



SCHOLARS ACADEMY TRUST

Fulfilling every child's potential

Scheme of Delegation

Terms of Reference for Governing Bodies

SCHOLARS ACADEMY TRUST

TERMS OF REFERENCE FOR SCHOOLS OPERATIVE WITHIN THE TRUST

1. INTRODUCTION

- 1.1 As a charity and company limited by guarantee, Scholars Trust (the “Company”) is governed by a Board of Trustees who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company.
- 1.2 The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3 In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on a board (the “Local Governing Body”) which are established to ensure the good governance of the schools.
- 1.4 The core functions of the Local Governing Body shall be to:
 - 1.4.1 ensure clarity of vision, ethos and strategic direction at an individual school level within the parameters set out by Scholars Academy Trust;
 - 1.4.2 hold executive leaders to account for the educational performance of the school and its pupils and the performance management of staff. Consider data monitoring information and have a monitoring role in connection with teaching and learning;
 - 1.4.3 oversee the financial performance of the school, making sure money is well spent and make recommendations to the Trustees and Headteacher in relation to any potential overspending. Review and provide advice in relation to annual budget proposal;
 - 1.4.4 Act as a critical friend to the Headteacher and provide support in recruitment and selection, grievance, disciplinary and exclusion processes where appropriate.
- 1.5 Terms of reference explain the ways in which the Trustees fulfil their responsibilities for the leadership and management of the schools, the respective roles and responsibilities of the Trustees and the members of the Local Governing Body and the commitments to each other to ensure the success of each school.

1.6 The Trustees will conduct an annual review of the Local Governing Body ensuring the following are covered: function, skills, effectiveness, strategy, engagement, the role of the chair and the accountability of the executive.

1.7 The terms of reference have been put in place by the Trustees from June 2013 in accordance with the provisions of the Company's Articles of Association (the "Articles") and it should be read in conjunction with those Articles.

2. TRUSTEES POWERS AND RESPONSIBILITIES

2.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of schools within the Trust. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where performance falls short of expectations of good to outstanding schools.

2.2 The Trustees have a duty to act in the fulfilment of the Trust's charitable objects.

2.3 Trustees will have regard to the interests of all the schools for which the Trust is responsible in deciding and implementing Trust wide policies or exercising any authority.

2.4 The Articles provide for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the responsibilities. In further recognition of the Trustees' power to delegate under the Articles responsibility for running of the school will be delegated to the Local Governing Body in accordance to these terms of reference. The constitution membership and proceedings of the Local Governing Body is determined by the Trustees

LGB Constitution

Members of the LGB shall be known as "**governors**".

2.5 The governorship of the LGB shall be comprised as follows:

- a) Up to five parent governors
- b) The Headteacher of the School
- c) Up to three board governors appointed by the Trustees
- d) Up to 2 staff, i.e. one teacher and one support staff

Appointment of Governors

Parent Governors

- 2.6 Parent governors of the LGB shall be elected by parents of registered pupils at the school. They must be a parent of, or have parental responsibility for, a pupil at the school at the time when they are elected.
- 2.7 The LGB shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors.
- 2.8 Where a vacancy for a parent governor is required to be filled by election, the LGB shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the school is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.9 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the school by a registered pupil at the school.
- 2.10 Where the number of parents standing for election is less than the number of vacancies, the LGB/Trustees may appoint a person who is the parent of a registered pupil at the school or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another school run by the Trust or the Trust can appoint a board governor under 2.5C

Board Appointed Governors

- 2.11 Board appointed governors of the LGB shall be appointed by the Trustees.

Term of office

- 2.12 The term of office for any governor shall be 4 years, except the Headteacher of the school who shall remain a governor until he or she ceases to work at the school.
- 2.13 Subject to remaining an eligible governor, any person may be re-appointed or re-elected to the LGB

Resignation and removal

- 2.14 A person serving on the LGB shall cease to hold office if:
- a) They resign their office by giving notice in writing to the clerk of the LGB;
 - b) Headteacher ceases to work at the school;
 - c) The Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or school.

2.15 For the avoidance of doubt, a parent governor at the school a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the school.

Disqualification of governors of the LGB

2.16 A person shall be disqualified from serving on the LGB if they would not be able to serve as a Trustee in accordance with the Articles.

