



SHIRELAND
COLLEGIATE ACADEMY TRUST

Shireland Collegiate Academy Trust

Governance Structure and Scheme of Delegation

2018 - 19

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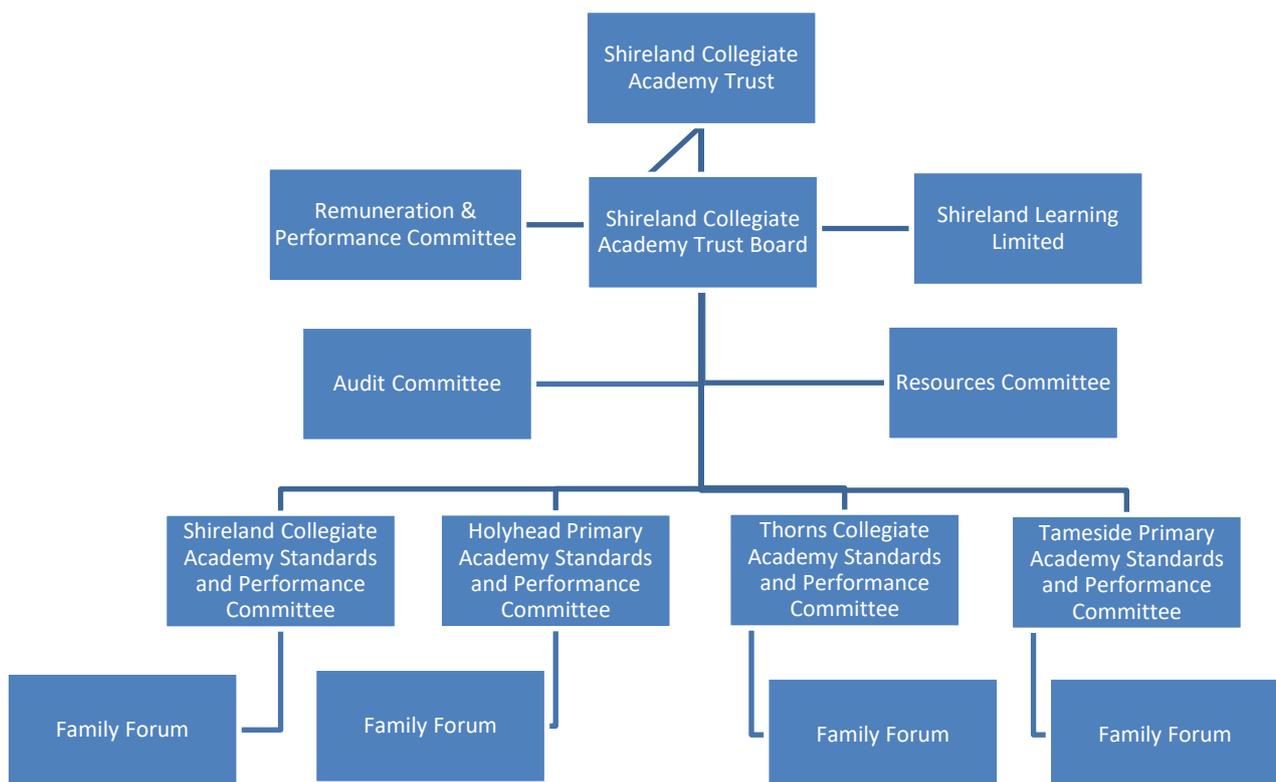
Introduction

The Board of Trustees of Shireland Collegiate Academy Trust (SCAT) under its Articles of Association is required to approve a governance structure for the Trust on an annual basis.

The governance structure must be:

- compliant with DfE requirements, company and charity law;
- scalable and so adaptable to growth or change in Shireland Collegiate Academy Trust;
- capable of being serviced by the Trustees of Shireland Collegiate Academy Trust and its committees.

The Governance Structure for Shireland Collegiate Academy Trust is illustrated below:



Rationale

To achieve the above and to ensure that the governance structure complies with the Funding Agreements and the Academies Financial Handbook, in addition to the Trust board there will be a number of committees which will have delegated responsibilities to act on behalf of the Trust board. These committees will report directly to the board and are;

- Audit
- Discipline (Exclusions)
- Remuneration and Performance Management
- Resources
- Appeals.

In addition to these committees each academy will have a Standards and Performance Committee which acts as the school's Governing Body. The work of this committee will be further enhanced by the support of a Family Forum. This Forum will operate to ensure that all parties interested in the working of the academy can have a voice. It will have a reporting line into the Standards and Performance Committee.

Delegated powers

Shireland Collegiate Academy Trust may (subject to the Articles of Association) delegate to any committee, any trustee, any person holding an executive office, or to the Chief Executive Officer (CEO) such of their powers or functions as they consider desirable to be exercised by them.

To achieve this, the Trust board will on an annual basis review the success of each academy based on its ability to meet the targets and objectives set by the board for the previous year. In essence, each academy within the Trust will achieve earned autonomy insofar as its delegated powers are concerned.

Powers and responsibilities delegated to the CEO

The CEO shall be responsible for the internal organisation, management and control of the Academy Trust, the implementation of all policies approved by the Board, and the direction of teaching and of the curriculum. In addition the CEO shall be responsible for the operation of financial processes, ensuring that adequate operational controls are in place and are maintained. The CEO will ensure that full and accurate financial records are kept, including those of the external auditor and Responsible Officer. In addition s/he will regularly monitor income and expenditure reports and highlight potential problems to the Resources Committee. Overall the CEO, as Accounting Officer will ensure that the Trust fulfils the requirements of the Academies' Financial Handbook and the Funding Agreements.

For these purposes the Trustees shall delegate those powers and functions required by the CEO.

Handling of Urgent Decisions

Handling of urgent decisions falling within the remit of the Board e.g. powers of the Chairman to act on behalf of the Board:

- At its meeting on 4th September 2007 the Board discussed the fact that it is sometimes necessary for it to act in emergencies and to make decisions on behalf of the Academy Trust. It was proposed that in such circumstances the Chairman should be granted powers in conjunction with the CEO to take such action and to report to the next meeting of the Board.
- The Board approved the proposal to delegate powers to the Chairman in conjunction with the CEO to agree executive decisions in emergency situations by telephone or email and to act on behalf of the full Board. All such decisions are to be reported to the next meeting of the Board.

Handling of urgent decisions for Committees of the Trust

Handling of urgent decisions falling within the remit of a committee e.g. powers of the Chairman to act on behalf of the committee.

