and encouragement;
 - 6.5.3.4 ensure that school improvement is the focus of all policy and strategy for the academy, reminding the members of the Local Governance Committee of this as often as necessary;
 - 6.5.3.5 hold the members of the Local Governance Committee to account, ensuring the business of the Local Governance Committee is conducted efficiently and effectively, chairing meetings ensuring all members have the opportunity to contribute and are listened to with clear decisions being made when necessary;
 - 6.5.3.6 be available when there is a need to act quickly, taking or supporting the Headteacher in taking urgent action and making decisions, subject to subsequent ratification by the Local Governance Committee (or the Trust Board as the case may be).
- 6.5.4 The Chair or Vice-Chair may at any time resign his office by giving notice in writing to the Local Governance Committee. The Chair or Vice-Chair shall cease to hold office if:
- 6.5.4.1 they cease to serve on the Local Governance Committee;
 - 6.5.4.2 they are employed by the Trust whether or not at the academy;
 - 6.5.4.3 they are removed from office in accordance with this Scheme of Delegation; or
 - 6.5.4.4 in the case of the Vice-Chair, they are elected in accordance with this Scheme of Delegation to fill a vacancy in the office of the Chair.
- 6.5.5 Where by reason of any of the matters referred to in paragraph 6.5.4, a vacancy arises in the office of Chair or Vice-Chair, the members of the Local Governance Committee shall at its next meeting elect one of their number to fill that vacancy.

- 6.5.6 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair shall act as the Chair for the purposes of the meeting.
- 6.5.7 Where in the circumstances referred to in paragraph 6.5.6. the Vice-Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice-Chair, the members of the Local Governance Committee shall elect one of their number to act as a Chair for the purposes of that meeting.
- 6.5.8 The clerk to the Local Governance Committee shall act as Chair during that part of any meeting at which the Chair is elected.
- 6.5.9 Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.
- 6.5.10 The Chair or Vice-Chair may be removed from office by the Members at any time.

6.6 Meetings

- 6.6.1 The minutes of the proceedings of a meeting of the Local Governance Committee shall be drawn up and uploaded onto Governor Hub and shall be signed (subject to the approval of the members of the Local Governance Committee at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:
 - 6.6.1.1 all appointments of officers made by the Local Governance Committee; and
 - 6.6.1.2 all proceedings at meetings of the Local Governance Committee including the names of all persons present at each such meeting.
- 6.6.2 The Chair shall ensure that copies of minutes of all meetings of the Local Governance Committee shall be provided to the Chief Executive Officer via Governor Hub as soon as reasonably practicable after those minutes are approved.
- 6.6.3 Subject to this Scheme of Delegation and provided the Local Governance Committee complies with any requirements of the Trust

Board regarding specific business to be conducted, the Local Governance Committee may regulate its proceedings as it sees fit, provided at all times that there is openness and transparency in matters relating to the Local Governance Committee. The Local Governance Committee is expected to meet a minimum of six times a year.

- 6.6.4 Meetings of the Local Governance Committee shall be convened by the clerk to the Local Governance Committee.
- 6.6.5 Any three members of the Local Governance Committee may, by notice in writing given to the clerk, requisition a meeting of the Local Governance Committee; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.
- 6.6.6 Each member of the Local Governance Committee shall be given at least seven clear days before the date of a meeting:
 - 6.6.6.1 notice thereof and sent to each member of the Local Governance Committee using their school email address and/or via Governor Hub notification; and
 - 6.6.6.2 a copy of the agenda and enclosures for the meeting;provided that where the Chair or, in his absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.
- 6.6.7 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received notice of the meeting or a copy of the agenda thereof.
- 6.6.8 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governance Committee shall not be proposed at a meeting of the Local Governance Committee unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

- 6.6.9 A meeting of the Local Governance Committee shall be terminated forthwith if:
- 6.6.9.1 the members of the Local Governance Committee so resolve; or
 - 6.6.9.2 the number of governors present ceases to constitute a quorum for a meeting of the Local Governance Committee (at least 3 governors with voting rights are required to be quorate)
- 6.6.10 Where in accordance with paragraph 6.6.9 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- 6.6.11 Where the Local Governance Committee resolves in accordance with paragraph 6.6.10 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governance Committee shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and it shall direct the clerk to convene a meeting accordingly.

6.7 Quorum for meetings

- 6.7.1 Subject to paragraph 6.7.3, the quorum for a meeting of the Local Governance Committee, and any vote on any matter thereat, shall be three.
- 6.7.2 The Local Governance Committee may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or for calling a general meeting.
- 6.7.3 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governance Committee shall be determined by a majority of the votes of the persons present and entitled to vote

on the question. Every member of the Local Governance Committee shall have one vote, with the Chair having a casting vote in the event of a tie.

6.7.4 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governance Committee, shall be valid and effective as if it had been passed at a meeting of the Local Governance Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governance Committee and may include an electronic communication by or on behalf of the member indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governance Committee in writing of the email address or addresses which the member will use (governors are required to use school email addresses rather than personal ones)

6.7.5 Subject to paragraph 6.7.6, the Local Governance Committee shall ensure that a copy of:

6.7.5.1 the agenda for every meeting of the Local Governance Committee;

6.7.5.2 the draft minutes of every such meeting, if they have been approved by the person acting as chair of that meeting;

6.7.5.3 the signed minutes of every such meeting; and

6.7.5.4 any report, document or other paper considered at any such meeting,

are, as soon as is reasonably practicable, made available at the academy to persons wishing to inspect them.

6.7.6 There may be excluded from any item required to be made available in pursuance of paragraph 6.7.7, any material relating to:

6.7.6.1 a named teacher or other person employed, or proposed to be employed, at the academy or the Trust;

6.7.6.2 a named pupil at, or candidate for admission to, the academy; and

6.7.6.3 any matter which, by reason of its nature, the Local Governance Committee is satisfied should remain confidential.

6.7.7 Any member of the Local Governance Committee shall be able to participate in meetings of the Local Governance Committee by telephone or video conference provided that:

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

6.8 Notices

6.8.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governance Committee) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation, "address" in relation to electronic communications, includes a number or address used for the purposes of such communications.

6.8.2 A notice may be given by the Local Governance Committee to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his or her registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governance Committee by the member. A member whose registered address is not within the United Kingdom and who gives to the Local Governance Committee an address within the United Kingdom at which notices may be given to him, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him or her at that address, but

otherwise no such member shall be entitled to receive any notice from the Local Governance Committee.

- 6.8.3 A member of the Local Governance Committee present, either in person or by proxy, at any meeting of the Local Governance Committee shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.
- 6.8.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

APPENDIX 1

FINANCIAL SCHEME OF DELEGATION

For information relating to financial delegation at Pickwick Academy Trust please refer to the ESFA Academies Financial Handbook and Pickwick Academy Trust's Financial Procedures Manual. This covers delegated responsibilities for:

- Budgeting and Reporting
- Income
- Purchasing and Payments
- Wages and salaries
- Assets

APPENDIX 2

SUMMARY OF KEY DELEGATED RESPONSIBILITIES AND POLICIES

The Board of Trustees has clearly identified the areas of responsibility that they delegate to the Local Governance Committees (LGCs) and Executive Team. Although not legally responsible or accountable for the statutory functions, LGCs play a critical role in ensuring schools operate effectively and in line with the strategic aims of the Trust. The Executive Team (led by the CEO) includes the Finance Director, Professional Development Director, Business Director & Executive HTs.

The CEO is accountable but delegates duties within the Executive. The act of delegation from the Board of Trustees to the LGCs and Executive Team is a delegation of powers and duties, and not a delegation or shedding of responsibilities.

