

Terms of Engagement between The Learning Trust and the Governing Body of Queen's Park High School

Adopted by resolution of the Board on 29 November 2017 (amended March 2021)

1. INTRODUCTION

- 1.1 The Learning Trust (the “**Trust**”) is governed by a Board of Trustees (the “**Trustees**”) who are accountable to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.
- 1.2 Queen's Park High School (the “**Academy**”) is a co-educational academy school, attracting pupils between the ages of 11-18, operated by the Trust.
- 1.3 In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Body (“**LGB**”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “**Articles**”).
- 1.4 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.5 These terms of reference may only be amended by the Board of Trustees.

2. CONSTITUTION OF THE LGB

- 2.1 Members of the LGB shall be known as “governors”, who for the purposes of this document are referred to as he / him.
- 2.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time
- 2.3 Subject to clause 2.2, the composition of the Local Governing body for the Academy shall be as follows:
- 2.3.1 the Headteacher of the Academy;
 - 2.3.2 up to 2 Trustees, who may also be Parent or Co-opted Governors
 - 2.3.3 up to 2 staff governors;
 - 2.3.4 up to 5 parent governors; and
 - 2.3.5 up to 4 co-opted governors.
- 2.5 The procedure for the appointment and the removal of governors shall be as set out in Annex 1.

3. PROCEEDINGS OF THE LGB

The proceedings for meetings of the LGB shall be as set out in Annex 2.

4. RELATIONSHIP BETWEEN THE BOARD OF TRUSTEES AND LGB

- 4.1 The LGB shall in carrying out its role:

- 4.1.1 Initiate all measures necessary to promote high standards and aim to ensure that students are attending a successful school which provides them with a good education and supports their well-being, helping them to achieve outstanding performance, including excellent personal achievement and attainment;
 - 4.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees;
 - 4.1.3 aim to establish that it is competent, accountable, always working in the best interests of its' students and working in co-operation with other schools within the Trust and one that promotes best practice in governance, within the context set by THT;
 - 4.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics;
 - 4.1.5 ensure the responsibilities outlined in Annex 3 are successfully actioned.
- 4.2 The Trustees shall support the work of the LGB by:
- 4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;
 - 4.2.2 ensuring that systems are put in place to allow the governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Principal/Head of School and the senior leadership team of the Academy; and
 - 4.2.3 helping to ensure that the governors have access to high quality training.

- 4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of a LGB they may amongst other actions:
- 4.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
 - 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
 - 4.3.3 suspend or remove any or all of the governors of the relevant LGB;
- 4.4 The Trustees may require a governance action where:
- 4.4.1 the Academy has a significant projected or actual variance from the agreed budgets (both revenue and capital);
 - 4.4.2 the Academy has a significant projected or actual variance from recent or the targeted GCE / post 16 results ; and / or
 - 4.4.3 The Academy has a significant projected or actual variance from recent or the targeted GCSE results
- 4.5 The Trustees may vary the matters delegated where:
- 4.5.1 the LGB act outside its delegated powers and limitations;
 - 4.5.2 the LGB are in breach of these terms of reference;
- 4.6 The Trustees may remove governors where:
- 4.6.1 the Academy is in material breach of its funding arrangements;
 - 4.6.2 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference.

- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Trustees to suspend or remove any or all of the matters delegated to the LGB.

5 DELEGATED POWERS

General principles

- 5.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:
- 5.1.1 ensure that the Academy 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 Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
 - 5.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
 - 5.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
 - 5.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
 - 5.1.5 be open about decisions and be prepared to justify those decisions;
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
 - 5.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.

- 5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGB, CEO/Clerk and the Principal / Head teacher are set out in Annex 4
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the CEO/Clerk, any LGB or Principal / Headteacher, it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 4.
- 5.6 Annex 4 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.
- 5.7 Notwithstanding the application of any provision of these terms of reference, if the Chair of the LGB or, if unavailable, the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual after consultation with the Chair of Trustees.

