

Danes Educational Trust

Terms of Reference for Local Governing Bodies

Adopted by resolution of the Board on 28th June 2016

1. INTRODUCTION

1.1 Danes Educational 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 schools operated by the Trust.

1.2 The following schools are currently operated or being planned by the Trust:

St Clement Danes School

Croxley Danes School

(each one the “School” or collectively the “Schools”).

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 Schools. 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 LGBs

2.1 Members of the LGB shall be known as “governors”.

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 **St Clement Danes School** shall be as follows:

2.3.1 the Headteacher (or the Executive Principal of the Trust if no such

- person is appointed);
- 2.3.2 2 staff governors;
- 2.3.3 up to 2 parent governors; and
- 2.3.4 up to 4 co-opted governors.
- 2.3.5 Up to 3 HEC governors
- 2.4 Subject to clause 2.2, the composition of the Croxley Danes School shall be comprised as follows:
 - 2.4.1 the Headteacher (or the Executive Principal of the Trust if no such person is appointed);
 - 2.4.2 2 staff governors;
 - 2.4.3 up to 2 parent governors; and
 - 2.4.4 up to 7 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 AND LGB

- 4.1 The LGB shall in carrying out its role:
 - 4.1.1 promote high standards and aim to ensure that students are attending a successful school which provides them with an excellent education and supports their well-being;
 - 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, independent and diverse that promotes best practice in governance;
 - 4.1.4 aim to ensure that its governors promote and uphold high

standards of conduct, probity and ethics;

- 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 School performance in order to support and challenge the Headteacher and the senior leadership team of the School; and
 - 4.2.3 ensuring that the governors have access to high quality training.
- 4.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustees rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an 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 School has a deficit budget (both revenue and/or capital);
 - 4.4.2 the School fails to achieve targets/KPI's set from time to time;
 - 4.4.3 the School does not adhere to the Scheme of Delegation as set out in Annex 3.
 - 4.4.4 the LGB is in breach of these terms of reference.
- 4.5 The Trustees may vary the matters delegated where:
 - 4.5.1 the LGB acts outside its delegated powers and limitations;
 - 4.5.2 the LGB is in breach of these terms of reference;

- 4.5.3 it is considered in the best interests of the Trust.
- 4.6 The Trustees may remove governors where:
 - 4.6.1 the School is in breach of its funding arrangements;
 - 4.6.2 the LGB is in 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 School is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the School, any agreement entered into with the Secretary of State for the funding of the School and these terms of reference;
 - 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 School;
 - 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 School 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 School and are delegated to them.

- 5.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his or her own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he or she 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 School and provide such data and information regarding the business of the School and the students attending the School as the Trustees may require from time to time.
- 5.4 The powers retained by the Trust and delegated from the Trustees to the LGBs shall be as follows:
- 5.4.1 in respect of the St Clement Danes School LGB and the Croxley Danes School LGB, Annex 3 sets out the powers retained by the Trust, the powers delegated to the Executive Headteacher, St Clement Danes School LGB and Croxley Danes School LGB and the Headteacher of St Clement Danes School and Croxley Danes School;
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the Executive Headteacher, any LGB or Headteacher it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 3.
- 5.6 Annex 3 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 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 School, any student or their parent or a person who works at the School, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with the Executive Headteacher.

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 or a contract for services or otherwise engaged to provide services to the School 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 of registered students at the School. He or she must be a parent of, or have parental responsibility for a student at the School 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 student at the School 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 School by a registered student at the School.

- 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 student at the School or, where it is not reasonably practical to do so, a person who is the parent of a registered student of another School run by the Trust.

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

- 3.2 The Trustees 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 Headteacher who shall remain a governor until he or she ceases to work at the School, and the first governors of St Clement Danes School appointed on 28th June 2016 who will serve the remainder of their term of office with reference to their service on the previous St Clement Danes School Governing Body.

- 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 Headteacher or a staff governor ceases to work at the School;
- c) the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the School.

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 student at the School.

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 Director in accordance with Articles 68-80 of the Articles.

7 Appointment and removal of Chair and Vice Chair

7.1 The Chair and Vice Chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.

7.2 The term of office of the Chair and Vice Chair shall be one year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.

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

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

7.4 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 Committees

- 8.1 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees 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 a subcommittee or any person serving on the LGB, subcommittee, the 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 subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

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 or 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.
- 1.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that he or she has given reasonable notice to the clerk of the LGB 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 governor appointed by the Trust.

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 or parent of a student in the School shall withdraw from that part of any meeting of the LGB at which remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 3.3 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

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 or her duties as a governor of the LGB shall disclose that fact to the LGB as soon as he or she 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 or her duty to act solely in the interests of the School 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 she, 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 School.

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 Company Secretary of the Trust.

Annex 3 - Delegations

In this Annex the phrases used have the following meanings:

Assure: the individual/group that should review the task to test that it has being correctly and validly completed by the Trust.