To help to clarify where roles and responsibilities sit within our governance structure, we have defined as a Trust what we mean by the words we use in the table below:

Determine	To identify what something should be like and decide to make it this way
Approve	To officially agree or accept a proposal
Monitor	To observe, scrutinise and check the progress of something over a period of time; keep under systematic review
Delegate	To entrust powers or duties to others in the organisation (delegated powers or duties must be executed in line with strategic aims / wishes of the Trust)
Provide	To make available for use; supply or deliver an action on something, e.g. a resource, time, service
Ensure	To make certain something happens
Hold (someone) to account	To require a person to explain verbally or in writing or to accept responsibility for their actions

Governance			
Members	Trustees	Local Governance Committees	Executive Team
Determine the constitution	Determine and ensure clarity of strategic vision, values, ethos and direction of the Trust; ensure the enduring Christian vision, values and theological underpinning of all Church Schools	Monitor and understand that the school is implementing the Trust's strategic vision, values, ethos and direction; ensure the enduring Christian vision, values and theological underpinning in Church Schools	Deliver the strategic vision, values, ethos, (and Christian vision, values and theological underpinning in Church Schools), and direction of the Trust
Monitor, appoint & hold the Trust	Approve and monitor the implementation of Trust development / action plans; Monitor the implementation of school improvement plans; Hold Executive Team	Monitor implementation of school improvement / action plans, focussing on school performance, pupil experience, safeguarding, SEND, Collective worship	Approve and monitor the implementation of school improvement / action plans; Approve and monitor schools' financial performance

Board to account	to account for Trust's education and financial performance; Monitor performance and contribution of LGCs	and RE (including the requirement to prioritise the teaching of Christianity units in church schools); Ensure positive contribution of LGC governors	
Delegate Trust governance to Trustees	Provide strategic governance, challenge and support to Executive Leaders and LGCs; Ensure collaboration and communication between layers of governance;	Provide strategic governance, challenge and support to Headteachers, Heads of School and Senior Leaders in line with Trust Board direction	Provide strategic leadership, challenge and support to Headteachers, Heads of School and Senior Leaders
Approve changes to Articles; MOU with SDBE; Board Structure; Funding Agreement	Approve changes to Governance structure; Scheme of Delegation; Terms of Reference; Business Plan; Trust-wide policies; Trust Development Plan	Approve changes to school policies (e.g. admissions, pupil behaviour, safeguarding) following review	Determine strategic and operational policies
Approve the appointment of Trustees; Diocesan Corporate Member for Foundation appointments	Determine appointments to Trust Board; Approve Chair and Vice Chair of LGCs	Determine appointments to LGC; ensure approval gained for foundation local governors; seek approval for Chair/Vice-Chair appointments	Provide support to Trust Board by attending Board, Committees and LGC meetings
Determine outcome of complaint against Trust Chair; if Trustees need to be removed	Determine outcome of complaint investigations made against Executive Team/LGC; determine outcome of all appeals to complaint investigations made against Heads (Complaints Panel); Determine if LGC Chair/LGC itself needs to be removed	Determine outcome of complaint investigations made against Heads; determine outcome of appeals to complaint investigations made against senior leaders and other staff (Complaints Panel); Determine if LGC governors need to be removed	Provide support to Heads in determining outcome of complaint investigations made against staff, and LGCs in determining outcome of complaint investigations made against Heads

Finance, Resources & Facilities Management (inc. Health & Safety)			
Members	Trustees	Local Governance Committees	Executive Team

	Monitor the Trust's effectiveness in sharing and aligning resources to deliver economies of scale	Provide support in sharing school resources, aligning services to improve economies of scale	Determine how to co-ordinate shared services and resources; provide economies of scale proposals
	Approve the Trust's 3 Year Financial Plan including individual schools' budgets and KPIs and annual budget determination	Provide support to Head and Finance Manager in producing the 3 Year Financial Plan for the school	Determine the 3 Year Financial Plan and individual school budgets
	Monitor Trust/school budget in line with appropriate authorisations to hold Executive Team to account; ensure Trust follows financial management policies	Provide support to monitor school expenditure in accordance with appropriate authorisations to support the Trust Board to hold schools to account	Monitor expenditure in accordance with appropriate authorisations to hold school leaders and budget managers to account
	Determine the Trust's risk management strategy and hold the Executive Team to account for delivery	Ensure that the school implements the Trust risk management strategy / maintains risk register	Ensure that each school implements the Trust risk management strategy / maintains risk register
	Approve the Trust's reserves/contingency policy		Determine the Trust's reserves/contingency policy
	Ensure appropriate insurance / risk cover is in place		Approve purchase appropriate insurance / risk cover
	Approve site, asset, Health & Safety & IT strategy		Determine site, asset, Health & Safety & IT strategy
	Approve applications for (and monitor progress of) significant capital expenditure and building projects; Approve internal Project Development Fund bids	Provide support to Heads in identifying what capital/internal project funds to apply for; Monitor progress & impact of significant capital expenditure and building, and internal development projects	Determine what capital building projects are required in line with premises development plan; provide support to Heads for applications (e.g. CIF/internal PAT Project Development Fund)
	Monitor Health & Safety policy, action plans and standards of maintenance of the premises across the Trust; Hold Executive Team to account for ensuring children and adults are safe	Monitor Health & Safety policy, action plans and standards of maintenance of the school premises; Hold Head to account for ensuring children and adults are safe in school	Ensure Health & safety checks are carried out regularly, and outcomes and action plans are reported to the Board

Staffing			
Members	Trustees	Local Governance Committees	Executive Team
	Determine appointments/dismissals of Executive Team, consulting with SDBE for those with line management	Provide support with recruitment of Heads, senior leaders and teachers;	Determine appointments/dismissals of Headteacher/Head of School roles;

	responsibilities of Church Schools; Provide support with recruitment of Headteacher/Head of School roles	consulting with SDBE for Heads of Church Schools	Provide support with recruitment of senior leaders and teachers
	Provide appraisal for CEO; approve/decline Executive Team and Heads pay recommendations following appraisals, normally through delegated authority to Chair and Vice Chair of the Board	Provide the CEO with information to support Heads appraisal pay recommendations; Through Remuneration Panel support Heads to make teacher appraisal pay recommendations	CEO to provide appraisal for Executive Team/Heads; provide appraisal pay recommendations to Trust Board for Executive Team & Heads; Approve/decline teacher appraisal pay recommendations
	Provide support for reviewing/developing Executive team and leadership/governance at each school; Set staffing direction; Approve changes to staffing structure that exceeds school budgets/conflicts with benchmarking advice	Provide support to the Head/senior leaders to develop and review an appropriate staffing structure in line with direction set by Trust Board	Provide support to the Head/senior leaders to develop, review and approve an appropriate staffing structure within constraints of school budget and with consideration to benchmarking information
	Ensure staff, leaders, governors and Trustees across the Trust engage in high quality professional development	Ensure staff, leaders and governors across the school engage in high quality professional development; Monitor experience of trainee teachers / ECTs	Provide high quality professional development opportunities for staff, leaders, governors and Trustees across the Trust
	Approve staff, HR, Pay, Performance and Disciplinary Policies; Hold Executive Team to account for ensuring the mental health & wellbeing of children and adults	Ensure governors understand how these policies are delivered; Hold Head to account for ensuring the mental health & wellbeing of children and adults	Provide staff, HR, Pay, Performance and Disciplinary Policies and seek approval from Board; CEO responsible for implementation and provision of training and induction in all policies