Annex 1 – Appointment and Removal of Governors

1 Staff governors

- 1.1 The Trustees shall invite nominations from all staff employed under a contract of employment and, where there are any contested posts, shall hold an election by a secret ballot.
- 1.2 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

2 Parent governors

- 2.1 Parent governors of the LGB shall be elected by parents or carers (defined by this agreement by the word 'parent') of registered pupils at the Academy. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is elected.
- 2.2 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- 2.3 Where a vacancy for a parent governor is required to be filled by election, the Trustees 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 Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

2.4 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 he prefers, by having his ballot paper returned to the Academy by a registered pupil at the Academy. The LGB can also use an electronic ballot should it see so fit.

2.5 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the Academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another Academy run by the Trust. The LGB can also use an electronic ballot should it see so fit.

3 Co-opted governors

3.1 Co-opted governors of the LGB shall be appointed by the Trustees. He or she must be:

- a) a person recommended by the LGB;
- b) a person who lives or works in the community served by the Academy; or
- c) a person who, in the opinion of the Trustees, has the necessary skills set and is committed to the government and success of the Academy.

3.2 The Trust may not appoint an employee of the Trust as a co-opted governor.

4 Term of office

- 4.1 The term of office for any governor shall be 4 years, save for the Principal / Headteacher of the Academy (as applicable) who shall remain a governor until he or she ceases to work at the Academy.
- 4.2 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB.

5 Resignation and removal

- 5.1 A person serving on the LGB shall cease to hold office if:
- a) he resigns his office by giving notice in writing to the clerk of the LGB;
 - b) the Principal / Headteacher or a staff governor ceases to work at the Academy;
 - 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 the Academy.
- 5.2 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the Academy.

6 Disqualification of governors of the LGB

- 6.1 A person shall be disqualified from serving on the LGB if he would not be able to serve as a Trustee in accordance with Articles 68-80 of the Articles.

7 Appointment and removal of Chair and Vice Chair

7.1 The Chair of the LGB will be normally be appointed by the Board of Trustees based upon the recommendation of the LGB. They may be removed from office by the Trustees at any time. The Chair of the LGB may be, but does not need to be, a Trustee. However, should they be appointed a Trustee, this would be a separate appointment made in the normal way by Members.

7.2 The Vice Chair of the LGB shall be appointed by the Trustees, based normally upon the recommendation of the LGB, and may be removed from office by the Trustees at any time.

7.3 The term of office of the Chair and Vice Chair shall be 2 years, ideally staggered between each appointment to retain on going experience at the head of the LGB. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.

7.4 The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:

- a) He/she ceases to serve on the LGB;
- b) He/she is employed by the Trust whether or not at the Academy;
or
- c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.

7.5 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.

8 Advisory Panels

- 8.1 The LGB may establish Advisory Panels who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- 8.2 The LGB may delegate to an Advisory Panel or any person serving on the LGB, Advisory Panel, the Principal/Headteacher 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 Advisory Panel 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.

Annex 2 – Proceedings of the LGB

1. Meetings

- 1.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 1.2 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 his absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 1.3 In the most exceptional circumstances, any governor may be able to participate in occasional Business meetings of the governors by telephone or video conference provided that he has given reasonable notice to the clerk of the LGB, the chair permits and that the governors have access to the appropriate equipment.
- 1.4 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.

2. Quorum

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, which must include at least one Trustee.

3. Voting

- 3.1 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.
- 3.2 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.
- 3.3 A resolution in writing, agreed 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 agreement can be electronic in form. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

4 Conflicts of Interest

- 4.1 Any governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below)) which conflicts or may conflict with his duties as a governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 4.2 A governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

5 Minutes of meetings

- 5.1 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.
- 5.2 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 Clerk of the Trustees.