2.16.1 No person shall be qualified to serve on the Local Governing Body unless they are aged 18 or over at the date of their election or appointment. No current pupil of any of the academies shall be entitled to serve on the Local Governing Body

2.16.2 A person serving on the Local Governing Body shall cease to hold office if they become incapable by reason of illness or injury of managing or administering their own affairs.

2.16.3 A person serving on the Local Governing Body shall cease to hold office if they be absent without the permission of the Chair of the Local Governing Body from all the meetings of the Local Governing Body held within a period of six months and the Local Governing Body resolves that their office be vacated.

2.16.4 A person shall be disqualified from serving on the Local Governing Body if:

- They have been declared bankrupt, and /or their estate has been seized from their procession for the benefit of their creditors and the declaration or seizure has not been discharged, annulled or reduced; or
- they are the subject of a bankruptcy restrictions order or an interim order.

2.16.5 A person shall be disqualified from serving on the Local Governing Body at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Director Disqualification Act or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

2.16.6 A person serving on the Local Governing Body shall cease to hold office if they would cease to be a Trustee by virtue of any provision in the Companies Act 2011 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).

2.16.7 A person shall be disqualified from serving on the Local Governing Body if they have 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 they were responsible or to which they were privy, or which their conduct contributed to or facilitated.

- 2.16.8 A person shall be disqualified from holding or continuing to hold office as a governor where they have, at any time, been convicted of a Serious Criminal Offence.
- 2.16.9 A person shall be disqualified from serving on the Local Governing Body if they have not provided to the Chair of the Local Governing Body / Trustee Board with a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. Or if the certificate discloses information which the Chair of the LGB / Trust Board consider would make that person unsuitable for the role. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Trust Board to determine the matter. The determination of the Board shall be final.
- 2.16.10 A person shall be disqualified from serving on the Local Governing Body at any time when they are:
- included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
 - disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or
 - barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- 2.16.11 A person shall be disqualified from holding or continuing to hold office as a governor if that person:
- refuses to consent to any check required by the Trust Board under the provisions of the Funding Agreement, the Education (Independent Schools Standards) Regulations 2014 or otherwise; or
 - is found unsuitable to be a governor by the Trust Board under the provisions of the Funding Agreement or the Education (Independent Schools
- 2.16.12 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Body; and they were, or were proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the Trustees.

Appointment and removal of the Chair and Vice Chair

- 2.17 The LGB at the first meeting of each school year should appoint a Chair and a Vice-Chair from amongst their number to serve until a successor is appointed or a vacancy occurs. Neither a person who is employed by the Trust (whether or not at the school) nor a person who at the time of election is already a Trustee shall be eligible for election as Chair or Vice-Chair. If for whatever reason the LGB fail to appoint a Chair or Vice Chair, the Trustees shall appoint at its next meeting one of their number to the Local Governing Body to fill that vacancy. The Chair and Vice Chair of the LGB may be removed from office by the Trustees at any time. The Clerk will lead the part of the meeting at which the Chair is appointed.
- 2.18 The term of office of the Chair and Vice Chair shall be 1 year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.
- 2.19 The Chair and Vice Chair may at any time resign their office by giving notice in writing to the clerk and Trustees. The Chair or Vice Chair shall cease to hold office if:
- a) They cease to serve on the LGB;
 - b) they are employed by the Trust whether or not at the school; or
 - c) In the case of the Vice Chair, they are appointed to fill a vacancy in the office of the Chair.
 - d) following an annual review where the Chair or Vice Chair are deemed to be underperforming
- 2.20 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. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

Committees

- 2.21 Subject to the prior agreement of the LGB members, the LGB may establish subcommittees.
- 2.22 The LGB may delegate to a subcommittee or any person serving on the LGB / subcommittee, the Headteacher or Head of School (as applicable) or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision

made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

3. PROCEEDINGS OF THE LGB

Meetings

- 3.1 The LGB shall meet at least once in every ½ term and shall hold such other meetings as may be necessary.
- 3.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in their absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.
- 3.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that they have given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- 3.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.

Quorum

- 3.5 The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting.

Voting

- 3.6 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- 3.7 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.8 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

Conflicts of Interest

3.9 Members of the LGB are bound by the conflicts of interest as set out in the code of conduct

Minutes of meetings

3.10 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.

3.11 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Company Secretary of the Trust.