School Curriculum, Performance & Outcomes, and Community			
Members	Trustees	Local Governance Committees	Executive Team
	Hold the Executive Team to account for the educational performance of the Trust's schools	Hold the Head to account for the educational performance of the school and its pupils	Hold the Head to account for the educational performance of the school and its pupils
	Determine Trust performance benchmarks/KPIs	Monitor the school's performance against KPIs	Determine school performance benchmarks/KPIs
	Determine overall Trust curriculum, Teaching & Learning, and collective	Provide support and challenge to Heads and senior leaders in relation to curriculum planning and delivery, quality of T&L,	Determine school curriculum, T&L, school improvement, SEND provision

	worship and RE in Church Schools approach and expectations	school improvement, SEND provision, budgeting priorities, and collective worship and RE in Church Schools	and budgeting priorities with Heads and senior leaders
	Monitor the quality of education, curriculum, and pupil progress and attainment data across the Trust regularly, providing support and challenge to the Executive Team	Monitor the quality of education, curriculum, and pupil progress and attainment data of the school regularly, inc. British values, enrichment activities, alternative provision, statutory requirements for collective worship	Monitor and robustly evaluate the quality of education, curriculum, and pupil progress and attainment regularly, inc. British values, enrichment activities, alternative provision, statutory requirements for collective worship providing support and challenge to school leaders
	Monitor the impact of each school's SDIP through the School Improvement Committee	Monitor the impact of the School Improvement Plan; Ensure LGC contributes to school self-evaluation	Provide support / challenge to Heads in developing and evaluating impact of School Improvement Plan; provide evaluative reports to CEO/SI Committee
	Hold Executive Team to account for appropriate use of Pupil Premium, SEND and Sports Funding spend	Monitor the impact and effectiveness of Pupil Premium, SEND and Sports Funding plans, spending and outcomes, and report to Board	Provide support and challenge to Heads and senior leaders in planning, delivering and evaluating Pupil Premium, SEND and Sports Funding; provide evaluative reports to CEO/SI Committee
		Monitor all aspects of pupil experience (e.g. marking/feedback/assessment policies; engagement in home learning; vulnerable groups)	Provide support and challenge to Heads and senior leaders in all aspects of pupil experience
		Approve behaviour policy for the school; monitor policy implementation, behaviour incidents, exclusion rates and attendance (and strategies to improve it); determine outcomes of exclusion panel meetings and report to CEO	Monitor behaviour situation through Safeguard software
	Ensure training and support is available for LGCs to carry out their link governor roles and responsibilities	Provide link Governors for the following areas: Finance, Curriculum, Safeguarding, Health & Safety/Premises, SEND, Pupil Premium, EYFS and report to the Board	Provide high quality, scheduled training for Trustees and governors

	Provide Trustees to engage with Ofsted/SIAMS inspectors to highlight how the Trust has supported/challenged schools to improve, identifying areas to improve	Ensure LGC governors are prepared to participate in Ofsted/SIAMS inspections by evidencing LGC effectiveness, knowledge of strengths and areas for development	Provide support and challenge to Heads and senior leaders to help them prepare for Ofsted/SIAMS inspections; participate to demonstrate Trust support/challenge
	Approve schools' admissions policies	Determine school admissions policy	
		Ensure collaboration with other Trust schools, Pickwick Learning and other schools in the community takes place, encouraging outward-facing approach	
	Ensure regular parent and staff surveys are carried out	Monitor relationships with parents and their satisfaction with the school; Provide regular reports, feedback and advice to Trustees to ensure the school is meeting the needs of the community and its staff	
		Provide community consultation sessions on key issues / developments, reporting to Trust Board	
		Provide a point of contact for parents, carers and other members of the community for the school to effectively manage local relationships, support local staff proactively and reactively and communicate Trust direction	
		Ensure effective links are made between the school and wider community, including Church community, business, sports, schools	
		Ensure LGC information is published in a timely manner, e.g. on GIAS website, school website, communication through newsletters, pecuniary interests etc	

Policies, Overarching Statements and Key Trust Documents

Approval Responsibilities - The Board of Trustees and the Local Governance Committees

Trust Policies (to be adopted by all Pickwick schools) 'S' denotes statutory policies 'W' denotes policies that must be published on school websites	Ratification by:			
	Board	Finance Committee	School Improvement Committee	Local Governance Committee
Acceptable Use and E-Safety	✓			
Admissions* (S, W)	✓			*
Anti-Corruption & Anti-Fraud		✓		
Appraisal and Capability for Staff (S)	✓			
Assessment			✓	
Attendance (S, W)			✓	
Banking		✓		
Bullying & Harassment in the Workplace			✓	
CCTV		✓		
Charging and Remissions (S, W)		✓		
Children with health needs who cannot attend school (S)			✓	
Complaints (S, W)	✓			
Conflicts of Interests	✓			
Data Breach	✓			
Data Protection and Secure Data Handling (S, W)	✓			
Dealing with Unacceptable Behaviour on School Premises (S)			✓	
Staff Disciplinary (S)	✓			
Display Screen Users		✓		
Driving		✓		
Early Career Teachers (ECFs) Induction (S)			✓	
Equalities Information (S, W) (Trust template for schools to add to)	✓			
Equality, Diversity, Inclusion and Equity Policy	✓			
Family Policy			✓	
First Aid & Accident Reporting (S)		✓		
Flexible Working			✓	
Freedom of Information (W)	✓			
Gifts and Hospitality		✓		
Grievance (S)	✓			
Guidance for Safer Working Practices for those Working with Children and Young People in Educational Settings	✓			
Health & Safety (including Statement of Intent) (S, W)	✓			
Induction			✓	
Information Security		✓		
Initial Teacher Training			✓	
Intimate Care (Trust template for schools to add to)			✓	
Investment		✓		
Lettings (Trust template for schools to add to)		✓		
Lone Working		✓		
Managing Absence and Ill Health	✓			
Menopause			✓	
Overarching Statement for Attendance			✓	
Overarching Statement for Curriculum			✓	
Overarching Statement for Pupil Behaviour			✓	
Overarching Statement for Resource Bases			✓	

Overarching Statement for Safeguarding			✓	
Overarching Statement for SEND			✓	
Parental Bereavement Leave			✓	
Pay (S)	✓			
Pension Discretion		✓		
Premises Management (with supporting documents such as asbestos, fire safety, statutory testing etc)		✓		
Professional Behaviours, Expectations and Standards			✓	
Pupil Premium			✓	
Records Management		✓		
Recruitment			✓	
Redundancy and Restructuring	✓			
Related Party Transactions Statement		✓		
Safeguarding and Child Protection (S, W) (Trust template for schools to add to)	✓			
Single Equalities Scheme (S, W)	✓			
Site Safety and Security		✓		
Staff Development and Training			✓	
Supporting Children with medical conditions (S)			✓	
Travel, Subsistence and Expenses		✓		
Trust Reserves	✓			
Trustees and Governors' Allowances (S)		✓		
Volunteers and Interns			✓	
Whistleblowing / Protected Disclosure	✓			
Work-life Balance and Wellbeing			✓	

Local Governance Committees Policies / Documentation (to be developed by individual schools) 'S' denotes statutory policies 'W' denotes policies that must be published on school websites	Ratification by:			
	Board	Finance Committee	School Improvement Committee	Local Governance Committee
Accessibility Plan (S)				✓
Admissions* (S, W)	*			✓
Anti-Bullying (W)				✓
Behaviour (supporting Trust overarching statement) (S, W)				✓
Collective Worship				✓
Early Years and Foundation Stage (S)				✓
Equalities Information (complete school section) (S, W)				✓
Inclusion				✓
Intimate Care (complete school section)				✓
Home School Agreement				✓
Home Learning				✓
Lettings (complete school section)				✓
More Able				✓
Planning, Preparation and Assessment (PPA)				✓
Reasonable Force and Restraint				✓
Physical Education & Sports Premium				✓
Pupil Transition				✓
Safeguarding and Child Protection (S, W) (complete school section)				✓
School visits				✓
Special Educational Needs (S, W)				✓
Sex and Relationship Education (S, W)				✓

Supporting Children with medical conditions (S)				✓
Teaching & Learning (W)				✓
<i>The above lists are not meant to be exhaustive and do not include curriculum, or community/school specific policies. Local Governance Committees may choose to develop additional policies as required by the school.</i>				

*Once ratified must go to Board for final approval

Please note there is a statutory requirement by the DfE to have a 'Protection of biometric information of children in schools and colleges' policy, but as we do not collect biometric data from adults or children we do not have a policy for this. School exclusion is included as part of school Behaviour Policies.

