

# **Constitution and Scheme of Delegation**

## **Mid Norfolk Academy Trust**

**Approved By:** Board of Trustees

**Approved On:** 07/03/2017

**Review Date:** 16/10/2017

**Responsibility for Review:** Board of Trustees

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## Related Documents

- Articles of Association
- The Funding Agreement
- The Academies Financial Handbook
- A competency Framework for Governance
- Schedule of policies
- Trust financial regulations
- Schedule of trust meetings

Other documents may be identified from time to time and will be added to this list upon review.

## **Introduction**

As a charity and private company limited by guarantee, The Mid Norfolk Academy Trust is governed by a Board of Trustees which is responsible for, and oversees, the management and administration of the Trust and the academies run by the Trust.

This Scheme of Delegation will apply to all academies for which the Trust is responsible. Any reference to “the Academies” in this Scheme of Delegation refers to all Academies within the Trust.

The Trustees are accountable to external government agencies, including the Charity Commission and the Department for Education (including any successor Boards), 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.

In order to discharge these responsibilities, the Trustees appoint people to serve on a Local Academy Board (LAB) which has been established to ensure the good governance of the Academies.

This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, the respective roles and responsibilities of the Trustees and the members of the LAB

This Scheme of Delegation has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Trust’s Articles of Association.

## **The Mid Norfolk Academy Trust**

The Mid Norfolk Academy Trust is a family of like-minded schools which are committed to working together to give the children of Mid Norfolk a truly outstanding education.

Our schools maintain their own proud identities, which have been established over many years, but have a shared ethos. This is focused on striving for outstanding outcomes for all children, developing and nurturing the whole child and continuing to develop a purposeful and happy community of schools.

Our ten core aims are to:

- Put the needs of the children, families and communities we serve at the centre of everything we do
- Strive for the very best educational outcomes for every child in our schools, irrespective of background
- Develop a philosophy that every year group counts equally and that no child will be allowed to fall behind
- Build on the strengths and successes of each school in our family to provide mutual support and challenge
- Ensure high-quality systems for governance
- Nurture excellent and sustainable leadership at all levels
- Provide high-quality professional development
- Ensure the quality of teaching and learning is excellent
- Provide a broad and balanced curriculum that is enriched for all through access to the arts, sport and educational visits
- Ensure that every child has the best possible preparation for the next stage of their lives

## The Mid Norfolk Academy Trust Structure

The following Diagram sets out the Governance and Leadership structure of the Mid Norfolk Academy Trust. Trustees retain accountability for the performance of the Trust. Local Academy Boards will be established for all Academies within the trust. The subsequent pages in this document set out expected responsibilities.



## **1. Scope and Applicability**

- 1.1 This document outlines the framework for decision making within the Trust. It applies to all Members, Trustees, representatives serving on the LABs, and staff
- 1.2 To aid decision making, a “Decision Matrix” is attached at Appendix 1
- 1.3 This Scheme of Delegation shall operate from the Effective Date of 1<sup>st</sup> March 2017
- 1.4 The Trustees will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it. Members will retain oversight of all governance proposals agreed by the Trustees.
- 1.5 In the event that amendments are made the Trust shall notify the Chair of each LAB, who shall be expected to advise all those members comprising the LAB

## **2. Members**

The Mid Norfolk Academy Trust has the following Members:

- Ian Mayers
- Alan Ferguson
- Richard Woolf

The Members are the guardians of the Trust’s 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.

Members can appoint Trustees and remove any Trustee subject to the provisions outlined within the Articles. Appendix 3 outlines the role of the Members.

The Chair to the Board of trustees will be responsible for meeting with the members on at least two occasions each academic year.

## **3. Board of Trustees**

The Trust Board will be constituted in accordance with the Articles of Association.

The Trust has the following Trustees:

- |                  |                    |
|------------------|--------------------|
| • David Allen    | Appointed 1.3.2017 |
| • Vince Warren   | Appointed 1.3.2017 |
| • Andrew Long    | Appointed 1.3.2017 |
| • Susan Ferguson | Appointed 1.3.2017 |
| • Andrew Rowley  | Appointed 22.05.17 |
| • Martyn Davey   | Appointed 22.05.17 |

The Board of Trustees is responsible for the performance of the Trust.

The Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best outcome for the Trust.

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

- to ensure compliance with any legal obligations as set out in the Funding Agreement.
- to report on the Trust'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)
- to fulfil the charitable object of the Trust 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 Trust contained in the Articles
- to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets
- to act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk
- to exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and
- to act responsibly, getting advice from others, including professional advisors, where appropriate

The Code of Conduct, Role Description and Person Specification for Trustees are set out in Appendices 2 and 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. Such appointments will be made by the Board taking into consideration the capability and appropriate competence of individuals.

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.

3.1 The Chair of the Board will be appointed annually by the Board.

3.2 The Chair shall discharge the following responsibilities:

- 3.2.1 The Chair is responsible for the leadership of the Board therefore he/she is responsible for ensuring that:
- the necessary business is carried out efficiently, effectively and in a manner appropriate for the proper conduct of public business
  - the Board acts in accordance with the Articles of Association, Funding Agreements, other external regulatory requirements, and with the Trust's own internal rules and regulations, and should seek advice from the Company Secretary in any case of uncertainty