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

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 Executive Headteacher this will be at Trust level. In the case of the Headteachers this will be at School level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (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 Executive Headteacher they will be making recommendations to the MAT Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their School to the MAT Board, Executive Headteacher and/or Headteachers (as appropriate) and (iii) the Headteachers they will be making recommendations in relation to their School to the Executive Headteacher 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 Executive Headteacher they will be making reports to the MAT Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their School to the MAT Board and/or Executive Headteacher (as appropriate) and (iii) the Heads of School they will be making reports in relation to their School to the Executive Headteacher 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 MAT Board they will be reviewing the Executive Headteacher and/or LGB (as appropriate), (ii) the Executive Headteacher they will be reviewing the Headteachers and (iii) the LGB they will be reviewing the Headteachers 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.

Please note: the actions set out below are context dependant and may flow from left to right, or right to left.

		MAT Board	Executive Headteacher	LGB	Headteachers
STRATEGY AND LEADERSHIP	Set strategic objectives of the Trust & Schools	Determine - for the Trust & Schools	Develop - in the case of the Schools in consultation with LGB & Heads of School	Recommend to MAT Board	Consult - in the case of their School
	Deliver strategic objectives of the Trust & Schools	Review	Deliver	Review	Deliver
	Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust & Schools	Report Review - reports from the LGBs/Heads of School	Review - progress of the School Report - progress to the Executive Headteacher & MAT Board	Report - progress of the School to the LGB
	Compliance: Funding Agreement - comply with all obligations including the Schools Financial Handbook	Review and assure	Deliver	Review	Deliver
	Compliance: Regulatory - comply with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review and assure	Deliver Report - to MAT Board	Review	Deliver Report - to LGB & Executive Headteacher
	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 and assure	Deliver Report - to MAT Board	Review	Deliver Report - to LGB & Executive Headteacher
	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	

		MAT Board	Executive Headteacher	LGB	Headteachers
STRATEGY AND LEADERSHIP		Deliver			
	Appointments of Directors and Governors - ensuring processes in place for appointment of directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Schools)	<p>Determine - policies and criteria for the selection of Directors and Governors</p> <p>Review - the MAT Board's own performance</p> <p>Review - performance of the LGBs</p>	<p>Report - to the MAT Board on the performance of the LGBs</p> <p>Review - annually the size, structure and composition and skill Determines of LGBs</p> <p>Recommend - if appropriate changes to the size and composition of the LGBs</p>	<p>Review - procedures for the election of staff and parent governors of the LGB</p> <p>Review - own performance</p>	
	Appointment of the Responsible Officer and Audit & Risk Committee	Deliver - appoint Responsible Officer and (if necessary) the Audit & Risk Committee	Deliver - the Responsible Officer role		
	Appointment of Clerk - MAT Board and LGBs	Deliver - appoint the clerk to the MAT Board & LGBs		Consult - in connection with the appointment of the LGB clerk	

		MAT Board	Executive Headteacher	LGB	Headteachers
STRATEGY AND LEADERSHIP	Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine policies Ensure compliance	Deliver - presenting policies to the MAT Board for approval Report - material non-compliance to the MAT Board	Review - all policies approved by the MAT Board and School specific policies	Deliver - presenting School specific policies for approval by the LGB Report - non-compliance to the LGB and the Executive Headteacher
	Prepare terms of reference for LGBs and Committees	Deliver Review - annually	Develop		
	Training programme for directors and governors	Deliver	Develop	Deliver	

EDUCATION AND CURRICULUM

	MAT Board	Executive Headteacher	LGB	Headteachers
School Development Plan - for each School in line with strategic aims of the Trust	Determine - the School Development Plan in consultation with the appropriate LGB	Deliver - drafting and agreeing the School Development Plan	Recommend - School Development Plan to the MAT Board	Work with the Executive Headteacher in producing the School Development Plan Review - the School Development Plan
Key Performance Indicators (School targets) - setting and reviewing performance of the Trust & the Schools	Determine - Trust wide and School KPIs Review - performance against KPIs	Consult - with the LGBs and propose KPIs to the MAT Board Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend - targets for performance of the School to the Executive Headteacher Review - performance of the School and report to the Executive Headteacher Deliver - holding leadership to account for delivery against KPIs	Deliver - performance of the School against KPIs Report - performance of the School to LGB

		MAT Board	Executive Headteacher	LGB	Headteachers
EDUCATION AND CURRICULUM	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work and performance of the Executive Headteacher	Deliver - supporting the Schools and intervening where appropriate	Review - at the School	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 Schools and reviewing its effectiveness	Determine - curriculum and standards Review - effectiveness of the curriculum across Trust	Deliver Recommend	Consult Review	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 MAT Board effectiveness of use of the Pupil Premium across Trust	Determine & Review - how Pupil Premium is spent at the School	Deliver Report - on effectiveness of use of the Pupil Premium

		MAT Board	Executive Headteacher	LGB	Headteachers
EDUCATION AND CURRICULUM	Set admissions policy	Determine	Develop and recommend	Review	Deliver
	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 School)	Review	Review delivery	Receiving reports from the Heads of School Report any material issues to the MAT Board and the Executive Headteacher	Deliver - ensuring student issues are dealt with in accordance with Trust and School Policies Report - to the LGB on any material issues
	School Hours - setting the opening and closing times for the Schools	Determine - in consultation with LGBs		Consult - with the MAT Board	Comply
	Term Dates and length of school day	Determine - in consultation with LGBs		Consult - with the MAT Board	Comply
	School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
	Provision of free school meals to those meeting criteria			Review	Deliver