For reference: <https://www.gov.uk/government/publications/statutory-policies-for-schools-and-academy-trusts/statutory-policies-for-schools-and-academy-trusts>

Key School Documentation – Approval Responsibilities

Key School Documentation / Guidance 'S' denotes statutory policies 'W' denotes policies that must be published on school websites	Ratification by:			
	Board	Finance Committee	School Improvement Committee	Local Governance Committee
Behaviour principles written statement				✓
Business Continuity Plan (linked to overarching Trust Plan)				✓
Designated teacher for looked after and previously looked after children				✓
Premises management and Health & Safety documents				✓
Register of Business Interests of headteacher and governors				✓
Register of pupils' admission to school and attendance				✓
School Development Plan				✓
School Information published on a website				✓
School Self Evaluation Form (SEF)				✓
SIAMS (SEF) (Church schools)				✓
Single Central Record (SCR) of recruitment and vetting checks				✓
Staff Handbook				✓

Key Trust Documentation – Approval Responsibilities

Pickwick Academy Trust Key Documentation 'S' denotes statutory policies 'W' denotes policies that must be published on school websites	Ratification by:			
	Members	Board	Finance Committee	School Improvement Committee
Articles of Association	✓			
Business Plan		✓		
Business Continuity Plan		✓		
Constitution	✓			
Financial Procedures Manual			✓	
GDPR Handbook			✓	
Local Governance Committee Handbook		✓		
HR Procedures		✓		
People Strategy		✓		
Pickwick Academy Trust Handbook		✓		

Register of Business Interests of CEO, Trustees and Members		✓		
Scheme of Delegation		✓		
Small Schools Strategy		✓		
Trust Development Plan		✓		

APPENDIX 3

RISK MANAGEMENT APPROACH

Principles

The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the academies (which includes taking existing schools into the Trust). The Trustees have the power to direct change where required.

The Trustees have delegated certain responsibilities for the running of each of the academies to the Local Governance Committees and to the Headteacher and senior leadership team who are responsible for the internal organisation, management and control of the academy on a day to day basis. The responsibilities of the Local Governance Committee are set out in this “Scheme of Delegation” and summarised in Appendix 2.

Risk management must prioritise and protect:

- The safeguarding of high quality and effective education of the young people in the academies;
- The reputation and ethos of the Trust and the academies;
- The common good in terms of the interests of the families in the communities served by the academies and the pupils of the future;
- The Scheme of Delegation and the balance struck between central management and local responsibility.

The responsibility of each LOCAL GOVERNANCE COMMITTEE

It is the responsibility of each Local Governance Committee to implement, monitor and verify such policies and procedures to facilitate an annual statement of compliance on those risks identified by the Trust Board and the Local Governance Committee. The Local Governance Committee should take such steps needed to support leadership and assist the Trust Board in meeting its legal obligations including the requirements of the Department for Education (or any successor body) as they relate to the operation of the academies. The Local Governance

Committee and the Headteacher should provide resources to mitigate identified risks identified on the school's risk register and declare any non-compliance to the Trust Board. The Trustees will commission on a regular basis external verification of internal systems so as to ensure the systems fitness for purpose and compliance to current standards.

The responsibilities of the Trustees

It is the responsibility of the Trustees to identify those risks which arise from academy status and membership of a multi-academy trust and develop policies and procedures which mitigate these risks listing them on a Trust risk register (taking account of the principles identified above). To mitigate financial risk the Trustees will require all academies to use approved banking arrangements, audit arrangements, financial management systems, premises insurance and building surveyors. Rigorous safeguarding policies are also a requirement for all academies.

Beyond these areas the Trustees will identify risks common to all academies, set policy frameworks but seek not to impose specific control mechanisms for those risks which are the responsibility of the Local Governance Committee. The Trustees should receive compliance reports from the Headteacher, which shall be collated and monitored by the Chief Executive Officer, with appropriate acknowledgements from the Local Governance Committee (and declarations of non-compliance) and develop systems to support individual academies to mitigate risk to the Trustees and the Trust generally.

Operation of the Risk Management Approach

To assist the Trust Board in fulfilling its function, the Trustees may establish a "risk management committee" made up of appointed Trustees, representatives of the Local Governance Committee and the Executive Team, and others as may be required. The terms of reference should identify that a minimum of two Trustees should serve on this committee, with one being present for the committee to be quorate. The risk management committee may be a function of the Finance Committee and / or School Improvement Committee or work alongside it. It is the duty of this/these committee(s) to review the termly schedule of self-assessments made by individual academies' Local Governance Committees, consider how to support academies to mitigate identified risks and report to the Trust Board each term on the risks identified.

The Nature of the Risks

- **The safeguarding of those involved in the enterprise**

The Trustees and Local Governance Committees will be required to have safeguarding (including safer recruitment and e-safety) policies which comply with the requirements of the appropriate Safeguarding Board.

- **The employment of those involved in the enterprise**

The Trustees and individual academies will follow the Trust's suite of legally compliant and common personnel policies, supported by advice and insurance.

- **The stewardship of the premises and site and the health, safety and welfare of those who use the site**

The Trustees reserve the right to direct individual academies with regard to the insurances of Trust property (buildings, land and assets) and to approve and be kept informed of planned capital works. The academies should develop comprehensive health, safety and welfare policies to include systems to monitor compliance with regulation and good practice and to externally assess these at regular periods.

- **The vision and values of the Trust and the academic standards attained**

The Headteacher should report to the Trustees on any OFSTED/SIAMS or other inspections and reports. Equally the Trustees should be informed of trends and actual academic outcomes and other key indicators identified by OFSTED/SIAMS (or any successor body) in order that the Trustees may broker support and advice from within (or beyond) the Trust to minimise the possibility of the Secretary of State using his reserve powers in relation to one of the academies for which the Trust is responsible.

- **The financial integrity of individual academies**

The Trustees reserve the right to direct the academies to bank with a named bank and to direct the academies to use the services of agreed auditors. The Trust Board reserves the right to have annual agreed budget plans, termly budget summaries and annual outturn statements reported to it. Academies will not be permitted to operate deficit budgets without specific approval from the Trust Board. The Local Governance Committee will be responsible for agreeing such policies as required to comply with DfE requirements on the operation of academies, including in relation to the procurement of goods and services, and other policies as directed by the Trust Board. The Trust Board will appoint a suitably experienced "responsible officer" to work in the academy who will oversee the financial integrity of the academy with a particular reference to levels of delegation and the avoidance of over-reliance upon key individuals.

- **The capacity of the Trust Board and the LOCAL GOVERNANCE COMMITTEES to discharge their duties**

The Trust Board and individual Local Governance Committee will be expected to make an annual self-assessment of the skills and experience they require and their capacity to fulfil those requirements. Plans to mitigate deficiencies should be passed to the relevant

Local Governance Committee Chair and the Trust Board. All Trustees and members of the Local Governance Committees are required to hold an enhanced Disclosure and Barring certificate and to make a declaration of interests at the beginning of each meeting. The Trust will operate a Conflicts of Interest policy. The Trust will ensure that good quality legal advice is available to the Trust Board, the academies and those responsible for running the academies on a day to day basis.