- It is sometimes necessary for a committee to act in emergencies and to make decisions on the committee's behalf. In such circumstances the Chairman is delegated powers in conjunction with the Principal to agree executive decisions in emergency situations by telephone or email and to act on behalf of the full committee. All such decisions are to be reported to the next meeting of the Board. All such actions are confined to the remit of the committee as defined in that committee's terms of reference.

Scheme of Delegation

When a new academy joins the Trust, the board will determine the level of delegation. This is summarised in detail in Appendix 1.

The scheme of delegation detailed in this document defines the powers and functions that are reserved for the Board and its Committees. The Trust board at its first meeting of the year, will agree for each academy the level of delegation. Any delegated decision must be reported to the next full Trustees' meeting but a decision taken under delegated powers is binding and immediately effective.

In exercising its strategic role the Shireland Collegiate Academy Trust board will retain exclusive responsibility for the areas identified within the Powers Retained by the Trust Board below.

Powers Retained by the Trust Board

The membership and proceedings of the Trust Board are defined in the Articles of Association.

- Ensuring compliance with the Trust's duties under Company Law and Charity Law and agreements made with the DfE, such as the Funding Agreements
- The determination of the educational character and mission of the Academy Trust;
- Ensuring the solvency of the charitable trust, safeguarding its assets and delivering its charitable outcomes;
- The appointment or dismissal of the CEO, Principals and Finance Director;
- Ensuring the continued charitable status of the company;
- Setting key strategic objectives and targets and reviewing performance against these for all its academies;
- Approval of the Trust's governance arrangements and Scheme of Delegation;
- Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the committees and their annual review and revision;
- Approval of the appointment of persons to Trust committees and the removal of such persons from committee membership
- Approval of recommendations for committee membership made by a committee;
- The approval of Academy Trust policies, not otherwise delegated to committees;
- The approval of annual estimates of income and expenditure for the Trust at the beginning of the academic year;
- To approve the appointment/resignation of the auditors for the Trust on an annual basis;
- The approval of the Trust year end accounts;
- Entering into all contracts on behalf of the Trust;
- To authorise expenditure or income over the value of £100,000;
- To authorise the opening of a bank account;
- To approve the pay structure for the Trust;
- To receive reports from its trading subsidiary company Shireland Learning Ltd (SLL) and to make recommendations to the Board of SLL regarding this company;

Relationship between Shireland Collegiate Academy Trust and its Committees

The Academy Trust Board may delegate powers to its committees as stated below. However, it is the Principal of each academy who is responsible for the implementation of the Trust's vision, aims, objectives and targets in each school.

The Trust will hold the Principal to account via the Standards and Performance Committee. The Standards and Performance Committee is in essence the Local Governing Body for each academy.

- The Standards and Performance Committee will apply the recommendations of the Chief Executive Officer and the Principal in respect of the operational day to day running of the academy.
- The Standards and Performance Committee will have the responsibility to ensure that the direction set by the Academy Trust is implemented and relevant monitoring and reporting systems are in place to ensure adherence.
- The Standards and Performance Committee will have the delegated power to monitor and review the role of the academy at an operational day to day level. This will include;
 - the management and organisation of the academy, including the safeguarding and wellbeing of all staff and students
 - the implementation of the decisions of the board and the CEO;
 - performance in relation to targets and standards approved by the board;
 - the implementation of policies as stated in the policy schedule agreed by the board;
 - the implementation of policies approved by relevant committees;
 - the annual budget agreed by the board
 - the appraisal and pay progression of all staff
 - the implementation of the single equality duty
 - the implementation of all extended services and wrap around care activities
- The Committee will report its advice and recommendations directly to the board at its next meeting
- Finance issues which require further detailed consideration will be referred by the Committee to the Finance Director, who will consult with the CEO to determine whether the matter is referred to the Resources Committee.
- HR issues which require further detailed consideration will be referred by the Committee to the HR Director, who will consult with the CEO to determine whether the matter is referred to the Resources Committee.
- It is not proposed that the Committee will have any standing sub-committees. However, it may be necessary from time to time by agreement with the Chairman to establish a single purpose working party of the Committee in order to deal with an issue that cannot be dealt with adequately by the Committee in one of its scheduled meetings. Any such working party will be disbanded as soon as its work is complete.
- The 'normal' termly schedule of meetings should commence with the Academy Trust Board, and then followed by the Standards and Performance Committee, followed by the Resources Committee and then the Board and Audit Committee towards the end of term. This allows action and decisions made by Committees to be reported to the Trust Board as required by the Articles of Association and within a termly cycle.
- Meetings for the other committees will be scheduled as the need arises.

The committees that report directly to the Academy Trust Board are **Resources, Discipline, Appeals, Remuneration and Performance Management** and **Audit**.

- The Resources Committee will be responsible for all finance and personnel related matters.
- The Audit Committee will be responsible for reviewing and addressing the risks to internal control, informing the statement of internal control, and agreeing a programme of internal audit work to provide assurance to the external audit.
- The Discipline Committee will deal with all student behaviour issues and any discipline issues in relation to the CEO, and the Finance Director.
- The Appeals committee will deal with any appeals from staff/students or the public.
- The Remuneration and Performance Management Committee will deal with the salaries and performance of the Trust Strategy Team.
- The Terms of Reference for each committee will be presented to the board for approval at its first meeting in the new academic year.
- Each committee must have a Chair and must have a minimum of 3 committee members to be quorate
- The membership of each committee must always include a majority of Trustees except in the case of the Standards and Performance Committees and the Family Forums.

Constitution

- The Academy Trust Board membership will comprise up to 10 directors, including the CEO (ex officio). Up to three directors will be appointed by the Members. In addition, the Board may appoint co-opted directors.
- The directors will be known as Trustees. Members of committees who are not trustees will be known as governors.
- The CEO can attend all meetings of any committee established by the Trust but in some instances, this may only be in an advisory capacity. When an issue is being discussed which directly affects the CEO he/she must, as with any other Trustee in a similar position, declare an interest and physically withdraw from the meeting for the duration of that discussion.
- The legal minimum quorum for committee meetings is three voting Trustees/governors who are members of the committee. For meetings of the Trust the quorum is as determined by the Articles of Association.
- Associate governors may be appointed to a committee by the Academy Trust Board and may be given voting rights. However, a majority of the membership of any committee must be Trustees, except in the case of the Standards and Performance Committees and Family Forums.
- With the exception of the Standards and Performance Committees and Family Forums, no vote on any matter shall be taken at a meeting of a committee of the Trust, unless the majority of members of the committee present are Trustees.
- The appointed clerk will undertake the clerking of the board and its committees.
- The minutes shall be included as an agenda item for consideration at the next meeting of the full board where appropriate.