3.12 The minutes shall include a record of:

- all appointments of officers made by either the Trustees or the LGB; and
- all proceedings at meetings of the Local Governing Body and of committees of the LGB including the names of all persons present at each such meeting.

4. CLERK

4.1 The LGB must appoint a clerk (the "Clerk") (who must not be the Headteacher) and may remove the Clerk from office at any time.

4.2 In the absence of the Clerk from a LGB meeting, the LGB may appoint any one of the Governors to act as Clerk for the purposes of that meeting.

4.3 The Clerk must:

- convene meetings of the LGB;
- attend meetings of the LGB and ensure that minutes of the proceedings are drawn up; and
- perform any other functions determined by the LGB.

5. DELEGATED POWERS

General principles

5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:

- a) ensure that the school is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the school, any agreement entered into with the Secretary of State for the funding of the school and these terms of reference;
- b) promptly implement and comply with any policies or procedures communicated to the

LGB by the Trustees;

- c) review its own policies and practices on a regular basis, taking into account any recommendations made by the Trustees;
- d) work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the school;
- e) be open about decisions and be prepared to justify those decisions;
- f) keep confidential all information of a confidential nature obtained by them relating to the school and the Trust;
- g) adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the school and are delegated to them.

5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting their own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, they feel that appropriate training and development is not being provided.

5.3 Governors shall be expected to report to the Trust against Key Performance Indicators (KPI's as in appendices) which have been set for the school.

Levels of Delegation

5.4 Appendix 1 to these terms of reference set out what powers are retained by the Trust. Appendix 2 to these terms of reference set out what powers are delegated from the Trustees to the LGB. For the avoidance of doubt, where a power is not expressly delegated to the LGB, it will be deemed to have been retained by the Trust regardless of whether it is specified in Appendix 1.

5.5 The Appendices may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.

Delegation to Headteacher of School of the Academy

5.6 Subject to the responsibilities of the LGB and the policy statements of the Trust, the Headteacher / head shall be responsible to the Trust and LGB for:

- a) implementing the agreed policies and procedures laid down by the Trust and LGB including the implementation of all statutory regulations;
- b) advising on strategic direction, forward planning and quality assurance;
- c) the leadership and management of the school;
- d) advising the LGB on the admission of pupils;
- e) managing the delegated budget and resources agreed by the Trust; the appointment

of all other staff

- f) the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework; and,
- g) all such additional functions as may be assigned under the job description or contract of employment.

APPENDIX 1

POWERS RETAINED BY THE TRUST

Vision

- setting out the vision for the Trust and its application at both Trust and school levels.
- determination of the corporate planning and strategy for the school and the Trust (in consultation with the LGB)

Compliance

- ensuring compliance with all statutory regulations and Acts of Parliament governing the operation of the school, including, without limitation all charity and company laws and all health and safety regulations
- ensuring compliance with the provisions of the Articles and the Funding Agreements
- ensuring compliance with the Academies Financial Handbook

Governance

- ensuring processes are in place for the appointment of Trustees and governors of the LGB
- appointing the Responsible Officer for the Trust
- appointing the clerk to the LGB (in consultation with the LGB)
- monitoring the performance of the Local Governing Body
- power to withdraw delegated powers from the LGB and, if necessary, disband it
- Monitoring safeguarding procedures at a Trust level

Policies

- setting HR policies and procedures (as legal employer of all staff), developing appropriate terms and conditions of service for each school, including the performance management policy and pay policy
- setting and reviewing the curriculum and standards to be achieved by the school (in consultation with the LGB)
- agreeing the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice
- determining Trust-wide DBS policy as set out in the Academies Financial Handbook
- the development of a charging and remissions policy and a revenue generation policy for the Trust
- setting other Trust wide policies as required

Educational Standards

- annual target setting for the Trust in general
- determination of the educational targets of the school including, but without limitation, determination of the school's development plan (in consultation with the LGB)
- considering and evaluating school performance against key performance indicators set by the Trust (in consultation with the LGB);
- oversight of performance, standards and outcomes on a Trust and individual school basis
- putting in place support and intervention strategies for the school

Appointment

- appointing the Headteacher and/or Head of School of the school and any Deputy, Vice or Assistant Headteacher (in consultation with the LGB)
- approving the appointment of any senior appointments at the school (in consultation with the LGB)