- the Board exercises collective responsibility and conducts itself in accordance with accepted standards of behaviour in public life
- 3.2.2 The Chair is responsible for overseeing the business of the Board, particularly:
- ensuring the Board exercises control over the strategic direction of the Trust and that the performance of Academies is adequately assessed against relevant objectives and indicators
  - ensuring, through liaison with the Company Secretary, that all relevant information (including regular and satisfactory management and committee reports) are presented to the Board
  - establishing a constructive and supportive yet challenging working relationship with the CEO, recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the Trust
- 3.2.3 The Chair will represent the Trust and the Board at external meetings, presentations and conferences.
- 3.3 The Board shall hold at least three meetings in every school year. A schedule will be published by the Company Secretary in agreement with the Chair
- 3.4 All meetings of the Board shall be convened and conducted as provided by the Articles of Association
- 3.5 Each meeting of the Board shall, in respect of the Trust and its academies cover the following:
- 3.5.1 A report on the financial position of the Trust and its Academies
  - 3.5.2 Whether adequate financial monitoring is being undertaken
  - 3.5.3 Reports from LABs detailing individual Academy performance against agreed objectives
  - 3.5.4 Details of any significant matters affecting:
    - Staff
    - Students' education and welfare
    - Assets
    - Any other matters as determined by the Board.

Role Responsibilities for Trustees and Terms of Reference for the Trust Board are outlined in Appendices 4 and 5.

#### **4. The Senior Executive Leader**

4.1 The Senior Executive Leader is appointed by the Board.

4.2 The role description for the Senior Executive Leader is attached as Appendix 6

#### **5.0 Trust Committees**

5.1 The Trust Board will establish a structure of committees as deemed appropriate. These committees will act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them by the Trust Board in writing.

5.2 The Trust Board will establish the following committees:

- Trust Finance and Audit Committee

The terms of reference for this committee is included as Appendix 7

The Trustees will determine the work schedule of the board and its committees in line with the demands of the organisation, and regulator deadlines.

#### **6.0 The Trust and Local Academy Boards (LABS)**

LABs will be established as detailed in the Articles of Association of the Trust.

- LABS will be established for each academy upon the date of conversion. Boards will be established for the following schools:
  - ***Dereham Neatherd High School***
- The Role Description and Person Specification for members of the LAB are set out in Appendix 8.
- The decision making powers of the LAB are set out in the scheme of delegation.

6.1 Specific skills may be needed if an individual is to take responsibility for and lead on a specific area, or to undertake the role of the Chair of the LAB. A regular skills audit will be undertaken and LAB members should expect to be able to articulate their contribution to the success of the Trust and the Academies for which they are responsible.

6.2 Subject to the above, the membership of the LAB shall be comprised as follows:

- a) The headteacher or deputy headteacher
- b) At least two Parent representatives
- c) One Staff representative
- d) A max of Three Co Opted representatives

Associate members may be appointed where the LAB or the Trustees have identified the need for additional expertise and skills to support the work of the LAB. Associate members may attend meetings they will hold no voting rights and serve for a maximum term of one year.

6.3 All appointments to the LAB will be subject to the approval of the Trust Board.

6.4 The LAB may continue to act notwithstanding a temporary vacancy in its composition.

- 6.5 Trustees and /or members of the Trust executive team reserve the right to attend LAB meetings.
- 6.6 When a position for a Parent or Staff representative arises, all those eligible will be notified and offered the opportunity to apply. Suitable applicants will be invited to interview to ensure each LAB has the correct skills and experience to meet the needs of the school. Where there are two or more applications meeting the criteria, a parent or staff election will be held. Only staff working in the Academy School will be eligible to hold the post of Staff representative.

## **7.0 Local Academy Board Members Term of Office**

- 7.1 Any LAB member shall hold office and vacate office in accordance with the terms of his/her appointment (except in the case of the Head of School) the length of his/her term of office shall not exceed four years.
- 7.2 Subject to remaining eligible to be a LAB member any representative may be re-appointed for consecutive periods not exceeding eight years in total. Thereafter a representative shall not be eligible for re-appointment. For the avoidance of doubt, a representative's term of office shall not include any time served as a governor of a predecessor school to the Academy.

## **8.0 Resignations and Removal of LAB members**

- 8.1 A LAB representative may at any time resign his/her office by giving notice in writing to the Clerk of the LAB.
- 8.2 A representative shall cease to hold office if he/she is removed by the person or persons who appointed him/her. The provision does not apply in the case of a Parent or Staff member of the LAB
- 8.3 The Trustees may terminate the appointment of any representative whose presence or conduct is in breach of the adopted NGA Code of Conduct or deemed by the Trustees not to be in the interests of the Trust or Academy.
- 8.4 The removal of a Parent representative will be undertaken only in exceptional circumstances.
- 8.5 If any person who serves on the LAB in his or her capacity as an employee at any of the Academies ceases to work at the Academy then he or she shall be deemed to have resigned and shall cease to serve on the LAB automatically on termination of his or her work at the Academy.
- 8.6 Where a person who serves on the LAB is removed from office, those removing him or her, shall give written notice thereof to the Clerk to the LAB who shall inform the Chair of the LAB.
- 8.7 A Parent member shall not automatically cease to hold office solely by reason of the child (of whom that Parent member is a parent or carer) ceasing to be a student at the Academy.

## **9.0 Disqualification of Members of the Local Academy Board**

- 9.1 No person shall be qualified to serve on the LAB unless he or she is aged 18 or over at the date of his or her election or appointment.
- 9.2 No current student of the Academy shall be entitled to serve on the LAB.
- 9.3 A person serving on the LAB shall cease to hold office if he or she becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs.
- 9.4 A person serving on the LAB shall cease to hold office if he or she is absent without the permission of the Chair of the LAB from all the meetings of the LAB held within a period of six months and the LAB resolves that his or her office be vacated.
- 9.5 A person shall be disqualified from serving on the LAB if:
  - 9.5.1 His or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
  - 9.5.2 He or she is the subject of a bankruptcy restrictions order or an interim order.
  - 9.5.3 A person serving on the LAB 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)
- 9.6 A person shall be disqualified from serving on the LAB at any time when he or she is:
  - 9.6.1 Included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
  - 9.6.2 Disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or
  - 9.6.3 Barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- 9.7 A person shall be disqualified from serving on the LAB if he 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 was responsible or to which he was privy, or which he by his conduct contributed to or facilitated.
- 9.8 A person shall be disqualified from serving on the LAB 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.
- 9.9 After the Academy has opened, a person shall be disqualified from serving on the LAB if he or she has not complied with the Trust's Disclosure and Barring Service (DBS) policies.
- 9.10 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the LAB; 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 LAB.