APPENDIX 4

TRUSTEES: JOB DESCRIPTION AND PERSON SPECIFICATION INCORPORATING ROLE RESPONSIBILITIES

Job title:	Trustee (also a Director of the Pickwick Academy Trust serving on the Trust Board)
Location:	Trust Board meetings to be held at one of the academies, or other agreed venue or virtually. Site visits to the academies as necessary. Site visit to the Trust's registered office as necessary.
Hours:	Up to seven Trust Board meetings, as well as up to six Trust Committee meetings a year. Remote involvement via email/telephone/video conference. Regular review of reports and documentation.
Salary range:	Voluntary
Term of office:	Four years

Job purpose: The Trustees oversee the management and administration of the Trust and the academies run by the Trust.

Job Description

The corporate management and "Trustee" responsibility for the Trust is vested in the "Trustees", who will also be the company directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the academies and are accountable to the Members of the Trust, the Secretary of State for Education and the wider community for the quality of the education received by all pupils of the academies and the expenditure of public money. The Trustees are required as Trustees and pursuant to the Funding Agreements to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust.

Specific responsibilities of the Trust Board and the Trustees

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

- determine the strategic vision and overarching Strategic Business Plan of the Trust;

- provide strategic leadership and governance by overseeing and supporting the Chief Executive Officer;
- develop effective links within the education community, communicating openly and frequently as appropriate and ensuring that the academies meet their responsibilities to the community and serve the needs of their communities in relation to the safeguarding and education of pupils;
- support the Chief Executive Officer in developing and implementing appropriate strategic and operational policies;
- facilitate collaboration between the academies to actively seek opportunities for the academies to work together either with the aim of improving economic efficiencies within the Trust or identifying and implementing best practice across all academies;
- approve the overall Trust budget and heads of expenditure within the academy budgets;
- monitor expenditure in accordance with appropriate authorisations and any Trust-wide policy in respect of reserves and contingencies;
- develop and implement a risk management strategy;
- ensure the Trust and the academies comply with their legal obligations;
- support the development and building of leadership and governance capacity at academy level;
- approve site and asset management strategies;
- oversee any significant capital expenditure and building projects;
- act as decision-maker for all appeals.

Core Competencies

The following are the core competencies and skills expected of the Trustees:

- to work as a team;
- to attend meetings and be prepared to contribute to discussions and commit to agreed actions;
- to be respectful of the views of others and to be open to new ideas and thoughts;
- to treat all confidential information confidentially;
- to act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy;
- to develop a deep understanding of the vision and ethos of the Trust and its academies and the roles played by all individuals in fulfilment of the Trust's mission;
- understand the policies and procedures of the Trust and how these flow to the academies;
- to support the Trust in public and act as an ambassador of the Trust and the academies;
- to commit to training and skills development;
- to be ready to ask questions;
- to be focused on problem-solving and be ready to learn from past experiences.

Person Specification

Personal qualities and values:

- A desire to create positive change for young people;
- A commitment to the aims and objectives of the Trust;
- A willingness to devote time and effort;
- An ability to work effectively as a team while contributing an independent perspective;
- An ability to build productive and supportive professional relationships;
- A commitment to the Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- A commitment to equal opportunities and anti-discriminatory practice;
- A commitment to Safeguarding young people;
- Reliability and integrity.

Education and training:

- A record of continuous professional development;
- Educated to higher level in professional area of expertise.

Experience:

- Experience of driving positive change;
- Experience in leadership and management;
- Professional experience in education/accountancy/finance/business/HR/marketing/law.

Knowledge:

- An understanding and acceptance of legal duties, responsibilities and liabilities of trusteeship;
- An understanding of the use of attainment and other data to assess the progress, strengths and weaknesses of a school;
- An understanding of financial and workforce data.

Skills:

- Strategic vision;
- An ability to think creatively;
- Good, independent judgement;
- An ability to use financial and workforce data to inform decision-making.

Legal Requirements:

Individuals who are not able to make the following declarations may not serve as a Trustee:

- I am not disqualified from acting as a charity trustee.
- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as “spent”).
- I have not been involved in tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft.
- I have not used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance.
- I am not an undischarged bankrupt.
- I have not made compositions or arrangements with my creditors from which I have not been discharged.
- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity.
- I have not been disqualified from serving as a company director.
- I am not included in the list kept by the Secretary of State for Education under s1 of the Protection of Children Act 1999 (or equivalent) or have ever been disqualified from working with children or serving on a governing body of a school.
- I am able to provide a valid Disclosure and Barring Service Certificate under the Protection of Freedoms Act 2012 which does not disclose any reason why I should be unsuitable for working with children.
-
- I agree to uphold the Objects of the Trust as stated in the Articles of Association, and to sign an undertaking to this effect required by Article 45A

APPENDIX 5

MEMBERS OF A LOCAL GOVERNANCE COMMITTEE: JOB DESCRIPTION AND PERSON SPECIFICATION INCORPORATING ROLES AND RESPONSIBILITIES

Job title:	Member of a Local Governance Committee for an academy run by Pickwick Academy Trust.
Location:	Local Governance Committee meetings to be held at the relevant academy; site visits to other academies operated by the Trust as necessary.
Hours:	Up to six Local Governance Committee meetings a year (no sub-committee meeting, but attendance at working party meetings as required). Remote involvement via email/telephone/video conferencing. Regular review of reports and documentation.
Salary range:	Voluntary.
Term of office:	Four years.

Job purpose: The Local Governance Committee for an Academy plays an active part in supporting the Headteacher, liaising as appropriate with the Trust's Chief Executive Officer and the Trust Board more generally in relation to the oversight of the academy and the academy's senior leadership team.

Appointments to the Local Governance Committee will be made by the Trust Board. Recommendations to appoint may be put forward by either the Chief Executive Officer/Headteacher or by the Local Governance Committee itself.

Job Description

The role of those serving on a Local Governance Committee is an important one, ensuring there is local accountability for the performance of the Trust and the academies and that the academies serve their communities. Those serving on a Local Governance Committee are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.

Specific responsibilities of a Member of a LOCAL GOVERNANCE COMMITTEE

The specific tasks and responsibilities of the members of the Local Governance Committee are as follows, to:

- support the Headteacher in respect of the implementation of the strategic vision of the Trust and the academy in particular;

- support the Trust Board in developing and maintaining effective links within the academy's community, communicating openly and frequently as appropriate and ensuring that the academy meets its responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils;
- support the academy's senior leadership team;
- provide support in ensuring the academy works within its budget and implements the Trust's risk and financial management policies;
- where appropriate, support the Headteacher in the recruitment and performance management of strategic personnel;
- promote collaboration with other academies in the Trust, actively seeking opportunities for the academies to work together either with the aim of improving economic efficiencies within the Trust or identifying and implementing best practice across all academies;
- support the Headteacher in developing and implementing delegated local academy policies (e.g. admissions, pupil behaviour, safeguarding);
- provide advice and feedback to the Trustees and reporting on all matters, responsibility for which has been passed to the Local Governance Committee;
- support the academy's senior leadership team in relation to determining the academy's curriculum priorities;
- support the academy's senior leadership team in monitoring pupil progress and analysing performance data;
- support the implementation of any academy plan, focusing particularly on school performance targets;
- undertake all and any appropriate community consultation;
- provide a point of contact for parents, carers and other members of the local community;
- maintain effective links with the school community and the wider local community;
- Contribute to the SIAMS self-evaluation and inspection process (church schools).