- appointment of cross-academy staff

HR and Performance Management

- put in place procedures for the proper professional and personal development of other staff
- responsibility for the performance management of the CEO and the Headteacher and/or Head of Schools
- responsibility for the performance management and oversight of cross-academy staff
- putting in place processes for undertaking the performance management of staff within the Trust's remit and the LGB undertaking the performance management of staff within its own remit
- manage any claims and disputes of all staff, including matters of suspension

Training

- providing Trustee and Governor training and evaluation

Finances

- establishing a funding model for use across the Trust and the school including developing an individual funding model for the school.
- agreement of the school's annual budgets
- determining any additional financial and reporting targets for each school
- putting in place guidelines and establishing processes for the local maintenance of assets and appropriate registers
- oversight of the finances of the Trust and the school, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement
- considering and evaluating performance against key performance indicators set by the Trust in relation to finances
- arrange for the auditing of the school statements of accounts
- managing a corporate risk register for the Trust

Assets and Premises

- developing an estate management strategy for the school 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 their responsibility to ensure the buildings and facilities are maintained to a good standard
- dispose or acquire land or interests in land to be used by the school
- insuring the land and buildings used by the school

Services

- determination of procurement policies for the Trust, in conjunction with the Trust Finance Committee as required
- determination of the extent of the services provided to the school by the Trust and how the costs should be allocated
- oversight of the effectiveness of the delivery of centrally provided services

Media and PR

- oversight of public relations activities to project the activities of the Trust and the school to the wider community

APPENDIX 2

POWERS DELEGATED TO THE LOCAL GOVERNING BODY

Vision

- to contribute to the development and carry forward the Trust's vision, in a way appropriate to the specific qualities and community characteristics of each school
- To promote and implement the school ethos and vision

Compliance

- implementation of actions required to comply with all statutory regulations
- assist the Trustees in complying with the provisions of the Funding Agreements where requested

Governance

- work with the Trust in the appointment of the clerk to the LGB
- assisting in the appointment of staff and parent governors where requested by the Trust
- oversight of the school's activities
- holding the Headteacher and leadership to account for the achievement, quality of teaching, behaviour and safety and leadership and management the school and report termly to the Trust.
- Monitoring and evaluating the outcomes of the academy against the KPIs and report termly to the CEO
- to nominate governors to oversee safeguarding and SEN

Policies

- work with the trust to set and monitor the curriculum and standards achieved by the school
- implementation of all policies prepared and approved by the Trust
- ensure provision of free school meals to those pupils meeting the criteria
- to comply with and adhere to the terms of any Trust protocol or any guidance issued by the Trust as necessary
- put in place other school specific policies and procedures relevant to the school as required
- to ensure all required policies are on school's website
- to set and review the school's admission policy (in agreement with the Trust)

Educational Standards

- work with the Trust to determine the educational targets of the school within the School Development Plan
- work with the Trust to consider and evaluate school performance against key performance indicators set by the Trust
- Monitor and evaluate the outcomes of achievement at the school and report termly to the trust – i.e. through the headteacher and Chair
- The needs of pupils with SEN/or in receipt of pupil premium are met in line with legal requirements

Appointment

- work with the Trust to appoint staff including the Headteacher

HR and Performance Management

- monitoring local HR activity and policy, including the process for local performance reviews for members of staff(excluding the headteacher or Head of School) and in particular ensuring that it is within the parameters for the school from time to time as established by the Trustees
- comply with all policies dealing with staff issued by Trust
- take account of pay terms set by Trust
- adopt any standard contracts or terms or conditions for the employment of staff issued by the Trust
- manage any claims/disputes with staff members having regard to any advice/recommendations given by the Trust
- manage the CPD of all staff in line with school needs and SDP

Finances

- regularly monitoring the school's cashflow and expenditure in accordance with policies determined by the Trustees probably needs to come out
- inform the Trust of any need for significant unplanned expenditure and work with the Trust to explore options for identifying available funding
- ensuring compliance with the overall financial plan for the school
- keeping proper accounts and proper records in relation to the accounts
- preparing a statement of accounts in respect of each financial year of the Academy
- observing proper levels of delegation and protocols, in conjunction with the Responsible Officer
- managing a risk register for the Academy
- To develop a 3 year spending plan in conjunction with the Trust
- To provide the Trust with monthly expenditure
- To oversee viability of extended school provision
- To ensure specific funding eg SEN/pupil premium/sport funding is spent in accordance with legal requirements and reported upon