- All decisions made by committees with delegated powers must be reported to the next full meeting of the board. If the minutes are not finalised a brief statement of the conclusions reached should be given.
- All actions required from the monitoring of performance from the Standards and Performance Committee that need board approval or decision must be reported to the next full meeting of the board. The appointed clerk must ensure the clerk of the Trust board receives a brief statement of direction.
- The Chair and Vice Chair of each committee will be appointed by the Board at its first meeting in the new academic year or at the first committee meeting of the academic year in accordance with the terms of this governance structure.
- All Trustees/governors are expected to attend training regularly and review their individual training needs. Training will be arranged by the Trust and Trustees/governors are asked to participate in directed and self-directed learning.
- The term of office for any Trustee or member shall be 4 years, this time limit shall not apply to the CEO. Subject to remaining eligible to be a particular type of Trustee or governor, any Trustee or governor may be re-appointed or re-elected.

Committees of the Academy Trust

The membership, purpose and proceedings of the Trust's committees is as follows:

Standards and Performance Committee

Purpose

The Standards and Performance Committee will be responsible for monitoring and reviewing the operational day to day running of the academy. In addition to this it will act as a consultative body for the main board.

The academy Principal will be accountable to the board for all aspects of the overall performance of the academy.

The Committee has the delegated power to approve the recommendations of the CEO and the Principal in respect of the operational day to day running of the academy to include;

- the implementation of decisions of the Academy Trust Board and the CEO
- the management and organisation of the Academy in line with the Academy Trust and individual Academy Development Plans
- Performance in relation to curriculum targets to include the receiving and reviewing of student performance data on a termly basis and to oversee the policies and procedures for reporting student progress and performance
- The implementation of policies approved by the Board according to the agreed policy schedule
- Implementation of all extended academy activities
- Performance in relation to the site and Health and Safety
- Performance in relation to the financial position of the academy

- Performance of staff to include appraisal and target setting
- Overview of the staffing establishment agreed by the Trust Board
- Compliance with all relevant legislation

Membership

The membership of the Committee will be agreed on an annual basis

The CEO or his representative is not a committee member but will act in an advisory capacity to this committee as necessary.

The membership shall be:

- a Trustee appointed by the Board as Chair for the academic year
- 2 Family Members
- 1 Staff Member
- 3 Community Members appointed by the Trust
- The Principal of the academy
- 1 Co-opted Trustee or Governor

Attendance at Committee meetings

Any Trustee may attend meetings of any of the Academy Trust's committees.

The Committee may invite attendance at meetings from persons who are not Trustees or members to assist or advise on a particular matter or range of issues, including parents and members of academy staff.

Quorum

The quorum is three members of the committee

Voting at meetings

Only members of the Committee may vote at its meetings.

The Chair will have a casting vote.

Appointment of Chair and Vice Chair

The position of Chair will be voted on by the Trust board on the incorporation of the academy into the Trust and reviewed annually.

No Trustee or governor who is employed by the Academy Trust will act as Chair or Vice Chair of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the Trustees and governors present at the meeting.

Clerk

The clerk will be specifically appointed to serve the Committee. The secretary of the company will not normally undertake this role.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the meeting.

Recording and reporting the proceedings of meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the clerk to the Board of Trustees in within 7 working days for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.

The Chair should meet with the Academy Trust Chair, the CEO and the Principal of the Academy to plan the work of the committee in relation to the Trust's strategy and Raising Attainment Plan at the beginning of each year

Review Date

This Committee's meeting arrangements and terms of reference will be reviewed annually.

Resources Committee

Purpose

The Resources Committee will be responsible for the day to day financial management of the Academy to include;

- Assisting the decision-making process of the Trustees, by enabling more detailed consideration to be given to the Trust's finances and resources.
- Ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 2006, Charity Commission requirements and the DfE guidance issued to Academies.

- Reporting directly to the Trust Board on the overall finances of the Trust and a summary position of each academy within the Trust.
- Compliance with financial regulations and standing orders of the Trust.
- Considering all personnel management procedures.

Membership

The membership of the Committee will be agreed on an annual basis.

The membership shall be a minimum of 7 up to a maximum of 9 named Trustees/governors.

- CEO
- Chair of the Trust Board
- A minimum of 3 Trustees nominated by the Board
- Chair of each academy Standards and Performance Committee. [the Board will revise this category of membership over time as the number of schools in the Trust grows in order to achieve an equitable share of participation in the Committee's proceedings by all schools in the Trust]

Attendance at Resources Committee meetings.

A Trustee may attend meetings of any Academy Trust Committee.

The Committee may invite attendance at meetings from persons who are not Trustees to assist or advise on a particular matter or range of issues, including parents and members of Academy staff.

The Finance Director or his/her representative will attend all Resources Committee meetings as an adviser.

Quorum

The quorum is three Trustees who are members of the Committee.

Voting at committee meetings

Only members of the Committee may vote at Committee meetings.

The Chairman will have a casting vote.

No decision on any matter shall be made at a meeting of a Resources Committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair and Vice Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

No Trustee who is employed by Shireland Collegiate Academy Trust will act as Chair or Vice Chair of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the trustees present at the meeting.

Clerk

The clerk of the Committee is the secretary of the company but other persons may be appointed to undertake these functions as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the committee meeting.

Recording and reporting the proceedings of committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.

The Chair of the Committee should meet with the Finance Director and CEO at the beginning of each year to plan the work of the committee in relation to the Trust's Development Strategy and Raising Attainment Plan

Review date

This Committee's meeting arrangements and terms of reference will be reviewed annually by the Trust Board.

Discipline Committee

Purpose

To comply with the Funding Agreements between the Secretary of State and the Academy Trust which require the Trust to have regard to the Secretary of State's

Guidance on exclusions and to resolve any issues relating to staffing as stated in the Terms of Reference.

To make appropriate comments and recommendations on such matters to the Board of Trustees.

Membership

The membership of the Committee will be agreed on an annual basis or as needed but must comply with the requirements of a committee to be quorate. Therefore, minimum membership must be 2 trustees and 1 governor.

The membership shall be any trustee or governor subject to the Articles.

No Committee member may participate in the meeting if they have a connection with or knowledge of the issue that might affect their impartiality.

The Chair has a casting vote.

Attendance at Committee meetings.

A Trustee may attend meetings of any Academy Committee.

Quorum

The quorum is three members of the committee subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have the casting vote.