Annex 3 – LGB Responsibilities and Accountabilities

1. Governance
 - 1.1 To make recommendations to THT regarding the Chairmanship, Vice Chairmanship and membership of the LGB.
 - 1.2 To identify any gaps in the skills of members appointed by Trustees or elected as Parent or Staff Governors, and address through training or additional appointments within the governance structure.
 - 1.3 To establish, as appropriate, Advisory Panels on Achievement and Curriculum and Pastoral matters.

2. Strategy and Performance Management
 - 2.1 To develop the School/Studio Development Plan and any associated operational plans.
 - 2.2 To establish, maintain and review a system of performance management for all staff to monitor progress and performance against the SDP and any operational plans.

3. Achievement and Curriculum
 - 3.1 The LGB may establish an Achievement and Curriculum Panel to advise, but ultimate responsibility remain with the LGB.
 - 3.2 To consider the proposed curriculum taking into account: the professional advice of the School/Studio Leadership Team; national requirements and standards; student and local needs; advice from business partners; the SDP and available resources.
 - 3.3 To approve Year 12 subjects.
 - 3.4 To seek continually to develop and improve the curriculum and innovative approaches to teaching and learning (including project-based learning), to prepare students more fully for life beyond school, including work and/or university.

- 3.5 To ensure the curriculum makes adequate provision for cultural education, sex and relationship education, physical education and sport and meets statutory requirements.
 - 3.6 To receive and consider the public examinations results in terms of attainment, achievement and outcomes (including student pathways) and any proposed actions.
 - 3.7 To monitor, discuss, evaluate and challenge key performance data, including Value-Added measures such as FFT, RAISEonline and Progress8.
4. Pastoral
- 4.1 The LGB may establish a Pastoral Panel to advise, but ultimate responsibility remain with the LGB.
 - 4.2 To maintain the values and ethos of the School and Trust by ensuring that effective systems are in place for the pastoral care and safety of students.
 - 4.3 To receive reports from Student Voice and consider any necessary response.
 - 4.4 To adopt a proactive approach to promoting Health and Safety and to receive reports on Health and Safety matters, and consider any necessary response.
 - 4.5 To receive reports summarising attendance and all exclusions, and consider any necessary response.
 - 4.6 To consider reports on Safeguarding and consider any necessary response.
 - 4.7 To receive reports on the application of the SEN and Inclusion Policy and consider any necessary response.
 - 4.8 To consider any complaints received from parents referred to the LGB and consider any necessary response, in accordance with the Complaints Policy.
 - 4.9 To monitor the level and nature of complaints, review the outcomes, and consider any further action.

5. Partnerships

- 5.1 To establish, maintain and review, in co-ordination with the wider Trust, strong links with stakeholders and key partners, including business partners, the wider local and business community, other local schools and the local authority.
- 5.2 To establish, maintain and review strong channels of communication with current and prospective students and their parents/carers (including surveys).

6. Financial

- 6.1 To ensure a robust system of financial planning, management and control in accordance with the requirements set by the Trust, the Finance Manual and the advice of the Trust Business Director.
- 6.2 To secure value for money in all activities.
- 6.3 To develop and implement annual income and expenditure budgets within parameters set by the Trust.
- 6.4 To undertake any capital investment within parameters agreed by the Trust.
- 6.5 To monitor income and expenditure to remain within the agreed budget.
- 6.6 To agree re-allocations of income and expenditure within the agreed budget and policies, and the parameters set in the Finance Manual.
- 6.7 To seek from the Trust, in exceptional circumstances, a variation in the approval budget in the light of unanticipated events.
- 6.8 To agree local contracts for devolved activities in consultation with the Trust Business Director.

7. Policies

- 7.1 To review and agree all policies not determined by the Trust and Committees.

8. People

- 8.1 To recruit, retain, motivate and develop an excellent multi-disciplinary staff team.
- 8.2 To make recommendations to the Trust regarding the pay policy.
- 8.3 To agree variations to the staffing structure within defined limits.
- 8.4 To oversee the staff appointments process and provide representation on appointment panels.
- 8.5 To monitor arrangements to review the performance and remuneration of staff in accordance with national standards, best practice and any arrangements established by the Trust.
- 8.6 To ensure the promotion of Equal Opportunities throughout the work of the School, and compliance with the Equality Act 2010 and other statutory requirements.