Assets and Premises

- ensure the health and safety of the users of the school's buildings and facilities
- notify the Trust of any changes to fixed assets used by the school
- to develop a 5 year strategy to ensure suitability of buildings/facilities for the curriculum
- annual risk assessments to be given to the Trust

Services

- work with the Trust to determine the extent of the services provided to the school by the Trust and how the costs should be allocated
- implementation of Trust's procurement policies insofar as they impact on the school
- seeking value for money and being able to demonstrate that value for money has been achieved

Media and PR

- support the Trust and the school in relation to any public relations activities to project the activities of the Trust and the school to the wider community

Please see decision planner for detailed breakdown of duties

SCHOLARS ACADEMY TRUST

Vision

To ensure that Scholars Academy Trust is a recognised centre of educational excellence where our children and teachers will achieve exceptional outcomes.

Mission – what do we need to do to get there?

Our mission is to draw on the individual strengths of each Academy school in the trust to build good practice and ensure that outstanding teaching and learning is at the heart of everything we do. Children will achieve excellent academic outcomes in a safe and nurturing environment and be empowered to make decisions about their lives and their contribution to society. We will nurture our staff professionally and foster positive relationships with our parents and the wider community.

Our Values

1. **Focus: children at the core of everything we do.** Our overriding aim is to ensure that success and wellbeing of all children educated within the Trust so that they fulfil their potential. We believe that if children do not benefit, it is not worth doing.
2. **Outcomes: Measuring our results, ensuring that children achieve to their full potential.** Only the best will do for our children. We constantly review our results in all areas of learning, including non-academic. We support staff to grow, develop and challenge themselves to take educational risks to support the best outcomes.
3. **Inclusion: a voice for everyone and everyone is heard.** It is important that both adults and children are involved in the teaching process and opinions valued.
4. **Diversity:** We value the strengths and enrichment that working in a diverse community brings to enhance educational learning and understanding.
5. **Quality: excellence through innovation, creativity and continuous improvement.** Quality teaching and learning will be our key priority, striving for excellence in creative and mature ways. No complacency.
6. **Collaboration: together we are stronger.** We passionately believe schools should work in partnership to pool resources, expertise and skills to provide the best for all children.
7. **Challenge: providing peer to peer support as critical friends.** There is an expectation of staff providing professional support, challenge and development as critical friends to each other in order to gain continuous improvement and maximise outcomes for children.
8. **Innovation: to be at the forefront of educational innovation and excellence.** To use our links to the Teaching School to ensure we are at the forefront of educational research, innovation and excellence. The Trust will develop and nurture high quality leadership in order to ensure innovation leads to continual improvement in learning for all pupils.

Integrity, transparency and fairness in all we do is an important part of our everyday work.

Annual Key Performance Indicators - Scholars Academy Trust

Teaching and learning

- Pupils to achieve to their full potential, making positive progress from their starting point
- 100% of teaching and learning to be good or better
- Pupils to have access to a broad range of experiences across the curriculum

Wellbeing and Personal Development

- Pupil attendance to be above national average
- Effective strategies in place for behaviour management
- To secure a safe, stimulating environment
- All children to have access to opportunities beyond the curriculum, e.g. residential, school visits, theatre trips etc.
- Children to understand and be prepared for life in multicultural Britain

Leadership and Management

- All schools are fully staffed with highly skilled personnel at all levels
- To ensure appropriate CPD to grow and nurture our staff for succession planning
- Leadership pathways to provide opportunities to improve and develop leadership capacity
- Staff attendance maintained at 95% plus
- All schools to be good or better in two years as categorised by Ofsted
- Provide school to school support beyond the Trust

Governance

- Governance structure in place which is compliant and in line with DFE guidance for MATs.
- 100% of skills coverage within Trustees Board
- Effective Governing Bodies at each school with full complement
- Governors and Trustees hold leaders to account and provide appropriate challenge

Finance

- Robust financial parameters maintained in all schools ensuring value for money
- Trust finances are strong and return a surplus
- Staffing costs across the Trust are at 80% of total Trust income
- Audit reports indicate financial systems are compliant and fit for purpose
- Risk management registers in place which informs future planning.