No decisions on any matter shall be made unless the majority of members of the Committee present are Trustees

Appointment of Chair

The Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the autumn term or at the first meeting of the Committee.

In the absence of the Chair the Committee will elect a temporary replacement from among the Trustees present at the meeting.

Clerk

The clerk of the Discipline Committee will be appointed to this position. The secretary of the company will not undertake this role.

In the absence of the clerk the Discipline Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers in accordance with the requirements of the Secretary of State's Guidance.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities.

Review date.

This Committee's meeting arrangements and terms of reference will be reviewed annually.

Appeals Committee

Purpose

To hear appeals on behalf of the Academy Trust.

To make appropriate comments and recommendations on such matters to the Board of Trustees.

To implement guidance on the conduct of appeals issued by the Secretary of State as it applies to Academies.

Membership

The membership of the Committee will be agreed on an annual basis or as needed but must comply with the requirements of a committee to be quorate. Therefore, minimum membership must be 2 trustees and 1 governor.

The membership shall be any Trustee or member subject to the Articles.

No Committee member may participate in any appeal process if the Committee member is an employee of the Academy or has any prior involvement or association with the circumstances leading to the appeal.

The Chair has a casting vote. The Chair may not be an employee of the Academy.

Attendance at Committee meetings

A Trustee may attend meetings of any Academy Committees.

Quorum

The quorum is three Committee members subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have the casting vote.

No decisions on any matter shall be made unless the majority of members of the Committee present are Trustees,

Appointment of Chair

The Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

In the absence of the Chair the Committee will elect a temporary replacement from among the Committee member present at the meeting.

Clerk

The clerk of the Appeals Committee will be appointed to this position. The secretary of the company will not undertake this role.

In the absence of the clerk the Appeals Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers in accordance with any statutory requirements.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The clerk will be responsible for ensuring all action points and decisions requiring board approval are summarised and given to the clerk to the Trust board within 7 working days of the meeting.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once per academic year.

Review date

This Committee's meeting arrangements and terms of reference will be reviewed at the first meeting of the board of directors in the autumn term.

Remuneration and Performance Management Committee

Purpose

To apply performance management to the Trust Strategy Team.

To determine the salary of those on the Executive Pay Spine.

To make recommendations on these matters to the Board of Trustees.

Membership

The membership of the Committee will be a minimum of three Trustees (subject to the Articles) and comprise:

- the Chair and/or Vice-Chair of the Board of Trustees or their Trustee nominee;
- 3 other trustees

Any Trustee who is employed by the Academy Trust may not be a member of the Committee.

Any Trustee who has a business relationship, directly or indirectly with Shireland Collegiate Academy Trust or its academies must have previously completed a declaration of interests for the academic year in question. The Clerk or the Trustees will re-state those interests in the Committee meeting.

Attendance at Committee meetings

The Company Secretary will attend Committee meetings as clerk. In some cases, an external advisor may also attend. Any such advisor may also be a Trustee.

Quorum

The quorum is three Trustees who are members of the Committee subject to the Articles.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

Any recommendations or decisions made by the Committee must be agreed unanimously.

No decisions on any matter shall be made at a meeting of the committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair of the Committee will be elected on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among those present at the meeting.

Clerk

The clerk of the Committee is the secretary of the company but other persons may be appointed to undertake this function as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the Committee meeting.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decision will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees.

The Chair of the Committee will be responsible for giving an oral summary of the Committee's deliberations if necessary at meetings of the Board of Trustees.

Frequency of meetings and programme of work

The Committee will meet as often as is necessary to fulfil its responsibilities and at least once per academic year.

Review Date

This Committee's meeting arrangements and terms of reference will be reviewed at the first meeting of the board of directors in the autumn term.

Audit Committee

Purpose

The Audit Committee is responsible for reviewing and addressing the risks to internal control, informing the statement of internal control of the Academy Trust, and agreeing a programme of internal audit work, to provide assurance to the external audit process. This is in addition to agreeing the external audit programme for the Trust.

The Committee has delegated responsibility from the Board of Trustees for ensuring that there is a framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the charitable Trust is complying with all aspects of the law, relevant regulations and good practice.

Membership

The membership of the Committee will be agreed by the Board on an annual basis but must comply with the requirements of articles to be quorate. A minimum of 3 trustees.

The Committee will comprise all independent non-executive Trustees. Ideally at least one should have some recent and relevant financial experience.

No employee of the Academy Trust may be a member of the Committee.

The Chair of the Board and the CEO may not be members of the Audit Committee.

Attendance at Audit Committee meetings

Any Trustee may attend a meeting of the Audit Committee.

The CEO in his role as Accounting Officer would normally attend all meetings.

The Committee may invite attendance at meetings from persons who are not members of the Committee such as, Finance Director, HR Director, auditors and Board Chair to assist or advise when appropriate.

Quorum

The quorum is three members of the Committee.

Voting at Committee meetings

Only members of the Committee may vote at Committee meetings.

The Chair will have a casting vote.

No decision on any matter shall be made at a meeting of the Audit Committee unless the majority of members of the Committee present are Trustees.

Appointment of Chair and Vice Chair

The Chair and Vice Chair of the Committee will be appointed by the Board on an annual basis at the first meeting of the Board of Trustees in the Autumn term or at the first meeting of the Committee.

In the absence of the Chair and Vice Chair the Committee will elect a temporary replacement from among the members present at the meeting.

Clerk

The clerk of the Committee is the secretary of the company but other persons may be appointed to undertake these functions as necessary.

In the absence of the clerk the Committee will appoint a replacement clerk for the meeting.

The clerk will circulate an agenda and papers for each meeting at least a week before the committee meeting.

Recording and reporting the proceedings of Committee meetings

The clerk will record attendance at meetings. Issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the Committee to the clerk to the Board of Trustees in sufficient time for it to be included in the agenda and papers for the next meeting of the Board of Trustees. This is to meet the statutory requirement to provide information to the whole Board of Trustees and to seek ratification of decisions and recommendations.

The Chairman of the Committee will be responsible for giving an oral summary of the Committee's deliberations if necessary at meetings of the Board of Trustees.

Frequency of meetings

The Committee will meet as often as is necessary to fulfil its responsibilities and at least twice per year. Once, at the beginning to agree the programme of work and once at the end to review.

The External Auditors and/ or Responsible Officer may request a meeting of the Committee, at any time.

Review date

This Committee's meeting arrangements and terms of reference will be reviewed annually by the Trust Board.