## **10.0 Appointment of the Chair and Vice Chair of the Local Academy Board**

- 10.1 The Chair and Vice Chair of the Local Governing Board shall be appointed at the start of each academic year by simple election of those members of the LAB with voting rights.
- 10.2 Where the Trust Board consider that there is not a suitable Chair or Vice Chair from among the pool of representatives a member of the Trust Board or nominee shall fulfil the role until such a time as a suitable representative can be appointed.
- 10.3 If both the Chair and Vice Chair are absent from any meeting of the LAB a member of the Trust Board or nominee shall chair the meeting.
- 10.4 It will not be possible for the chair of the LAB to be an employee of the Trust.

## **11.0 Appointment of Clerk to the Local Academy Board**

- 11.1 The Clerk to the LAB shall be appointed by the trustees for such term, at such remuneration and upon such conditions as they may think fit; and any Clerk so appointed may be removed by them.
- 11.2 Where a Clerk fails to attend a meeting of the LAB, the LAB may appoint any one of their number or any other person to act as clerk for the purposes of that meeting.

## **12.0 Meetings of Local Academy Boards**

- 12.1 Subject to this Scheme of Delegation, the LAB may regulate its proceedings as the members of the LAB think fit.
- 12.2 The LAB shall meet at least once in every term, in accordance with the Trust timetable of business as set out by the trustees.
- 12.3 All meetings shall be convened by the Clerk to the LAB, who shall send to the members written notice of the meeting and a copy of the agenda and supporting papers at least seven clear days in advance of the meeting.
- 12.4 A special/adhoc meeting of the LAB shall be called by the Clerk whenever requested by the Chair or at the request in writing by any three LAB representatives. Where there are matters demanding urgent consideration, the Chair or in his/her absence the Vice Chair may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.
- 12.5 The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.
- 12.6 The establishment of sub committees by the LAB will be permitted in exceptional circumstances and require Trustee agreement following consideration of the proposed terms of reference.

### **13.0 Quorum for Local Academy Board Meetings**

- 13.1 Meetings of the LAB shall be quorate if 50% of members with voting rights are in attendance rounded up to the nearest whole
- 13.2 If the number of members assembled for a meeting of the LAB does not constitute a quorum, the meeting shall not be held.
- 13.3 If in the course of a meeting of the LAB the number of representatives present ceases to constitute quorum, the meeting shall be terminated.
- 13.4 If for the lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he/she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

### **14.0 Proceedings of Local Academy Board Meetings**

- 14.1 Every question to be decided at a meeting of the LAB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the LAB shall have one vote.
- 14.2 Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote he/she may have.
- 14.3 A LAB member may not vote by proxy.
- 14.4 No resolution of the LAB may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.
- 14.5 Any LAB member who is also an employee of the Trust shall withdraw from that part of any meeting of the LAB at which his/her remuneration, performance, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 14.6 Where the LAB resolves to adjourn a meeting before all the items of business on the agenda have been disposed of, the LAB 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. They shall direct the Clerk to convene a meeting accordingly.
- 14.7 Any LAB member shall be able to participate in a meeting of the LAB by telephone or video conference provided that he/she has given reasonable notice to the Clerk and has access to the appropriate equipment.
- 14.8 The proceedings of the LAB shall not be invalidated by any vacancy on the LAB; or any defect in the election, appointment or nomination of any person serving on the LAB.

## **15.0 Minutes and Publication**

- 15.1 At every meeting of the LAB the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the LAB members present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- 15.2 The Clerk to the LAB shall ensure that a copy of the agenda for every meeting of the LAB, 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 or designated individual.
- 15.3 The Clerk to the LAB shall ensure that a copy of the agenda for every meeting of the LAB, 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 at each Academy to persons wishing to inspect them.
- 15.4 There may be excluded from any item required to be made available, any material relating to:
- 15.4.1 a named teacher or other person employed, or proposed to be employed, at the Academy
  - 15.4.2 a named student at, or candidate for admission to, the Academy; and
  - 15.4.3 any matter which, by reason of its nature, the LAB is satisfied should remain confidential

## **16.0 Conflicts of Interest**

- 16.1 The income and property of the Academy must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the Trustees with regard to having a Personal Financial Interest shall also apply to the LAB members.
- 16.2 The procedure detailed at articles 97-98 of the Articles shall apply to the LAB always provided that, in the case of a Personal Financial Interest for a representative who is not also a Trustee, the LAB may meet to authorise the benefit.
- 16.3 All representatives shall complete a Declaration of Interests form on joining the LAB and at the start of each academic year.
- 16.4 Any LAB representative who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his/her duties shall disclose that fact to the LAB as soon as he/she becomes aware of it and notify the Chair at the start of any meeting where that conflict relates to an agenda item. A LAB representative must absent himself/herself from any discussions of the LAB in which it is possible that a conflict will arise between his/her 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).