Premises Management

- Evidence of premises compliance to provide a safe environment

Strategic Delegated Decision Making

✓ = Action to be taken at this level A = provide advice and support < > = Direction of advice and support

Area	Decision Governance framework	Delegation			
		Members	Trust Board	CEO / EXEC team	LGB
People	Members: Appoint/Remove	✓			
	Trustees: Appoint/Remove	✓	✓		
	Role descriptions for members	✓			
	Role descriptions for trustees/chair/specific roles/ committee members: agree		✓	<A	
	Parent trustee/committee member: elected		✓		✓
	Committee chairs: appoint and remove		✓	<A	
	LGB chairs: appoint and remove		✓	<A	✓
	Clerk to board: appoint and remove		✓		
	Appoint Headteacher		✓	✓	✓
Systems and Structures	Articles of association: agree and review	✓	<A	<A	
	Governance structure (committees) for the trust: establish and review annually		✓	<A	
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	<A	
	Terms of reference for LGB/local committees: agree and review annually		✓	<A	✓
	Skills audit: complete and recruit to fill gaps		✓	<A>	✓
	Annual self-review of trust board and committee performance: complete annually		✓		
	Annual self-review of LGB performance: complete annually				✓
	Chair's performance: carry out 360 review periodically		✓		✓
	Trustee / committee member contribution: review annually		✓		✓
	Succession plan		✓	<A>	✓
	Annual schedule of business for trust board: agree		✓	<A	

	Annual schedule of business for LGB: agree			A>	✓
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Area	Decision Being Strategic	Delegation			
		Members	Trust Board	CEO / EXEC team	LGB
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety; premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A	
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve				✓
	Central spend / top slice: agree		✓	<A	
	Management of risk: establish register, review and monitor		✓	<A>	✓
	Engagement with stakeholders	✓	✓	✓✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A	
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>	✓
	Chief executive officer: Appoint and dismiss		✓		
	Academy Headteacher: Appoint and dismiss		✓	A	✓ (A)
	Budget plan to support delivery of trust key priorities: agree		✓	<A	
	Budget plan to support delivery of school key priorities: agree				✓
	Trust's staffing structure: agree		✓	<A	
	School staffing structure: agree		✓	<A>	✓

Area	Decision Holding to account	Delegation			
		Members	Trust Board	CEO/ EXEC	LGB
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment)		✓	<A>	✓
	Reporting arrangements for progress on key priorities:		✓	<A>	✓
	Staff performance management procedure and pay progression: monitor and agree		✓	<A>	✓
	Performance management of the Chief Executive Officer: undertake		✓		
	Performance management of Headteacher:			✓	
	Trustee monitoring: agree arrangements		✓	<A	
	LGB member monitoring: agree arrangements				✓
	Agree a pay policy		✓	<A	
	Deputy appointments (selection panel)		✓	<A>	✓
	Pay discretions		✓	<A	
	Suspending head in discussion with Trust board		✓	<A	✓
	Ending suspension (head)		✓	<A>	
	Determining staff structure Trust level		✓	<A>	
	CEO pay award: agree		✓		
	Headteacher pay award: agree		✓	A>	
	Trust's scheme of financial delegation: establish and review		✓	<A	
	School's scheme of financial delegation: establish and review		✓	<A	
	External auditors' report: receive and respond		✓	<A	
	Internal auditors' report: receive and respond			A>	✓
	Benchmarking and trust wide value for money: ensure robustness		✓	<A	
Benchmarking and academy value for money: ensure robustness				✓	
Develop trust wide procurement strategies and efficiency savings			✓		

Area	Decision Reporting	Delegation			
		Members	Trust Board	CEO / EXEC team	LGB
Reporting	Trust governance details on trust and academies' websites		✓	<A	
	Academy governance details on academy website		✓	<A	✓
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	<A	✓
	Annual report on performance of the trust: submit to members and publish		✓	<A	
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A	
	Annual report work of LGB: submit to trust and publish				✓

Appendix for Governing Bodies

Local Governing Body Day to Day Decision Making Scheme

This planner identifies as to which level the governing body can delegate to on a day to day decision making

Column blank: Action could be undertaken by this level.

Column blocked off: Function cannot be legally carried out at this level.