Authority

The Audit Committee is authorised to:

- obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board of Trustees;
- investigate on behalf on the Board of Trustees anything that threatens or adversely affects the accomplishment of the charity's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments;
- obtain, at the company's expense, outside legal or other professional advice on any matter within its terms of reference;

- call any employee to be questioned at a meeting of the Committee as and when required;
- publish in the company's annual report details of any issues that cannot be resolved between the Committee and the Board.

The Family Forum

The Family Forum aims to enable families and the local community to influence the quality of provision of education for their children and for their community.

It will support the Standards and Performance Committee by building relationships with families and the local community.

The membership is:

- 4 x parents (other than Trustees and or governors)
- 6 x representatives from Community Groups;
- the Principal of each academy or his/her representative;
- any person appointed by the Committee because of their parental, community or business interest;

The Family Forum will not discriminate on grounds of race, faith, gender, sexual orientation, disability or age in its membership, election of officers; conduct of its business or in any other way.

Terms of Reference

Standards and Performance Committee Terms of Reference

The review and monitoring of the curriculum to include;

- Ensuring the academy is meeting any statutory curriculum requirements;
- To review Raise Online Data and associated data profiles;
- To monitor & review information on academy performance;
- To monitor & review the academy Raising Attainment Plan;
- To review the academy website;
- To monitor & review academy targets;
- To report to parents according to statutory requirements;
- To appoint link governors as recommended by the CEO or Principal.

To monitor the safety and welfare of all staff and students to include the review and monitoring of all policies as stated in the agreed policy schedule to include;

- Compliance with DfE, ESFA and HSE guidance;
- Compliance with all child protection and SEN requirements;
- Working with the local community to embed good practice.

To monitor all premises and health and safety issues, to include all policies as stated in the agreed policy schedule to include;

- Reviewing the Health & Safety Policy on an annual basis.
- Monitoring the risk assessment process and Risk Register.

To approve the Extended Services work in the Academy to include;

- Reviewing all activities within the annual delivery plan.
- Monitoring work to ensure adherence with the plan and assessing its impact.
- Receiving termly reports on progress

To monitor and report on the financial performance of the Academy

- To include overseeing the annual budget.
- To apply a charging policy for the academy based on the scale of charges agreed by the Resources Committee.

To overview the staffing establishment of the Academy

- To ensure the staff for the academy is within the agreed staffing establishment agreed by the Trust board
- To monitor staff performance and report any issues.

Resources Committee Terms of Reference

- To review the indicative annual budget, as notified by the ESFA.

- To approve the initial budget for the next academic year and recommend it to the Trustees for final approval.
- To contribute to the formulation of the Trust's development plan;
- To ensure the annual budget plan for all its academies has been prepared in line with the principles of Best Value established by the Trust.
- To receive details of the Trust's and each academy's management accounts on a monthly basis (via the governance portal)
- To approve medium term financial projections in accordance with the requirements of the Trust's financial regulations.
- To receive and approve quarterly, budget monitoring reports and management accounts which enable the current and predicted end of financial year situation of the Trust to be determined.
- To approve or recommend to the Trustees appropriate action on changes to the budget of the Trust and the budgets of each Academy within the Trust during the financial year.
- To approve and use key financial performance indicators and measure performance against these regularly.
- To approve bids for external funding for approval over the agreed threshold limit of £40,000 and up to £100,000
- To receive financial information which will enable the Committee to ensure that the Academy's Financial Regulations are being complied with at each of its academies, this to be done in conjunction with the Audit Committee.
- To monitor compliance with the Academy's Scheme of Financial Delegation as approved by the Trustees.
- To assess the financial progress in achieving the objectives within the Trusts development plan and individual raising attainment plan of each academy
- To annually ensure that the insurance cover held by the Trust provides adequate protection against risks.
- To prepare a scale of charges for Trust activities and a basis of charges for each Academy to review and adopt as necessary
- To review the Annual Report of the Directors and Financial Statements for the year-end in accordance with the Companies Act (2006) and Charity Commission requirements and make recommendations to the Trust Board. This in conjunction with the Audit Committee.
- To ensure a Register of Business Interests is kept for all Trustees/Governors and staff.
- To ensure an inventory is maintained of and equipment owned by the Academy.
- To approve the disposal of surplus equipment in accordance with the trust's regulations up to £45,000. In the case of items of value in excess of £45,000 purchased using capital grant, secure prior permission from the ESFA.
- To authorise the write-off of debts in accordance with the Scheme of Delegated Authority.
- To recommend the finances for the Academy's Pay Policy for approval by the Trustees.

- To authorise changes to the Academy's staffing establishment with the exception of the CEO, and Finance Director.
- To ensure appropriate personnel management procedures are in place according to the agreed policy schedule;
- To receive reports on Shireland Learning Ltd and business development

Discipline Committee Terms of Reference

- To review certain exclusions as defined in the Secretary of State's guidance;
- To consider representations about an exclusion made by the parents of an excluded child;
- To consider the appropriateness of any permanent exclusion, or any exclusion where one or more fixed period of exclusions total more than 15 academy days in one term.
- To consider representations from all parties in deciding whether or not to uphold or re instate a fixed term or permanent exclusion.
- To apply any other obligations contained in the Secretary of State's guidance.
- To consider any staff discipline issues in relation to the CEO, and the Finance Director.

Appeals Committee Terms of Reference

- To hear any appeal arising from the implementation of any Academy Trust policy;
- To hear staff dismissal appeals;
- To hear staff disciplinary appeals;
- To hear appeals on pay grading and or pay awards;
- To hear staff appeals on redundancy;
- To hear staff appeals on grievance;
- To hear complaints;
- To hear any Confidential Reporting Disclosure;
- To hear any other appeal referred by the Academy Trust.

Remuneration and Performance Management Committee Terms of Reference

- To approve the performance management arrangements for the current academic year.
- To determine the level of bonus payable for the current academic year.
- To determine the salary of those on the Executive Pay Spine.
- To receive annual progress reports on the performance of the CEO and other senior leaders as determined by this committee, in relation to previously agreed objectives and success criteria.
- To advise the Board of Trustees on all matters related to the Performance Management Scheme for the Trust Strategy Team

Audit Committee Terms of Reference

Financial reporting

The Committee will:

- Monitor the financial statements of the company, including its annual and interim reports and management statements, reviewing significant financial reporting issues and judgements which they contain.
- ensure that regular audits are carried out in respect of financial, legal, risk, health and safety, investments, insurance, and the asset register via a self-evaluation process through the role of the Responsible Officer whose reports will be received by the Committee.
- monitor annually the consistency of, and any changes to, accounting policies.