## **17.0 Indemnity**

Subject to the provisions of the Companies Act 2006 every member of the LAB or other Officer or Auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any liability incurred by him or her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he or she is acquitted or in connection with any application in which relief is granted to him or her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

## Appendix 1

### Decision Matrix

The Decision Matrix provides appropriate detail of delegated responsibilities as agreed by the trustees.

SCHEME OF DELEGATION (Ver 1.3) A = Approve, C = Consult, R = Recommend, P = Propose, M = Monitor, D = Develop, I = Inform		Members	Board of Trustees	Finance cttee	LAB	CEO	CFO	HT	Notes
<b>1</b>	<b>STRATEGY &amp; GOVERNANCE</b>								
1.1	Articles of Association	A							
1.2	Appoint Trustees	A	P		I				
1.3	Remove Trustees	A	C		I				
1.4	Trust Board Terms of reference	C	A		I				
1.5	Scheme of delegation	I	A	I	I	R	I	I	
1.6	Admission of new academies	I	A	C	C	R		I	
1.7	Entering/withdrawing from formal partnerships	I	A						
1.8	Acquisition of legal entities	I	A	R		P	D		
1.9	Appoint Chair/Vice-chair of Trust Board	I	A		I				
1.1	Establish Board committees	I	A		I				
1.11	Board committees terms of reference	I	A		I				
1.12	Appoint/remove committee chairs/members	I	A						
1.13	LAB terms of reference		A		I				
1.14	Appoint/remove LAB members		A		R				
1.15	Appoint/remove Board representative on LAB		A		I				
1.16	Establish LAB working groups		I		A				
1.17	Appoint Chair of LAB	I	A		R				
1.18	Remove Chair of LAB	I	A		I				
1.19	Appoint/remove Vice-chair of LAB		I		A				
1.20	Appoint/remove Clerk to Trust Board/Members	I	A						
1.21	Appoint/remove Clerk to LAB	I	A						
1.22	Maintenance of register of interests		M		M				
1.23	New funding arrangements	I	A	R	I	P	P	I	
1.24	New leases and legal agreements	I	A	R	P	P	P		
1.25	Trust Governance calendar	I	A		R	C			
1.26	Trustees/governors expenses policy	I	A			R			
1.27	Model academy policies	I	A		I	R		I	
1.28	Disaster recovery plan	I	A		I	R		I	
1.29	Establish brand guidelines	I	A		M	R		C	
<b>2</b>	<b>STATUTORY POLICIES</b>								
2.1	Academy times, terms & holidays		C		C	A		R	
2.2	Change of academy age range	I	A		R	C		P	
2.3	Expansion of academy PAN	I	A		R	C		P	
2.4	Extension of academy provision	I	A		R	C		P	
2.5	Extended services on-site		I		A	C		R	
2.6	Academy prospectus		A		R	C		C	As per guidelines
2.7	Academy website		A		R	C		C	As per guidelines

3 Mid Norfolk Academy Trust								
3.1	Admissions Policy	I	A			PR		
3.2	Attendance Policy	I	A			PR		
3.3	Behaviour Policy (was Student Engagement)	I	A			PR		
3.4	Business Continuity (Disaster Management, including Critical Incidents)	I	A			PR		
3.5	Complaints Policy	I	A			PR		
3.6	Continuing Professional Development Policy	I	A			PR		
3.7	Data Protection and Freedom of Information Policy	I	A			PR		
3.8	Educational Visits	I	A			PR		
3.9	English as an Additional Language	I	A			PR		
3.10	Equality Policy	I	A			PR		
3.11	E-Safety (includes acceptable use and social media)	I	A			PR		
3.12	Finance Policy	I	A			PR		
3.13	Health and Safety Policy	I	A			PR		
3.14	Induction	I	A			PR		
3.15	Medicines - Administration of Medicines Policy	I	A			PR		
3.16	Pay Management Policy	I	A			PR		
3.17	Policy Management Policy	I	A			PR		
3.18	Premises Management	I	A			PR		
3.19	Pupil Premium Policy	I	A			PR		
3.20	Safeguarding Policy	I	A			PR		
3.21	Self-Evaluation Policy (was Self -Assessment)	I	A			PR		
3.22	Special Educational Needs Policy	I	A			PR		
3.23	Staff Appraisal Policy	I	A			PR		
3.24	Staff Capability, Dignity at Work, Discipline and Grievance Policy	I	A			PR		
3.25	Staff Leave and Attendance Management Policy	I	A			PR		
3.26	Teaching and Learning Policy	I	A			PR		
4 Academy Policies								
4.1	Assessment for Learning Policy					A		PR
4.2	Curriculum Policy including SMCS, Drugs Education and Use of Film					A		PR
4.3	Examination Policy					A		PR
4.4	Food Policy					A		PR
4.5	Healthy School Policy					A		PR
4.6	Home - School Agreement					A		PR
4.7	International Schools					A		PR
4.8	Literacy Policy					A		PR
4.9	Pupil Premium Strategy					A		PR
4.10	Sex and Relationship Education Policy					A		PR
4.11	Special Education Needs Information Report					A		PR
4.12	Uniform Policy					A		PR
5 TEACHING, LEARNING & ACHIEVEMENT								
5.1	Trust strategic plan	C	A			C	C	I
5.2	Academy SIDP	I	AM			RM	C	D
5.3	Academy performance targets	I	AM			M	R	C
5.4	Teaching & Learning policy	I	A			RM	C	P
5.5	Curriculum policy	I	A			RM	C	P
5.6	Religious education policy	I	A			RM	C	P
5.7	Collective worship policy	I	A			RM	C	P
5.8	Post-Ofsted action plan sign-off	I	A			R	R	D
5.9	Trust staff development plan						A	
5.10	Academy staff development plan					C		A
5.11	Trust Inset days	I	A				R	C