A = Advisory role to the Trust

Although decisions may be delegated to an individual, the governing body as a whole remains responsible for any decision made under delegation

Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher / Head of school
Budgets	To approve the overall draft budget for the school for consideration by the Trust Board	✓		
	To monitor monthly expenditure.	✓	✓	✓
	Miscellaneous financial decisions (each group within the delegated amounts)	✓	✓	✓
	To enter into contracts (Trust to agree financial limits) As above,		✓	✓

Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher/ Head of school
Staffing				
Performance management				
	Appoint other teachers		✓	✓
	Appoint non teaching staff			✓
	Establishing disciplinary/capability procedures	✓		
	Establish a disciplinary / capability committee	✓		
	Establish an appeals committee			
	Dismissal of other staff	✓		
	Suspending staff (except head)	✓	✓	✓
	Ending suspension (except head)	✓		✓

Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher/ Head of school
Curriculum	Ensure National Curriculum (NC) taught to all pupils and to consider any disapplication for pupil(s)	✓		✓
	To establish a curriculum policy	✓		✓
	To implement curriculum policy	✓		✓
	To monitor curriculum policy	✓		✓
	Responsible for standards of teaching	✓	✓	✓
	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)	✓		✓
	Responsibility for individual child's education			✓
	Provision of sex education – to establish and keep up to date a written policy	✓		✓
Performance Management	To implement the performance management policy	✓	✓	✓
	To review annually the performance management policy			
	To performance manage the headteacher		✓	
	To manage the performance management of school staff			✓
Target Setting	To set and publish targets for pupil achievement	✓	✓	✓

The performance management of the headteacher is delegated to the executive headteacher. The outcomes of staff performance management are moderated amongst the heads to ensure consistency across the MAT

This will be reviewed annually by the Trust Board

Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher/ Head of school
Discipline/ Exclusions	To establish a behaviour policy	✓		✓
	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a national test. (Can be delegated to chair/vice-chair in cases of urgency)	✓		
	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)	✓		
Safeguarding	To ensure schools have Safeguarding policy in line with Trust policy	✓	✓	✓
	Single central record is kept up to date	✓		✓
	DSL in place with appropriate number of deputy DLS	✓	✓	✓
	Staff training taking place in line with regularity requirements including prevent, FGM, grooming etc			✓
	Annual safeguarding audit	✓		
Admissions	To consult annually before setting an admissions policy	✓		
	Admissions: application decisions	Delgated to LA		
Religious Education	Responsibility for ensuring provision of RE in line with school's basic curriculum (all schools) NB this must fall into line with locally agreed syllabus	✓		✓
Collective Worship	To ensure that all pupils take part in a daily act of collective worship	✓		✓
	To make application to the advisory councils, SACRE, concerning the requirements for collective worship (schools without a religious character) to disapply (after consulting GB)			✓

	Arrangements for collective worship (schools without religious character (after consulting GB)			✓
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Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher/ Head of school
Premises & Insurance	Buildings insurance and personal liability	✓	✓	(A)
	Developing school buildings strategy or master plan and contributing as required to conditions survey	✓	(A)	(A)
	Procuring and maintaining buildings, including developing properly funded maintenance plan	✓	(A)	
Health & Safety	To institute a health and safety policy	✓		
	To ensure that health and safety regulations are followed	✓		✓
	To develop actions plans for health and safety	✓		✓
	To monitor the health and safety action plans and activity within school	✓		
School Organisation	To set the times of school sessions and the dates of school terms and holidays	✓		✓
	To ensure that the school meets for 380 sessions in a school year i.e. 190 school days per annum	✓		✓
	To ensure that school lunch nutritional standards are met where provided by the governing body.	✓		

Key Function	Tasks	Local Governing Body	CEO / EXEC team	Headteacher/ Head of school
Information For Parents	To prepare and publish the school prospectus	✓		✓
	To ensure provision of free school meals to those pupils meeting the criteria	✓		✓
	Governors to agree term dates and publish on website	✓		✓
GB Procedures	To appoint and dismiss the clerk to the governors	✓		
	To hold a full governing body meeting at least six times in a school year or a meeting of the temporary governing body as often as required	✓		
	To appoint and remove trust appointed governors			
	To set up a Register of Governors' Business Interests	✓		
	To discharge duties in respect of pupils with special needs by appointing a "responsible person" i.e. SENCO	✓		✓
	To consider whether or not to exercise delegation of functions to individuals or committees e.g. finance committee	✓		
Extended Schools	To decide to offer additional activities and to what form these should take	✓		
	To put into place the additional services provided			✓
	To ensure delivery of services provided	✓		✓
	To cease providing extended school provision	✓		