Internal controls and risk management systems

The Committee will:

- keep under review and report on a regular basis to the Trustees on the adequacy and effectiveness of the company's internal financial controls and internal control and risk management systems;
- review and approve the statements to be included in the annual report concerning internal controls and risk management.
- to approve the Risk Register

Compliance, whistleblowing and fraud

The Committee will:

- review the adequacy and security of the company's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrong doing in financial reporting or other matters. The committee will ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.
- review the company's procedures for detecting fraud.
- review the company's systems and controls for the prevention of bribery and receive reports on non-compliance.

Internal audit

The Committee will:

- monitor and review the effectiveness of the company's internal audit function in the context of the company's overall risk management system.
- consider and approve the remit of the internal audit function.
- review and approve the annual internal audit plan.
- review reports addressed to the Committee resulting from internal audit.

- review and monitor management’s responsiveness to the findings and recommendations of the internal audit.

External Audit

The Committee will:

- make recommendations to the Board, for Members’ approval at the AGM, in relation to the appointment, re-appointment and removal of the company’s external auditor and the frequency of tendering.
- the Committee will oversee the selection process for a new auditor and if an auditor resigns the Committee will consider the issues leading to this and decide whether any action is required.
- Oversee the relationship with the external auditor including recommendations on their remuneration, whether fees for audit or non-audit services and the level of fees is appropriate to enable an adequate audit to be conducted and approval of their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit.
- confirm that there are no conflicts of interest between the Auditor and the Trust (other than in the ordinary course of business).
- seek to ensure co-ordination with the activities of the internal audit function.
- if necessary meet the External Auditor at least once a year, without management being present; to discuss the auditor’s remit and any issues arising from the audit.
- review and approve the external auditor’s annual audit plan and ensure that it is consistent with the scope of the audit engagement.
- review the findings of the audit with the External Auditor. This shall include but not be limited to, the following:
 - a discussion of any major issues which arose during the audit of any accounting and audit judgements
 - levels of errors identified during the audit
 - the effectiveness of the audit.
- review and monitor management’s responsiveness to the findings and recommendations of the Internal Auditor and Responsible Officer.
- review any representation letter(s) requested by the External Auditor before they are signed by management.
- review the management letter and management’s response to the auditor’s findings and recommendations.
- ensure that the ESFA is informed of any irregularities in financial issues.

Terms of Reference of the Family Forum

Purpose

- To enable families to influence the quality of education for their children and for their community;

- To help the Academy to understand parents' perspectives on issues which affect them;
- To advise on the organisation and evaluation of activities for parents such as options choice and consultation events;

The Forum will report to the Standards and Performance Committees, to enable these committees to:

- actively promote partnership working between parents/carers and the Academy;
- involve the community in the planning and provision of Extended Services;
- advise on effective means of consultation with parents;
- promote the Academy's key priorities.
- The Family Forum is a consultative forum, a 'sounding board' of opinion, and a source of help and advice.

Membership

- The membership of the Forums will be determined on an annual basis by the Board;
- The Principal of the Academy is a member of the Family Forums.
- The membership shall be the parents or guardians of registered pupils of the Academy or a feeder organisation
- The Forum will not discriminate on grounds of race, faith, gender, sexual orientation, disability or age in its membership, election of officers; conduct of its business or in any other way.

Participation in the Family Forum

- Parents and guardians participate in the Family Forum by attending parent meetings within the Academy

Recording and communicating the activities of the Family Forum

The Business Manager of each academy, or in the case of SCA the Trust Extended Services Manager, will manage the communication with families, raise issues and feed-back any views, advice and opinions. A written summary will be forwarded to the clerk of the Standards and Performance Committee in sufficient time for it to be included in the agenda and papers for their next meeting

Review Date

This Forum's arrangements and terms of reference will be reviewed annually.

Appendix 1 – Scheme of Delegation

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
Finance	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>Academy</i>	<i>Academy</i>
STATUTORY WORK									
The approval of the annual budget for the Trust		Yes	Recommend to Board			Recommend to Resources			
The approval of the annual budget for each of its Academies		Yes, and allocate to SPC to monitor in year	Recommend to Board			Recommend to Resources			
The setting of Key Financial Performance Measures for each Academy		Yes, and allocate to SPC to monitor in year			Recommend to TB				
To ensure the solvency of the trust on an ongoing basis and agree a funding model for the Trust and each of its academies		Yes			Recommend to TB				
The approval of the Statutory Accounts for the Trust		Yes	Recommend to Board			Recommend to Resources			
Approval of academy contributions into MAT		Yes			Recommend to TB				
The setting of Key Financial Performance Measures for the Trust and its academies		Yes			Recommend to TB				
COMPLIANCE									
To delegate the power to the Board with regards the external audit programme	Yes								
To appoint the Auditors and if necessary re-appoint, remove, and determine remuneration for the Trust		Yes				Recommend to TB			
To approve the internal assurance process for the Trust				Yes	Recommend to Audit				

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
To appoint an internal audit/assurance Officer		Yes				Recommend to Audit			
To agree a programme of internal assurance work				Yes		Recommend to Audit			
To provide assurance over the adequacy of systems of internal financial control				Yes		Recommend to Audit			
To oversee any audit issues and report on progress				Yes		Recommend to Audit			
To ensure processes are in place for whistleblowing and fraud				Yes		Recommend to Audit			
REPORTING									
To report to all Statutory bodies - DfE/Company house /Charity commission		Yes for annual accounts and annual budget	Yes except for annual accounts and budget			Recommend to TB			
Completion and submission of accounting returns to ESFA			Approval of submission if necessary				Yes		
Completion and submission of HMRC returns							Yes		
Termly Budget Monitoring/management accounts for the Trust			Yes			Recommend to TB			
Termly Budget Monitoring/management accounts for each Academy			Yes			Report any variances to Resources as recommended by SPC		Yes, against the Budget set by The Trust Board	Recommend to SPC and report any issues to Resources
Termly reporting on assurance for the Trust				Yes		Recommend to Audit			
To receive benchmarking Data for Academies			Yes				Yes		