Core Competencies

The following are the core competencies and skills expected of a member of the Local Governance Committee:

- to work as a team;
- to attend meetings and be prepared to contribute to discussions and commit to agreed actions;
- to be respectful of the views of others and to be open to new ideas and thoughts;
- to treat all confidential information confidentially;
- to act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy;
- to develop a deep understanding of the vision and ethos of the Trust and its academies and the roles played by all individuals in fulfilment of the Trust's mission;
- understand the policies and procedures of the Trust and how these flow to the academies;
- to support the Trust in public and act as an ambassador of the Trust and the academies;
- to commit to training and skills development;
- to be ready to ask questions;

- to be focused on problem-solving and be ready to learn from past experiences;
- to act in accordance with any authority delegated to him or her, including complying with any regulation or requirement of those from whom delegated authority is received.

Person Specification

Personal qualities and values:

- A desire to create positive change for young people;
- A commitment to the aims and objectives of the Pickwick Academy Trust;
- A willingness to devote time and effort;
- An ability to work effectively as a team while contributing an independent perspective;
- An ability to build productive and supportive professional relationships;
- A commitment to the Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- A commitment to equal opportunities and anti-discriminatory practice;
- A commitment to Safeguarding young people;
- Reliability and integrity;
- A commitment to promoting the Christian distinctiveness of church schools.

Experience:

- Experience of driving positive change;
- Experience in leadership and management;
- Professional experience in education/accountancy/finance/business/HR/ marketing/law.

Knowledge:

- An understanding and acceptance of legal duties, responsibilities and liabilities of trusteeship;
- An understanding of the use of attainment and other data to assess the progress, strengths and weaknesses of a school;
- An understanding of financial and workforce data.

Skills:

- Strategic vision;
- An ability to think creatively;
- Good, independent judgement;
- An ability to use financial and workforce data to inform decision-making.

Legal Requirements:

Individuals who are not able to make the following declarations may not serve on the Local Governance Committee:

- I am not disqualified from acting as a charity trustee.

- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as “spent”).
- I have not been involved in tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft.
- I have not used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance.
- I am not an undischarged bankrupt.
- I have not made compositions or arrangements with my creditors from which I have not been discharged.
- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity.
- I have not been disqualified from serving as a company director.
- I am not included in the list kept by the Secretary of State for Education under s1 of the Protection of Children Act 1999 (or equivalent) or have ever been disqualified from working with children or serving on a governing body of a school.
- I am able to provide a valid Disclosure and Barring Service Certificate under the Protection of Freedoms Act 2012 which does not disclose any reason why I should be unsuitable for working with children.
-
- I agree to uphold the Objects of the Trust as stated in the Articles of Association, and to sign an undertaking to this effect required by Article 103.

APPENDIX 6

TERMS OF REFERENCE FOR THE FINANCE, RESOURCE AND RISK MANAGEMENT COMMITTEE

1. Purpose

- 1.1 This Committee will advise and support the Trust Board in the management of the organisations, finances, resources and risk management. It will provide a forum for focussed discussion and provide direction to further the business of the Trust. It will do so within the boundaries of the Scheme of Delegation, the Constitution, any agreed business plan or strategy or in matters delegated directly from the Board and it may make decisions.
- 1.2 The Committee encompasses the finance and audit committee and employees do not participate as members when audit matters are discussed
- 1.3 The Committee will proactively monitor the use of resources to ensure sustainability of the organisation and compliance with the necessary Authorities' requirements governing the operation of a Multi Academy Trust.
- 1.4 The Committee will hold to account the Executive Management Team for delivery in their areas of responsibility and ensure that the Local Governance Committees are also fulfilling their responsibilities and operating effectively in the management of all resources and risks.
- 1.5 The Committee will ensure that robust procedures for financial management and control are developed and embedded for use by all staff in line with relevant accountability frameworks and Trust policies.
- 1.6 The Committee will ensure that procurement arrangements are robust and meet legal obligations and provide best value.
- 1.7 The Committee will ensure that a risk management framework is developed for use across the Trust once agreed by the Trust Board and receive regular updates on risks harvested from local sources.
- 1.8 Voting members of the Committee will assist the Trust Board to understand the Committee's activities and direction; as well as when ratification of any decisions is required in order that the business of the Trust can be conducted effectively.
- 1.9 The Committee is empowered to commission reports about the Trust which facilitate the provision of assurance on key areas of interest, common understanding and effective decision making across the organisation.

2. Membership

- 2.1 The core membership of the Committee will include at least three Trustees and the Chief Executive Officer
- 2.2 The Committee will be attended by the Chief Finance & Operating Officer
- 2.3 The Committee is empowered to invite attendees from all parts of the Trust to support its business

- 2.4 The role of Chair for this meeting is to ensure that the agenda is set, documents are distributed and the meeting is well managed to allow for appropriate debate which allow sound decisions to be made.

3. Quorum and Attendance

- 3.1 In the absence of the Finance Committee Chair, the meeting will be chaired by another Trustee of the committee.
- 3.2 To be quorate there is a requirement for a minimum of three trustees to be present.
- 3.3 Trustee members of the Committee are required to attend 6 meetings a year (or pro rata if the Trustee joins part way through the year).

4. Frequency of Meetings and Arrangements

- 4.1 A formal meeting will be held six times a year.
- 4.2 When managing urgent matters which include matters of safety, the need for financial recovery and where mitigation of high risks requires discussion, meetings may be held more often.
- 4.3 A work programme and standing agenda will be agreed to guide the work of the Committee, but will allow for flexibility.
- 4.4 Documents will be shared in advance of the Committee allowing for adequate preparation time by attendees. In normal circumstances documents will not be tabled at the meeting and will be shared electronically in advance.

5. Accountability

- 5.1 The Committee is accountable to the Trust Board.
- 5.2 Provide assurance to the Trust Board on matters within its scope to ensure that Trustees and Members of the Trust are appraised of matters within the scope of the Committee and decisions made.
- 5.3 Communications will routinely flow through reports provided to the Trust Board by the Finance Director and Business Director
- 5.4 Committee members can request to bring an item to the Board of Trustees agenda through the Executive Headteachers and Chair of Committee.

6. Scope of the Committee - Responsibilities/Authority to act

- 6.1 The Committee is authorised by the Trust Board to undertake activities within the following scope.
- a. Budget management – in year
 - b. Budget compliance – auditors and ESFA returns
 - c. Approve the Trust Financial Procedures Handbook
 - d. Approve the Budget strategy guidance information (approval of the annual budget is reserved for the Board)
 - e. The annual audit (including appointment of external auditors)

- f. Direct and approve the annual Trust programme of internal scrutiny using risk register rates to inform the Trust's programme of work, ensuring checks are modified each year as necessary, including checking of financial and non-financial controls (including information submitted to DfE and ESFA)
- g. Consider outputs from assurance third parties, including ESFA financial management and governance reviews, funding audits and investigations and report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks
- h. Review the external auditors plan each year
- i. Review the final statutory accounts and report to the Trust Board
- j. Review the auditor's findings and actions taken by the Trust managers in response to those findings
- k. Assess the effectiveness and resources of the external auditor to provide a basis for decisions by the trust's members about the auditor's reappointment or dismissal and retendering and produce a report of the committee's conclusions and recommendations
- l. Governance processes, both financial and non-financial
- m. Approve Procurement strategy and new contracts, unless Committee members feel that Board decision and approval is required due to the level of risk involved or strategic importance
- n. Approve Operating leases following consultation with auditors
- o. Health and Safety
- p. Ensure the ESFA is advised of any instances of fraud, theft, irregularity
- q. Safeguarding – premises
- r. Pupil Premium and Sports Funding – spending and impact
- s. Growth of the Trust – financial and premises related
- t. Premises – state of the Trust's building stock
- u. Pickwick's Maintenance Plan
- v. Pickwick's School Building Development & CIF Bids
- w. Staffing Models and school organisation
- x. Stakeholder engagement
- y. Review the Reserves Policy and make any recommendations to the Board

7. Reporting

- 7.1 The final and approved minutes of this meeting will go to the Trust Board and on Governor Hub
- 7.2 Reports on Finance, Resources and Risks will be received by the Trust Board.
- 7.3 Information affecting the work of the School Improvement Committee will be shared with members of that Committee to ensure cohesion in the work across the Trust.