6 STAFF POLICIES & PAY									
6.1	Remuneration policy	I	A	RM		P		C	Trust policy
6.2	Job role, salary and grading policy	I	A	RM		P		C	Trust policy
6.3	Employee terms and conditions changes	I	A	R		P			
6.4	Staff budget	I	A	R		P			
6.5	Trust staff annual pay award	I	A	R		C			
6.6	Teachers annual pay award	I	A	R		P			Trust policy
6.7	Support staff annual pay award	I	A	R		P			Trust policy
6.8	CEO performance review	I	A						Panel
6.9	HT performance review					C	A		Panel
6.10	Annual pay progression		A			R			
6.11	Individual performance pay awards		A			C		R	As per policy
6.12	Appointment outside range in salary structure	I	A	R		R		C	
6.13	Allocation of TLR / SEN values	I	A	R		R		C	
6.14	Value of other discretionary allowances	I	A	R		R		C	
6.15	Performance management policy	I	A		M	R		I	Trust policy
6.16	Capability policy	I	A		M	R		I	Trust policy
6.17	Whistleblowing policy	I	A		M	R		I	Trust policy
6.18	Re-structuring and redundancy policy	I	A		M	R		I	Trust policy
7 STAFF MANAGEMENT									
7.1	Trust staff plan	I	A	C		R			
7.2	CEO appointment	I	A						
7.3	CFO appointment	I	A			R			
7.4	Trust staff appointment		C			A			
7.5	Academy staff plan (deployment)				A	C		R	
7.6	HT appointments	I	A		R	C			
7.7	SLT appointments				C	A		R	
7.8	Teacher appointments				C			A	
7.9	Support staff appointments				C			A	
7.10	Contracts of employment					A		R	
7.11	Suspension of CEO	I	A						As per policy
7.12	Return of CEO after suspension	I	A						
7.13	Dismissal of CEO	I	A						
7.14	Authority to issue warnings					A		C	
7.15	Suspension of HT				C	A			As per policy
7.16	Return of HT after suspension				C	A			
7.17	Dismissal of HT	I	A		C	R			
7.18	Suspension of teaching/support staff							A	As per policy
7.19	Return of teaching/support after suspension							A	
7.20	Dismissal of teaching/support staff				C	A		R	
7.21	Redundancy of academy staff	I	A		C	R		P	
7.22	Restructuring of academy staff	I	A		C	R		P	
7.23	Authorising settlement agreements	I	A						
7.24	Job description sign-off					A		C	
7.25	Handling all pension matters		M	A			R		

8 FINANCIAL GOVERNANCE, MANAGEMENT & REPORTING								
8.1	Trust/academy financial regulations/procedures	I	A	RM	M	P		
8.2	Trust charging & remission policy			A		M	R	Trust policy
8.3	Appoint external auditors	I	A	R				
8.4	Trust 3-year and 1-year budget plans	I	AM	RM		P		
8.5	Central budget & academy contributions	I	A	R	C	P		C
8.6	Authority to make budget virements			A	I	R	P	I
8.7	Trust interim year-end accounts			A		R		
8.8	Trust YTD reports	I	AM	RM		P		
8.9	Trust annual accounts & statutory reports	I	A	R		P		
8.10	Trustees report	I	A	R		P		
8.11	Trust Academies accounts return to EFA	I	A	R		P		
8.12	PAYE returns			M			A	
8.13	VAT returns			M			A	
8.14	Response to auditors management letter	I	A	R		C	P	
8.15	Academy 3-year and 1-year budget plans	I	AM	RM	PM	CM	DM	DM
8.16	Academy accounts return to EFA	I	A	R		R	D	New academies
9 FINANCIAL AUTHORISATION & TRANSACTION PROCESSING								
9.1	Expenditure/contracts up to £5k						A	As per policy
9.2	Expenditure/contracts up to £10k			M		I	A	P
9.3	Expenditure/contracts up to £15k			M		A	C	P
9.4	Expenditure/contracts above £15k	I	A	RM		P	C	P
9.5	Ensuring compliance with tendering process		M	A		R		
9.6	Approval to borrow money	I	A	R	C	P	D	
9.7	Cashflow Mgt., Treasury & Investment			A			R	
9.8	Open bank account and approve signatories	I	A	R		C	R	
9.9	Compensation payments up to £50,000	I	A	M		R		EFA threshold
9.10	Payroll - Starters, leavers and amendments			M			A	
9.11	Payroll - Administration			M			A	
9.12	Purchasing - create vendors on a/c system			M			A	
9.13	Income			M			A	
9.14	Expenses claims (cannot authorise own)			M			A	
9.15	Control account reconciliation			M			A	
9.16	Write-off bad debts POLICY			AM			P	
10 PREMISES, ASSETS & INSURANCE								
10.1	Asset management policy	I	A	RM		P		Trust policy
10.2	Asset management plan			AM		R		
10.3	Management of capital projects	I	A	M		M	R	
10.4	Asset Register			A		M	R	
10.5	Security, disposal & loan of assets			A		M	R	
10.6	Disposal of Assets			A		M	R	
10.7	Loan of Assets			A		M	R	
10.8	Annual Risk Review & Insurance Renewal			A		M	R	
11 HEALTH & SAFETY								
11.1	Ensuring adequacy of H&S practice	I	A		M	R		
11.2	Health and Safety RIDDOR reporting		M		M	A		CM
11.3	Health and Safety Accident reporting		M		M	A		CM
11.4	Statutory training		M		M	A		CM
11.5	Statutory compliance testing		M		M	A		CM
11.6	Academy health and safety arrangements		M		M	A		CM
11.7	Fire risk assessment		M		M	A		CM
11.8	Asbestos risk assessment		M		M	A		CM
11.9	General monitoring/action (sites & buildings)					AM		CM

## Appendix 2

### NGA Code of Conduct (2016 version)

#### Code of Conduct for School Governing Boards

This code sets out the expectations on and commitment required from school governors, trustees and academy committee members in order for the governing board to properly carry out its work within the school/s and the community.