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
Reporting of the year end position for each academy (before preparation of the statutory accounts)			Yes			Recommended to TB and SPC			
FINANCIAL CONTROL									
To provide the financial Regulations for the trust in accordance with the Academies Financial handbook			Yes, Approval of Regulations				Yes		
To provide guidance on the format and requirement for budgeting							Yes		
To provide guidance on the format and requirement for budget monitoring							Yes		
To provide guidance and format for yearend accounts							Yes		
To provide Financial Structure and chart of accounts							Yes		
To provide a Financial Management Systems							Yes		
Setting of the Procurement Policy for the Trust and its Academies			Yes			Recommended to Resources			
To provide a scale of charges for the Trust and its' Academies			Yes			Recommended to Resources			
Provision of Benchmarking data across the Trust							Yes		
Maintenance of day to day finances									Yes
Maintenance of capital accounts							Yes		
Reconciliations for grant funding							Yes		
Provision of Payroll function							Yes		
To review all statutory Finance policies and provide guidance for Academies			Yes, and provide template for					To Approve use of policies and ensure	To report on adherence

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
			SPC to work within					adherence in year	
To provide a Risk Framework				Yes, approval of framework	Recommended to Audit and SPC		Yes		
To Monitor and report on Risk				Yes - Risk for Trust	Recommended to Audit and SPC	Recommended to TB and SPC		Yes, for academy risk	Recommended to SPC - Risk
AUTHORISATION LEVELS									
BUDGET									
Budget Virement Limitations		Over £100,000	Over £40,000 up to £100,000			Over £10,001 up to £39,999			Up to £10,000
FUNDING/GRANT CONTRACTS									
Entering into contracts (income)		Over £100,000 approval (signatory – chairperson)	Over £40,000 up to £100,000 Approval		Signatory for contracts over £40,000 up to £100,000 once agreed by Resources	Over £10,001 up to £39,999 Signatory for contracts over £10,001 and up to £39,999			Up to £10,000 Signatory for contracts up to £10,000
PURCHASING & PROCUREMENT									
Signatory for entering into Contracts (expenditure)		Over £100,000 approval (signatory - chairperson)			Signatory for contracts over £40,000 up to £100,000 once agreed by Resources	Signatory Over £25,001 up to £39,999			Signatory Up to £25,000, providing contract within approved annual budget

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
Placing Orders for goods and services		Over £100,000	Over £40,000 up to £100,000			Over £25,001 up to £39,999			Up to £25,000, can delegate down to budget holders up to £5,000 if within budget limits
Ensuring compliance with tendering processes (see tendering limits)			Yes	Yes	Yes	Yes, to report any issues to relevant committee - Resources or Audit	Yes	Yes	Yes
Opening of Tenders over £40,000 up to £100,000		Yes - one Trustee - should be Chair of SPC if for an academy			Yes	Yes			
Opening of Tenders over £100,000		Yes - chair of Trust Board			Yes	Yes			
Waiver of MAT financial regulations in respect of purchasing		Yes				Yes, report to Board			
INCOME									
Write-off bad debts and entering into guarantees, letters of comfort or indemnities		Over £45,000 to seek ESFA approval	Over £5,000 up to Board limit of £45,000			£1,001 up to £5,000			Up to £1,000, report to SPC

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
STAFFING									
Authorisation to appoint/dismiss staff		Yes, for CEO and FD and Principal of each academy			Yes, For SLT at each Academy below Principal - Must be signatory				Staff in each academy below SLT- must be signatory
Payroll Authorisation - Claim forms /Car mileage/expenses Note: Claim forms cannot be self-signed						Yes, for all central Trust staff			Yes, for all academy staff - can delegate to nominated officer
Special, severance or ex gratia payments		Yes - over £50,000 seeks ESFA approval	Yes, up to £50,000		Reports to Resources up to the value of £50,000				
BANKING & CASH MANAGEMENT									
To authorise the opening/closing of bank accounts		Yes				Recommended to TB			
To approve Bank Mandates including signatories		Yes				Recommended to TB			
To approve the Cash flow Management, Treasury & Investment			Yes			Recommends to Resources			
To manager the cash of the Trust						Yes	Recommends to FD		
Managing investment of surplus cash			Yes		Recommended to Resources	Authorise movement of funds between investment accounts	Manage movement of cash across accounts - Accounts manager		

Responsibility	Members	Trust board	Resources	Audit	CEO (Accounting Officer)	FD	Trust Finance Team	SPC	Principal
FIXED ASSETS									
Maintenance of the Asset Register						Yes	Yes, for Trust for any item over £5,000		
Maintenance of the Inventory									Inventory of all items over £500
Security of Assets					Oversight for the Trust and must report on exception basis to Resources				Yes, for Academy and must report on exception basis to SPC
Disposal of Assets		Over £45,000 with ESFA permission	From £5,000 Up to £44,999			YES, up to £5,000			Up to £5,000 must report to SPC and FD
Loan of Assets						Yes, within Trust sites			
INSURANCES									
Annual Risk Review & Premium Renewal			Yes				Recommended to Resources		

OTHER KEY INFORMATION

TENDERING LIMITS - (All limits are exclusive of VAT)	
Up to £5,000	Sourced by internet and order placed
over £5,000 up to £40,000	Sourced by internet and order placed
Over £40,000	Sourced by internet and order placed
"Over OJEC limits	From approved framework compliant with OJEC requirements
Note Tendering limits will exclude any year on year contracts that are fixed such as exams and rates"	

ALL ORDERS OVER £5,000 WILL NEED TO BE AUTHORISED BY THE PRINCIPAL OF EACH ACADEMY OR THE FD FOR THE CORE

In certain instances where the Budget Holder cannot seek other competitive quotes, a Sole Supplier Declaration can be completed if the reasons are compatible with those stated on the declaration form. This process must be used as the exception and not the norm

PAYMENT AUTHORISATION		
Paper Signatories for the Trust - Must be two of a minimum of three	Chairman of the Board, CEO, Finance Director, HR Director	"Individual payments over £40,000 one signatory must be CEO Cheques will be limited to value of up to £1,000
Paper Signatories for the Trust - Must be two of a minimum of three	CEO, Principal, Vice Principal, Trust Finance Director, Other nominated Senior Leader not involved in the processing of orders and invoices	"Individual payments over £40,000 one signatory must be Principal. Cheques will be limited to value of up to £1,000"
BACS for the Trust	Individual payment runs CEO, Finance Director or Trust Accounts Manager up to £99,999	Payments runs over £100,000 CEO. Individual payments over £40,000 must be on a separate payment run and authorised by Finance Director
BACS for Academies	Individual payment runs CEO and Finance Director, Principal or vice Principal up to £99,999	Payments over £40,000 for a primary academy and £100,000 for a secondary academy must be authorised by Principal. Individual payments over £40,000 must be on a separate payment run and authorised by Principal or Finance Director