8. Monitoring

- 8.1 The Committee will review its performance annually and provide any feedback sought from the Trust Board.
- 8.2 The Terms of Reference will be reviewed on an annual basis or earlier if required by the Trust Board. Any changes to the Terms of Reference must be approved by the Trust Board.

APPENDIX 7

TERMS OF REFERENCE FOR THE SCHOOL IMPROVEMENT AND DEVELOPING PEOPLE COMMITTEE

1. Purpose

- 1.1 This Committee will advise and support the Trust Board in the management of the organisations, finances, resources and risk management. It will provide a forum for focussed discussion and provide direction to further the business of the Trust. It will do so within the boundaries of the Scheme of Delegation, the Constitution, any agreed business plan or strategy or in matters delegated directly from the Board and it may make decisions.
- 1.2 The Committee will proactively monitor the planning and delivery of teaching and learning across the organisation to ensure that high standards of education and value-added activities are provide to children and which comply with DfE and OFSTED/SIAMS requirements.
- 1.3 The Committee will monitor the systems and processes to ensure that high standards of safeguarding are in place across the Trust and that our duties to provide services which reflect our responsibilities under equality and diversity legislation are upheld.
- 1.4 The committee will monitor the effectiveness of the SDIP and the SEF and its delivery, taking appropriate actions that are warranted.
- 1.5 The Committee will ensure that the Trust's staff have opportunities for professional development through the appraisal system and training.
- 1.6 The Committee will hold to account the Executive Management Team for delivery in their areas of responsibility and ensure that the Local Governance Committees are also fulfilling their responsibilities and operating effectively in the management of all resources and risks.
- 1.7 The Committee will ensure that robust procedures for collecting, recording and reporting on relevant performance data are developed and embedded for use by all staff in line with relevant accountability frameworks and Trust policies.
- 1.8 The Committee will oversee and monitor arrangements to meet OFSTED/SIAMS requirements and statutory obligations.
- 1.9 The Committee will ensure that the Trust's risk management framework is used to collect and mitigate risks in the area of teaching and learning across the Trust and receive regular updates on risks harvested from local sources.

- 1.10 Voting members of the Committee will assist the Trust Board to understand the Committee's activities and direction; as well as when ratification of any decisions is required in order that the business of the Trust can be conducted effectively.
- 1.11 The committee is empowered to commission reports about the Trust which facilitate the provision of assurance on key areas of interest, common understanding and effective decision making across the organisation.
- 1.12 The committee monitors school improvement and staffing policies to ensure that they are being enforced in schools and correctly implemented.
- 1.13 The committee will monitor recruitment of staff, training and have an oversight of staff retention.

2. Membership

- 2.1 The core membership of the Committee will include at least three Trustees and the Chief Executive Officer
- 2.2 The Committee will be attended by the Directors of Education and the Professional Development Director
- 2.3 The Committee is empowered to invite attendees from all parts of the Trust to support its business
- 2.4 The role of Chair for this meeting is to ensure that the agenda is set, documents are distributed and the meeting is well managed to allow for appropriate debate which allow sound decisions to be made.

3. Quorum and Attendance

- 3.1 In the absence of the Trustee who chairs the meeting, another trustee will deputise and chair the meeting.
- 3.2 To be quorate there is a requirement for a minimum of three voting trustees to be present.
- 3.3 Members of the Committee are required to attend six meetings a year (or pro rata if the Committee member joins part way through the year).

4. Frequency of Meetings and Arrangements

- 4.1 A formal meeting will be held six times a year.

- 4.2 When managing urgent matters which include declines in the quality of teaching and learning, performance data, inspections by authorities including OFSTED/SIAMS, and where mitigation of high risks requires discussion, or the introduction of new legislation meetings may be held more frequently.
- 4.3 A work programme and standing agenda will be agreed to guide the work of the Committee, but will allow for flexibility.
- 4.4 Documents will be shared in advance of the committee allowing for adequate preparation time by attendees. In normal circumstances documents will not be tabled at the meeting and will be shared electronically in advance.

5. Accountability

- 5.1 The Committee is accountable to the Trust Board.
- 5.2 Provide assurance to the Trust Board on matters within its scope to ensure that Trustees and Members of the Trust are apprised of matters within the scope of the committee and decisions made.
- 5.3 Communications will routinely flow through reports provided to the Trust Board by the Directors of Education, Professional Development Director and the Chief Executive Officer.
- 5.4 Committee members can request to bring an item to the Board of Trustees agenda through the Directors of Education and Chair of Committee.

6. Scope of the Committee - Responsibilities/Authority to act

- 6.1 The Committee is authorised by the Trust Board to undertake activities within the following scope.
 - Safeguarding
 - Curriculum
 - Data Analysis
 - Vulnerable Groups
 - Children working together – DHT, PATCo
 - EYFS
 - Teaching School – SIG Groups/CPD/Trainee Teachers/Research/Developing Leaders
 - Stakeholder Engagement
 - Quality and monitoring of teaching and learning
 - Vision and Values
 - Personal Development, Behaviour and Children’s Welfare
 - Equality of opportunity
 - Ofsted/SIAMS
 - SDIP, SEF
 - Risk management

7. Reporting

- 7.1 The final and approved minutes of this meeting will go to the Trust Board and on Governor Hub
- 7.2 Reports on School Improvement and performance in teaching and learning will be received by the Trust Board.
- 7.3 Information affecting the work of the Finance, Premises and Risk Committee will be shared with members of that Committee to ensure cohesion in the work across the Trust.

8. Monitoring

- 8.1 The Chair of the Board will review the committee's performance annually and provide any feedback sought from the Trust Board.
- 8.2 The Terms of Reference will be reviewed on an annual basis or earlier if required by the Trust Board. Any changes to the Terms of Reference must be approved by the Trust Board.

APPENDIX 8

TERMS OF REFERENCE FOR THE TRANSITION BOARD

[NAME OF ACADEMY]

EFFECTIVE DATE [] REVIEW DATE []

PURPOSE

The Transition Board's two primary roles are:

1. To support the conversion of a maintained school to academy status and join the Pickwick Academy Trust
2. To support the rapid turnaround of an academy where the Local Governance Committee is no longer operational

The Transition Board has been established by the Trust Board and may have been appointed before the school joined the Trust in order to support the conversion of the school. The Transition Board shall meet at least six times a year, more if necessary.

The Transition Board will ensure that the Strategic Business Plan for the academy is being implemented and will advise on the development and review of the Plan, focussing on 4 key areas of action; leadership & governance, teaching & learning (including pupil outcomes), facilities & resources and finance.

The Transition Board shall be accountable to the Chief Executive Office in all matters. The Transition Board will report to the Chief Executive Officer and to the Trust Board on progress, recommending further action as necessary.