		MAT Board	Executive Headteacher	LGB	Headteachers
FINANCIAL	Funding Model - agreeing a funding model across the Trust and developing an individual funding model for the Schools so as to 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 MAT Board for approval Review	Consult - with the MAT Board Review - compliance with the overall financial plan for the School	Comply
	Trust Annual Budget - formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the MAT Board for approval Review - submission of Trust budget to the EFA		
	School Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/ balances)	Determine	Deliver - on preparation of School budgets in consultation with the LGBs and present to the MAT Board for approval Review - submission of School budgets to the EFA	Consult - with Executive Headteacher in respect of the School's requirements Comply	Deliver- in consultation with the Chief Financial Officer Comply

		MAT Board	Executive Headteacher	LGB	Headteachers
FINANCIAL	Expenditure and ensuring delivery of Annual Budgets	Review	Report - to the MAT Board any material issues with delivery against the Annual Budget by the Schools Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Review Report - to the Executive Headteacher any issues with expenditure or compliance with the Annual Budgets by the School	Report - to the LGB any need for any matters of concern in respect of the School's annual budget
	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 Schools	Determine	Deliver - on recommending financial limits to the MAT Board Review - effectiveness of limits	Review Delivery-School Comply - adherence to limits	Comply - adherence to limits

		MAT Board	Executive Headteacher	LGB	Headteachers
FINANCIAL	Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Assure - compliance with policies Report - any issues or non-compliance to the MAT Board	Review delivery - compliance with policies Report - any issues or non-compliance to the Executive Headteacher	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 School 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 - School risk register	Deliver - management of School risk register
	Investments - agreeing the investment policy in line with the Schools Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver		

		MAT Board	Executive Headteacher	LGB	Headteachers
HR AND OPERATIONS	Appointing the Executive Headteacher	Appoint			
	Appointing the Headteachers at each School	Approve -in consultation with the Executive Headteacher / LGBs	Recommend - sit on appointment panel along with [two] representatives of the relevant LGB	Recommend - [two representatives] to sit on the appointment panel with the Executive Headteacher	
	Appointing of central services Staff (in line with recruitment policy)	Review	Appoint and report to the MAT Board		
	Appointing School Staff			Appoint (in consultation with the Headteachers)	Recommend and consult with Executive Headteacher
	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine policies to ensure compliance Review and assure	Recommend and comply	Review	Comply
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Review - in respect of Executive Headteacher Receive reports - in respect of appraisal arrangements and outcomes Review - any appeals in respect of the Headteachers and central services	Review - in respect of Heads of School and central services staff (and any appeals from School staff) Review - and Report - (annually) to the MAT Board on appraisal arrangements and outcomes	Review in respect of Headteacher in conjunction with Executive Headteacher	Review - in respect of all other staff Report - annually to the Executive Headteacher on appraisal arrangements and outcomes

		MAT Board	Executive Headteacher	LGB	Headteachers
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 MAT Board on any suggested changes to the School's terms and conditions	Comply
	Dismissing Executive Headteacher, Headteachers, senior/central services staff (in accordance with the Trust disciplinary and capability policies)	Review - in respect of Executive Headteacher	Review and Determine - in respect of Heads of School, central services staff and senior leadership teams of the Schools Report - any dismissals to the MAT Board	Recommend - in respect of the Heads of School of the School	Review (in consultation with the Executive Headteacher) Recommend
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report - to the MAT Board	Review (in consultation with the Executive Headteacher) Report - to the Executive Headteacher	Comply
	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, Schools Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply

	MAT Board	Executive Headteacher	LGB	Headteachers	
HR AND OPERATIONS	Setting School specific procurement policies - in accordance with the Funding Agreement, Schools 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 Schools by the Trust	Determine (in consultation with the LGBs)	Deliver- on recommending the allocation of services to the MAT Board	Consult	Consult
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to MAT Board	Report - to the MAT Board	Report - to LGB and Executive Headteacher
	Asset and Premises Maintenance Strategy - determining use of Schools' premises and ensuring premises are adequately maintained	Determine - Trust wide policy	Recommend	Determine - School plan in accordance with Trust policy Review delivery of School plan	Deliver - in accordance with School policy
	Acquiring and disposing of Trust land	Deliver	Recommend		
	Changing use of Assets	Deliver		Recommend to the MAT Board of any changes to fixed assets used by the School	
	Arranging insurance for the Trust	Review	Deliver		
	Media and PR - overseeing public relations activities to project the activities of the Trust and the Schools to the wider community	Review	Deliver - Trust wide activities	Comply	Comply

		MAT Board	Executive Headteacher	LGB	Headteachers
HR AND OPERATIONS	School Prospectus		Review	Deliver	Recommend
	Trust Prospectus and website	Review	Deliver		

Last approved: 28th June 2016