#### The Governing Board has the following core strategic functions:

Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the school(s)/trust
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the lead executive/headteacher
- Monitoring progress towards targets
- Performance managing the lead executive/headteacher
- Engaging with stakeholders
- Contributing to school self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed

As individuals on the board we agree to the following:

#### Role & Responsibilities

- We understand the purpose of the board and the role of the lead executive/headteacher
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer
- We will encourage open government and will act appropriately
- We will consider carefully how our decisions may affect the community and other schools

- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school/group of schools. Our actions within the school and the local community will reflect this
- In making or responding to criticism or complaints we will follow the procedures established by the governing board
- We will actively support and challenge the lead executive/headteacher

### **Commitment**

- We acknowledge that accepting office as a governor/trustee/academy committee member involves the commitment of significant amounts of time and energy
- We will each involve ourselves actively in the work of the governing board, and accept our fair share of responsibilities, including service on committees or working groups
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities
- We will visit the school/s, with all visits arranged in advance with the lead executive/headteacher and undertaken within the framework established by the governing board
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the board responsible for appointing us will be published on the school's website
- In the interests of transparency we accept that information relating to governors/trustees/academy committee members will be collected and logged on the DfE's national database of governors (Edubase)

### **Relationships**

- We will strive to work as a team in which constructive working relationships are actively promoted
- We will express views openly, courteously and respectfully in all our communications with other governors/trustees/academy committee members
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved
- We will seek to develop effective working relationships with the lead executive/headteacher, staff and parents, the trust, the local authority and other relevant agencies and the community

## **Confidentiality**

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school
- We will exercise the greatest prudence at all times when discussions regarding school/trust business arise outside a governing board meeting
- We will not reveal the details of any governing board vote

## **Conflicts of interest**

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the school/trust's website
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing board

## **Breach of this code of conduct**

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the governing board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways
- Should it be the chair that we believe has breached this code, another governing board member, such as the vice chair will investigate

## The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

**Selflessness** - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

**Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** - Holders of public office should promote and support these principles by leadership and example.

## **Appendix 3**

### **Role Description and Responsibilities for Members**

**Role Title:** Members

**Time Commitment:**

Annual General Meeting and additional meetings in accordance with the requirements as set out in article 19 to 20 of the Articles of Association

**Remuneration:**

Voluntary

Expenses as per Trust Policy

**Role Purpose**

- Determine the ethos and purpose of the Trust (for example, the provision of education) and the way it is governed (as per the Articles of Association)
- To appoint Trustees in accordance with the requirements as set out in the Articles of Association
- To receive the Trustees' Annual Report and Accounts and to attend general meetings of the Trust
- To provide oversight of Trust's Governance arrangements

**Legal Responsibilities of Members**

Members of companies limited by guarantee are responsible only for contributing to the Trust's capital on winding up, to the limit of the guarantee as set out in the Articles (£10 per member)

Members provide the first layer of governance and scrutiny in the Trust

## Appendix 4

### Role Description and Person Specification and Role Responsibilities for Trustees

**Role Title:** Trustee

**Time Commitment:**

Minimum of three Trust Board meetings a year

Remote involvement via email/telephone

Regular review of reports and documentation

Other meetings as required

**Remuneration:**

Voluntary

Expenses as per Trust policy

**Term of Office:** Four years

**Role Purpose:** The Trustees oversee the management and administration of the Trust and the Academies run by the Trust.

### Role Description

#### Governance

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 students of the Academies.

The Trustees are required 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 plan of the Trust
- Provide strategic leadership and governance
- To develop effective links within the Academy's community, communicating openly and frequently as appropriate and ensuring that the Academies meet their responsibilities to the community and serve the community's needs in relation to the safeguarding and education of its students
- Provide challenge and support to senior education leaders
- Develop and decide 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

- Co-ordinate and oversee shared services and resources
- Develop and oversee the implementation of Academy action plans focussing on Academy improvement
- Set and monitor performance benchmarks
- Determine curriculum priorities
- Set the overall Trust budget and approval of Academy budgets
- Monitor expenditure in accordance with appropriate authorisations
- Develop and implement a risk management strategy
- Ensure the Trust and the Academies comply with their legal obligations
- Determine the Trust's reserves/contingency policy
- Ensure appropriate insurance or risk cover is put in place
- Undertake recruitment and performance management of headteachers and other senior leaders
- Support the development and building of leadership and governance capacity at Academy level;
- Approval of site and asset management strategies
- Oversee any significant capital expenditure and building projects
- Approval of all funding applications
- Act as decision maker for all appeals

### **Core Competencies**

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

- Work as a team
- Attend meetings and be prepared to contribute to discussions and commit to agreed actions
- Be respectful of the views of others and to be open to new ideas and thoughts;
- Treat all confidential information confidentially
- Act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy
- 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 down to the Academies
- Support the Trust in public and act as an ambassador of the Trust and the Academies
- Commit to training and skills development
- Be ready to ask questions
- Be focussed on problem solving and be ready to learn from past experiences

- Adhere to the Nolan Principles in their conduct

## **Person Specification**

### **Personal Qualities and Values:**

- A desire to create positive change for young people
- A commitment to the aims and objectives of The Corvus Education 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

### **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 an educational environment
- 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

## Appendix 5

### Terms of Reference for the Trust Board

#### 1. Membership

The membership of the Board will be not be less than three and subject to a maximum as outlined in the Articles of Association.