9. Risk Management

- 9.1 To develop, operate and review a School Risk Register, with particular regard to high level risks and mitigation activities.
- 9.2 To put in place robust arrangements to ensure the safeguarding of students; the health, safety and wellbeing of students, staff and visitors; and application of the Prevent Duty.

Annex 4 – Delegations

In this Annex the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal (as appropriate) and (iii) the Principal they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Principal they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Principal and (iii) the LGB they will be reviewing the Principal and his leadership team.

Comply: the individual/group will follow agreed policies and procedures.

To assist interpretation of the matters delegated the table below provides additional comment as appropriate.

	Trustees	CEO / Clerk	LGB	Principal / Headteacher
Set strategic objectives of the Trust & Academies	Determine – for the Trust & Academies	Agree & Propose – in the case of the Academies in consultation with LGB & Principal / HT	Recommend	Consult & develop – in the case of their Academy
Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LGBs/Principals	Review – progress of the Academy Report – progress to the CEO & Board	Report – progress of the Academy to the LGB
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine – policies to ensure compliance Review	Deliver Report – to Board	Review	Deliver Report – to LGB & CEO
Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine – policies to ensure compliance Deliver		Deliver	

STRATEGY AND LEADERSHIP

		Trustees	CEO / Clerk	LGB	Principal / Headteacher
STRATEGY AND LEADERSHIP	Appointments of Trustees and Governors – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine – policies and criteria for the selection of Trustees and Governors Review – the Board’s own performance Review – performance of the LGBs	Review - annually the size, structure and composition and skill needs of LGBs Recommend – if appropriate changes to the size and composition of the LGBs	Review - procedures for the election of staff and parent governors of the LGB Review – own performance Report - to the Board on the performance of the LGBs	
	Appointment of the Responsible Officer and Audit Committee	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver – the Responsible Officer role		
	Appointment of Clerk – Board and LGBs	Deliver - appoint the clerk to the Board & LGBs		Consult – in connection with the appointment of the LGB clerk	

		Trustees	CEO / Clerk	LGB	Principal / HT
STRATEGY AND LEADERSHIP	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting polices to the Board for approval Report – material non-compliance to the Board	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB Report – non-compliance to the LGB and the CEO
	Prepare terms of reference for LGB’s and Committees	Deliver Review - annually	Develop		
	Training programme for trustees and governors	Deliver	Develop	Deliver	Advise and develop with CEO

		Trustees	CEO / Clerk	LGB	Principal / HT
EDUCATION AND CURRICULUM	Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Academy Development Plan in consultation with the appropriate LGB	Work with the Principal / HT in producing the Academy Development Plan Review – the Academy Development Plan	Recommend – Academy Development Plan to the Board	Work with the CEO in producing the Academy Development Plan Review – the Academy Development Plan
	Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	Determine – Trust wide and Academy KPIs Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO Review – performance of the Academy and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB

		Trustees	CEO / Clerk	LGB	Principal / HT
EDUCATION AND CURRICULUM	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Deliver & Review – management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards Review – effectiveness of the curriculum across Trust	Recommend	Recommend Consult Review	Recommend Deliver
	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium

		Trustees	CEO / Clerk	LGB	Principal/ HT
EDUCATION AND CURRICULUM	Set admissions policy	Deliver	Develop		
	Admission decisions			Deliver	Consult
	Collective worship arrangements for school without religious character			Review	Deliver
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Principal Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues
	Academy Hours – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Comply
	Term Dates and length of school day	Determine – in consultation with LGBs		Consult – with the Board	Comply
	School lunch – ensure provided to appropriate nutritional standards			Review	Deliver
	Provision of free school meals to those meeting criteria			Review	Deliver