MEMBERSHIP

Members of the Transition Board have been drawn from the local community and have been appointed by the Trust Board, who will ensure the members have both the capacity and skills to work intensively within the academy, providing support and challenge to the academy's staff and building on existing links with the community. Transition Board members must be able to demonstrate an understanding of the ethos and values of the Trust and a commitment to fulfilling the Trust's mission and objectives for the academy, drawing on specialist skills where required. Whilst there is no limit on the numbers expected to serve on the Board, in most cases it is not anticipated that there will be more than 5, one of whom will be the Chief Executive Officer.

REVIEW

Operating with a Transition Board is not intended to be a long-term arrangement and a target date has been identified for the review of the arrangement. Any initial period will not be greater than 12 months.

Responsibility / Delegated Authority	Assessment
Ethos and vision	
Support the actions of the Trust Board in developing and sustaining a clear educational vision, ethos and direction for the Trust and the academy, which promotes learning and the moral, social and cultural development of pupils, and Christian vision and values in Church schools.	
Assist with the communication of the Trust's vision within the academy's community, reinforcing the academy's identity as a school within the family of schools run by the Trust.	
Adopt the Trust's systems and procedures in the academy which recognise and prioritise collaborative working within the Trust where possible.	
Support the Trust Board in the formulation of policies and practices which reinforce the Trust's overall vision and aims as well as recognise the uniqueness of the academy and the contribution it makes to the Trust and to the community.	
Compliance and Leadership	
Take the lead in the development of a Strategic Business Plan for the academy which is consistent with the Trust's overall strategic objectives and identifies appropriate priorities for the academy, targets for improvement and specific actions to be taken.	
Advise and report to the Chief Executive Officer on the implementation of the Strategic Business Plan, identifying any financial, educational and organisational threats and weaknesses as well as opportunities for growth and improvement.	
Support both the Chief Executive Officer and the Trust Board, as well as the leadership team within the academy, ensuring that there is sufficient challenge and feedback so that continuous improvements can be made and preparing the leadership team for the transition to full delegated responsibility.	
Have regard to the public sector equality duty in the performance of any duty.	
Act in accordance with the terms of the Trust's Master and Supplemental Funding Agreements, the Trust's Articles of Association and Scheme of Delegation and the current ESFA Academy Financial Handbook in the performance of any duty.	
Ensure that at all times the academy is meeting any legal requirements and duties.	

Responsibility / Delegated Authority	Assessment
Finance and Risk Management	
Ensure that at all times any funds delegated to the academy or otherwise held on behalf of the academy are safeguarded, having regard to the duty of the Trustees as trustees of charitable assets and as recipients of public money.	
Monitor, review and control the budget, expenditure and income of the academy, acknowledging any amounts to be set aside for central costs and reserves, contributing to any discussions initiated either by the Trust Board or the Chief Executive Officer in relation to the budget of the academy and the appropriate use of all funds available to the academy.	
Support and introduce the Trust's systems of financial and risk reporting in respect of the academy to the Chief Executive Officer and the Trust Board, reporting as required (including to any internal audit committee or to the external auditors) highlighting any specific risks which might jeopardise the fulfilment of the Strategic Business Plan for the academy.	
Implement the Trust policy for the approval and signing of contracts, ensuring all contracts to be entered into by the academy are appropriate, have been authorised (or are within delegated authority) and do not expose either the Trust or the academy to undue risk.	
Curriculum and Standards	
<p>Implement the Trust's curriculum for the academy, which meets the academy's specific needs and has regard to:</p> <ul style="list-style-type: none"> • any nationally recognised curriculum priorities and initiatives • the obligation to provide religious education, sex education and physical education • special educational needs • national testing and attainment targets, and • any teaching objectives and priorities adopted by the Trust Board for all academies. 	
Advise and report to the Chief Executive Officer and the Trust Board on the targets for relevant key stages in the academy, supporting the leadership team in the academy on action to be taken to maximise attainment and pupil progress and advising on the transition by pupils from one key stage to the next supporting the development of a personalised learning plan for each pupil.	
Carry out regular reviews of the standards of teaching and learning in the academy and agree with the leadership team specific actions to be taken to address areas of weakness, facilitating the sharing of best practice and the development of a training programme for staff which draws on the strengths of the academy and secures additional resources which meet needs.	

Responsibility / Delegated Authority	Assessment
Pupil Behaviour and Attendance	
Formulate and implement a pupil behaviour policy in accordance with guidance produced by the Department for Education and as advised by the Chief Executive Officer.	
Staff Recruitment	
In conjunction with the Chief Executive Officer and the Trust Board (but having regard to the advice of the academy's leadership team), develop a staffing structure for the academy, identifying the number of staff required to be employed at the academy, the levels of the posts and the role responsibilities of all staff employed and supporting, where appropriate, the sharing of resources between the academies.	
Ensure the implementation of the HR policies adopted by the Trust Board.	
Having regard to any advice of the Chief Executive Officer and the Trust Board, appoint all staff to work in the academy, establishing an appointments committee in respect of the appointment of a Headteacher and such other key leadership appointments as advised by the Chief Executive Officer and/or the Trust Board which includes the Chief Executive Officer.	
Staff Appraisal and Performance Management	
Evaluate the standards of teaching and learning in the academy and ensure that proper standards of professional performance are established and maintained.	
Implement any pay policy and performance management policy for all teaching and non-teaching staff employed at the academy put in place by the Trust Board, ensuring all affected staff of the academy are kept informed and consulted if necessary.	
Implement any written policy for the appraisal of all teaching and non-teaching staff who work in the academy put in place by the Trust Board, having regard to the objectives of the academy's Strategic Business Plan and ensuring all staff of the academy are kept informed and consulted if necessary.	
Carry out the performance management and appraisal of the Headteacher, any deputies and other key leadership appointments in the academy, supporting the academy's leadership team in the performance management of all other staff, advising the Chief Executive Officer of any areas of weakness or where additional support and/or training is required.	
Advise the Chief Executive Officer on an appropriate programme for the training and professional development of all staff in the academy, supporting and working with any Trust programme for the development of Headteachers and other key leadership appointments.	
Implement any written policy for staff disciplinary and grievance procedures put in place by the Trust Board and where appropriate advise on, and support the academy's leadership team on the implementation of the same.	
Undertake any disciplinary or grievance procedure for the Headteacher and other members of the academy's leadership team, reporting to the Chief Executive Officer and noting any right of appeal to the Trust Board.	

Responsibility / Delegated Authority	Assessment
Facilitate discussion with staff representative bodies, including the unions, at both Trust Board level and within the academy.	
Premises and Resources	
Formulate, implement and keep under review a policy for health and safety at the academy, having regard to any advice issued by the Chief Executive Officer from time to time.	
Provide such advice and information as may be required to enable the Trust Board to take out and review the level of insurance cover for the academy and at the request of the Trust Board undertake appropriate and regular risk assessments.	
Advise and report to the Chief Executive Officer and the Trust Board on any estate management strategy for the premises and facilities used by the academy, identifying any planned maintenance and any need for substantial works to meet the strategic aims of the academy, including considering the availability of funding or the need to secure funding.	
No significant capital works will be undertaken or commissioned by the Transition Board without the written consent of the Chief Executive Officer and the Trust Board.	
Ensure any works to the premises are carried out by appropriately qualified workmen, notifying the Trust's insurers as appropriate.	
Ensure any use of premises or facilities for community or income generating purposes are carried out in compliance with any policy issued by the Trust Board in relation to such matters (including any prepared on the advice of the Trust's accountants) and keeping a separate account of any income received so that this can be identified separately in the academy's accounts.	
Delegation	
The Transition Board may delegate any powers and responsibilities to the Headteacher of the academy, subject to any requirements of the Trust Board. The Transition Board will ensure the gradual transfer of responsibility to the Headteacher, the leadership team and the Local Governance Committee when established is done sensitively to help successfully deliver the academy's long term Strategic Business Plan.	