#### 2. Quorum

Quorum for meetings is in accordance with article 117 and is subject to the requirements of article 119.

Quorum will be any three trustees, or where greater any one third (rounded up to a whole number) of the total number of trustees holding office at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters being resolved.

#### 3. Meetings

- a) Subject to the Articles of Association, the Trustees may regulate their proceedings as they think fit
- b) The Board shall hold at least three meetings each year in accordance with article 109
- c) The Board has determined that a calendar of meetings will be agreed at the start of each academic year for the trust.

#### 4. Chair and Vice Chair

- a) The Chair and Vice chair will be elected by the Board on an annual basis at its first meeting of the academic year
- b) 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

#### 5. Responsibilities

The business of the Trust shall be managed by the Board who may exercise all the powers of the Trust as set out in the Articles. This will include but not be limited to:

##### **Setting the Strategic Direction**

- To ensure that the Trust's vision and values underpin the way in which the Trust and its schools work
- To determine the educational character, ethos and mission of the trust
- To approve the Trust's appropriate strategic plans and review annually

##### **Ensuring High Standards of Achievement and Improved Performance**

- To ensure that all schools in the Trust are effectively challenged and supported to maximise outcomes of children and young people who attend Trust schools
- To receive reports from the LABs at every board meeting in order to review regularly outcomes and impact against key performance indicators as identified in the Trust's strategic plan
- To challenge and support the Trust's senior officers and Academy leaders to achieve best value in terms of impact, outcomes, quality and cost

### **Ensuring Sound Financial Practices**

- To approve the Trust's annual budget and keep it under regular review by receiving a report from the Trust's Finance and Audit Committee at every board meeting
- To approve and review each Trust/School's annual budget and review this annually
- To agree the scheme of financial delegation to trust academies and review this annually
- To receive the Annual Report from the Trust's auditors and take appropriate actions

### **Ensuring Strong and Robust Governance**

- To ensure compliance with the Trust's duties under company law and charity law and agreements made with the Department for Education (DfE) including Master Funding Agreement and Supplemental Funding Agreements
- To ensure the continued charitable status of the trust, and compliance with the charitable objects as set out in the Articles of Association
- To approve the Trust's accountability and delegation framework and review regularly
- To approve the terms of reference for agreed committees
- To approve the Trust's policy framework
- To take timely action to address decisions for which there is a legal requirement for board approval
- To ensure effective consultation and communication with all stakeholders of the Trust
- To review the effectiveness of governance structures and take appropriate steps to improve its performance

## **Appendix 6**

### **Role Description Senior Executive Leader**

**Role Title:** The Headteacher shall be the Senior Executive Leader and Accounting Officer (Board Member)

**Reporting to:** The Trustees

### **Scope**

The Senior Executive Leader and Accounting Officer will:

- Work with the Members and Trustees (as a Board member) to establish the vision, strategic and operational direction of the Trust
- Be accountable to the Trust for standards and finance within the Trust, holding the schools in the Trust to account for these areas within their own school.
- Be the substantive Headteacher of Dereham Neatherd School
- Manage the day to day operation of the Trust to achieve its goals and building the Trust's reputation within the community and wider
- Constantly encourage an ethos of high expectations and achievement for every child/young person within the Trust schools and a culture of personal responsibility and professional self-review and development in all Trust employees
- Deliver the requirements of the Accounting Officer as set out by the Department for Education

### **Principal Responsibilities and Accountabilities**

#### **1. Strategic Leadership**

- Provide strong, dynamic and effective leadership to ensure all schools in the Trust deliver high quality education to all our children/young people
- Produce, with the Trustees, a strategic and annual Trust Improvement and Development Plan, holding colleagues to account to ensure its effective delivery
- Seek to develop the Trust to ensure it delivers the maximum impact for every child/young person and that each school effectively supports the community which it serves
- Where agreed with partner schools, ensure areas of joint delivery of service provide greater benefits to member schools
- Establish, where appropriate, policies and procedures needed across the Trust (for example, HR, Management Information Systems)
- Provide reports, as required by the members and trustees, to ensure they are supported in undertaking their role
- Ensure the Trust meets its legal and educational law responsibilities

#### **2. Quality of Teaching and Associate Staff Delivery**

- Encourage outstanding delivery in all aspects of Trust staff work within and on behalf of pupils
- Inspire innovation and change to raise standards across the Trust

### **3. Educational Performance**

- Celebrate academic success within the Trust and constantly seek ways to further improve for the benefit of every pupil
- Ensure that any issues in school performance are identified and analysed with prioritised solutions developed and delivered to achieve whole school effectiveness

### **4. Manage Internal and External Relationships**

- Ensure effective communication exists between the Trustee Board and the LABs of member schools
- Maintain effective communication and working between the Heads/Principals of member schools
- Ensure effective communication and working with the Department for Education, Regional Schools Commissioner, Norfolk Children's Services, other Multi Academy Trusts and professional associations and unions

### **5. Finance and Premises**

- Advise the Trust Board (via the Finance Committee) on budget plans and monitoring, taking action as necessary to ensure delivery and improvement
- Ensure a strategic plan exists for the premises of all Trust schools and that funding bids are made to support both need and development
- Fulfil the responsibilities of the Accounting Officer as set out in the Academies Financial Handbook

This is not a comprehensive statement of all duties and responsibilities of this post.

## **Appendix 7**

### **Terms of Reference for the Finance and Audit Committee**

#### **Membership**

The Committee will be appointed by the Trust Board and will comprise no more than five and no fewer than three members (including the Senior Executive Leader), all of whom will be Trustees

The Board will appoint one of the members of the Committee as its Chair

The Board will appoint a Clerk to the Committee

All Trustees reserve the right to attend committee meetings.