		Trustees	CEO / Clerk	LGB	Principal / HT
FINANCIAL	Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval Review	Consult – with the Board Review - compliance with the overall financial plan for the Academy	Comply
	Trust Annual Budget – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the EFA		
	Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine	Deliver (with HT or principal) - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – submission of Academy budgets to the EFA	Consult - with CEO in respect of the Academy's requirements Comply	Deliver – work with CEO/Clerk on preparation of Academy budget in consultation with the LGB Comply

		Trustees	CEO / Clerk	LGB	Principal / HT
FINANCIAL	Expenditure and ensuring delivery of Annual Budgets	Review	<p>Deliver – on Trust wide budgets</p> <p>Report – to the board any material issues with delivery against the Annual Budget by the Academies</p> <p>Receive reports – on matters of concern in connection with compliance with the Annual Budgets</p>	<p>Review</p> <p>Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy</p>	<p>Deliver - on Academy budgets</p> <p>Report – to the LGB on significant actual variances to income and expenditure lines from</p>
	Reporting: financial reporting and KPIs	Determine	Deliver	Review	Deliver
	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	<p>Deliver – on recommending financial limits to the Board</p> <p>Review – effectiveness of limits</p>	<p>Review Delivery– Academy</p> <p>Comply - adherence to limits</p>	Comply - adherence to limits

		Trustees	CEO / Clerk	LGB	Principal / HT
FINANCIAL	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Determine	Review – compliance with policies Report – any issues or non-compliance to the Board	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	Deliver – compliance with finance policies
	Approving annual accounts	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
	Corporate Risk Register	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

		Trustees	CEO / Clerk	LGB	Principal / HT
HR AND OPERATIONS	Appointing the CEO	Appoint			
	Appointing the Principals / Headteachers at each Academy	Approve -in consultation with the CEO/ LGBs	Recommend – on appointment along with the relevant LGB	Recommend –on the appointment with the CEO	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
	Appointing Academy Staff			Appoint (in consultation with the Principal / HT)	Recommend & Appoint
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine & Review	Comply	Review	Comply
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust’s pay policy and all statutory regulations)	<p>Review – in respect of CEO</p> <p>Receive reports – in respect of appraisal arrangements and outcomes</p> <p>Review – any appeals in respect of the Principals and cross academy staff</p>	<p>Review – in respect of cross Trust staff (and any appeals from Academy staff)</p> <p>Support – LGB in respect of Performance review of HT/Principal</p> <p>Review - and Report – (annually) to the Board on appraisal arrangements and outcomes</p>	<p>Review & Recommend – in respect of performance management of Principal in conjunction with CEO</p> <p>Approve all other staff</p> <p>Review any appeals respect of all other staff</p>	<p>Review & Recommend – in respect of all other staff</p> <p>Report – annually to the CEO on appraisal arrangements and outcomes</p>

		Trustees	CEO / Clerk	LGB	Principal / HT
HR AND OPERATIONS	Setting Terms and Conditions of Employment and Staff Handbook	Determine – and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply
	Dismissing CEO, Principals, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Review – in respect of the CEO	Review – in respect of Principals, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board	Review – in respect of the Principal of the Academy	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report – to the Board	Review (in consultation with the CEO) Report – to the CEO	Comply Deliver
	Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply

		Trustees	CEO / Clerk	LGB	Principal / HT
HR AND OPERATIONS	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver – in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LGBs)	Deliver– on recommending the allocation of services to the Board	Consult	Consult
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report – to the Board	Report – to the LGB & CEO
	Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
	Acquiring and disposing of Trust land	Deliver	Recommend		
	Changing use of Assets	Deliver	Recommend	Recommend to the Board of any changes to fixed assets used by the Academy	
	Arranging insurance for the Trust	Review	Deliver		

	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review	Deliver – Trust wide activities	Comply	Comply & Deliver in consultation with CEO & clerk
HR AND OPERATIONS	Academy Prospectus		Review	Deliver	Recommend
	Trust Prospectus and website	Review	Deliver		