#### **Attendance**

The Committee may ask the Headteacher, the Chief Finance Officer and any other senior executive to attend meetings of the Committee either regularly or by invitation, to provide information.

The Committee will have at least one annual meeting, or part of one meeting, with each of the external auditor and the head of internal audit without the senior executives being present.

#### **Voting**

The quorum for each meeting shall be one half of the members of the Committee rounded up. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

#### **Meetings**

The Committee shall meet termly on such dates as shall be determined by the Committee from time to time and at such other time as the Clerk shall specify at the request of any member of the Committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda and supporting papers shall be sent to each member of the Committee and any other person invited or required to attend no fewer than seven working days prior to the date of the meeting.

#### **Minutes**

The Clerk will minute the proceedings and resolutions of the Committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Minutes of each Committee meeting will be sent to all members of the Committee and the Trust Board within seven working days of the meeting.

#### **Authority**

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

## **Duties**

The duties of the Committee shall be to:

- develop a financial strategy for the Trust and consider policies, procedures or plans required to realise such strategy and uphold sound principles of governance.
- consider the Trust's indicative funding, once notified by the EFA, and to assess its implications for the Trust, in consultation with the Senior Executive Leader and the Chief Finance Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees
- consider and recommend acceptance/non-acceptance of the Trust's budget to the Trustees
- monitor any variances from the budget and ensure the EFA is notified as required
- receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Development Plan
- liaise with and receive reports from the LABs and then to make recommendations about the financial aspects of matters being considered by them
- monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, drawing any matters of concern to the attention of the Trust Board
- monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement
- prepare the financial statement to form part of the Annual Report
- ensure the Trust's commercial and fundraising activities are carried out effectively
- examine and review new initiatives for financial development, including fundraising
- oversee significant investment and capital financing decisions
- approve and keep under review the Trust's investment policy
- approve and keep under review the Trust's reserves policy
- promptly notify the Trust Board of all financial matters of which the Committee has knowledge and which may materially affect the current or future sustainability position of the Trust
- to receive auditors reports and to recommend to the board action in response to audit findings and consider implications for the Trusts long term audit plans and strategy.
- to ensure the Trusts internal audit provision meets or exceeds all expected standards
- recommend to the Board the appointment or reappointment of the auditors

- recommend to the Board a risk management framework and policy, and to receive and consider risk management reports at each meeting of the committee
- To advise generally on the provision of resources and services to the Trust including all infrastructure aspects
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

## Appendix 8

### Role Description for Local Academy Board members (Including specific responsibilities of the Chair)

**Role Title:** LAB representative

**Time Commitment:**

Minimum of three full Local Academy Board meetings a year  
Remote involvement via email/telephone  
Regular review of reports and documentation  
Minimum of three School Monitoring visits  
Programme of professional development

**Remuneration:** Voluntary  
Expenses as per Trust Policy

**Term of Office:** Four years max of 2 terms

**Role Purpose:** The Local Academy Board for an Academy or Academies plays an active part in supporting the Headteacher, liaising as appropriate with the Trust's Executive Head and the Trust Board more generally in relation to the oversight of the Academies and the Academies' Leadership Teams.

### Role Description

#### Governance Support and Local Accountability

The role of those serving on a LAB 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 LAB 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

The specific tasks and responsibilities governors are as follows, to:

- Ensure implementation of the strategic vision of the Trust and the Academies in particular
- Support the Trust Board in developing and maintaining effective links within the Academies' communities, communicating openly and frequently as appropriate and ensuring that the Academies meet their responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils
- Oversee and support the Academy's Leadership Team
- Ensure the Academy works within its delegated budget and implements the Trust's risk and financial management policies

- Support the Academy's Leadership Team in the development and review of an appropriate staffing structure
- Where appropriate, support the Headteachers in the recruitment and performance management of personnel
- Promote collaboration with the other Trust Academies, 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
- Review delegated local Academy policies
- Provide advice and feedback to the Trustees and reporting on all matters, of responsibility for which has been passed to the Local Governing Board
- Support the Academy's Leadership Team in relation to curriculum and budgeting priorities, determining any local priorities
- Support the Academy's Leadership Team in monitoring pupil progress and analysing performance data, having regard to the performance benchmarks determined by the Trust across all Academies
- Ensure the implementation of any Academy plan, focussing particularly on Academy 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 local community

### **Core Competencies**

The following core competencies and skills expected of governors are to:

- Work as a team
- Attend meetings and be prepared to contribute to discussions and commit to agreed actions
- Be respectful of the views of others and to be open to new ideas and thoughts
- Treat all confidential information confidentially
- Act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy
- 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 down to the Academies
- Support the Trust in public and act as an ambassador of the Trust and the Academies
- Commit to training and skills development
- Be ready to provide challenge
- Be focussed on problem solving and be ready to learn from past experiences

- 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
- Adhere to the Nolan Principles in their conduct

## **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

### **Experience:**

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

### **Knowledge:**

- An understanding of the use of attainment and other data to assess the progress, strengths and weaknesses of a school

### **Skills:**

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

**The Chair's Specific Duties are to:**

- Provide a clear lead and direction for the LAB members, understanding the aims of the Academies, the roles played by all those involved and the vision of the Trust in relation to its Academies
- Work closely with the Headteacher and the Leadership Team to ensure there is proper challenge and encouragement
- Ensure that Academy improvement is the focus of all policy and strategy for the Academies, reminding governors of this as often as necessary
- Hold LAB members to account, ensuring the business of the LAB 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