On line administration for the Trust accounts and Academy accounts	Trust Accounts Manager and Trust Finance Officer initiator of change	Finance Director approver for changes
CREATION OF A NEW SUPPLIER		
Purchasing - Authorised to create Suppliers on accounting system - Trust	Trust Finance Officer authorised by Trust Accounts Manager	
Purchasing - Authorised to create Suppliers on accounting system - Academies	Finance Assistant to be authorised by Finance Officer	

Responsibility	Members	Trust board	Remuneration	Resources	Audit	CEO (Accounting Officer)	FD	SPC	Principal
Governance	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>Academy</i>	<i>Academy</i>
STATUTORY WORK									
<i>Ensuring compliance with company and charity law</i>	Yes	Yes							
<i>Ensuring compliance with ESFA funding agreement, including the entering into any new funding agreements</i>		Yes		Yes					
<i>Determining Vision and objectives for the Trust</i>		Yes							
<i>To set the strategic direction of the Trust for a five-year period</i>		Yes							
<i>To Set key performance indicators for the Trust and its academies and to monitor performance against these targets</i>		Yes						Monitors on behalf of Trust Board	
<i>To agree the governance structure for the Trust on an annual basis</i>		Yes							
<i>To agree on an annual basis the delegated powers of the Trust committees and Officers</i>		Yes							
<i>To agree membership of the Trust committees including the Standards and Performance Committee</i>		Yes							
<i>Approval of terms of reference all committees</i>		Yes							
<i>To establish an annual training programme to support the development of Trustees and members of the Standard and Performance Committee</i>		Yes							

Appointment of Directors in accordance with a skills matrix	Yes, Appointment of 3 Positions on the Board	Yes				Recommends to TB			
Removal of Directors	Yes								
To establish and implement a code of conduct for Trustees and Members of Standard and Performance Committee (includes Nolan Principles)		Yes				Recommends to TB			
Recruitment procedures for Academy's Standard and Performance Committee		Yes				Yes	Yes		
Appointment of Academy Standards and Performance Committee						Yes, in accordance with membership as determined by TB			
Appoint Chair of Academy Standard Performance Committee		Yes				Recommends to TB			
Removal of Academy's Standard and Performance Committee		Yes				Recommends to TB			
Appoint & Remove Clerk to the Board of Directors		Yes				Recommends to TB			
Appoint & Remove Clerk to the Academy's Standard and Performance Committee								Yes	Recommends to SPC
Acquisition of legal entities (other schools/academies)		Yes				Recommends to TB			
Entering into, or withdrawing from, a formal partnership		Yes		Yes		Recommends to TB after taking appropriate advice			

POLICIES									
The approval of statutory policies and other policies as determined by the Trust		Yes, for statutory policies not delegated to other committees - See policies list		Yes, for Finance and HR policies - See policies list				Yes, for policies delegated to this committee - See policies list	
To approve the pay structure for the Trust		Yes		Recommends to TB		Recommends to Resources with HR Director			
To implement single equality duty		Yes						Yes	
To approve the appraisal and pay progression of staff			Yes, for ELT	Yes, for staff within the Trust				Yes, for all staff within the academy	
To implement an extended school strategy and wrap around care								Yes	
Maintenance of a Pecuniary Register of Interests, third party transactions and gift and donations and ensuring a clear process is in place				Yes, for Board			Yes, for all Staff in MAT	Yes, for SPC	Yes, for all senior staff and staff with budget responsibility
SHIRELAND LEARNING LIMITED									
To receive reports from SLL and to make recommendation to the Board of SLL		Yes					Recommends to TB		
To Ratify and approve the Annual budget for SLL, based on the recommendation of SLL Board		Yes					Recommends to TB		
PLANNING									

To produce for each academy a 3-year plan for development with key milestones		Yes				Recommen ds to TB		Yes, to monitor and report annually on progress to TB	Recommen ds to TB and CEO
To produce an annual academy development plan with key milestones		Yes				Recommen ds to TB		Yes, to monitor and report to TB each term	Recommen ds to TB and CEO
To produce an Annual Raising Attainment Plan (RAP) with key performance measures		Yes				Recommen ds to TB		Yes, to monitor and report to TB each term	Recommen ds to TB and CEO
To review the performance of the development plan and RAP		Yes						Yes, to monitor and report to TB each term	Recommen ds to SPC
MAT FUNCTIONS									
Determining MAT Core services and agreeing allocation to Academies		Yes				Recommen ds to TB			
Overseeing the effectiveness and value of Core MAT services and delivery via SLL		Yes				Recommen ds to TB			

Chairs Action

Chairperson of the Trust Board has delegated powers to deal with issues that are classified as urgent and need a decision before the next Board meeting

Responsibility	Members	Trust board	Remuneration	Resources	Audit	CEO (Accounting Officer)
Human Resources	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>	<i>MAT</i>
Staff Structure						
To monitor staff performance and report any issues						
Approval of annual staffing budgets		Yes		Recommend to Board		
To overview the staffing establishment for the academy within the parameters set by the Board						
Authorised to Increase Academy/Organisational Headcount (Establishment) within existing staffing budget (replacement only)						
Trust Structure						
To approve the performance management structure for the year			Yes, for Executive Team only	Yes		
To determine the level of pay for Executive Staff and pay structure			Yes			
To receive annual progress reports on the performance of the Executive Principal and other senior leaders as determined by this committee, in relation to previously agreed objectives and success criteria.			Yes			
Grade of posts (teaching & support staff)						
Job evaluation policy & procedures				Yes		
Authorised to evaluate jobs and grades						
Authorised to agree/vary basic employment Terms & Conditions				Yes		Yes
Job Description sign off						
Recruitment						

To agree appointment panel for the Trust and for each Academy				Yes	
To agree the recruitment process					
Signing of employment contracts					Yes
Pay Policy					
Setting term and conditions of employment and staff handbook				Yes	
Determination of pay ranges			Executive Team	Yes	
Appointment outside range in salary structure					Yes
Allocation of TLR / SEN values				Yes	
Value of other discretionary allowances				Yes	Yes
Annual Pay Progression			Executive Team	Yes	Recommends to Board
Pension Policy & Discretions					
Approval of use of discretions		Yes		Recommend to Board	
Operation of policies					
Approval of formal restructure plans				Receives reports	Yes
Approval of severance or redundancy agreements					Yes
Authority to issue warnings or other disciplinary measures except dismissal					Yes
Suspension of Staff		Yes CEO, FD and Principal of each Academy			Yes

Appointment of Staff – Interview Panel

Support Staff	To be determined by the HR Director					
Teaching Staff	Principal of the Academy, HR Director and other senior member of staff, if possible 1 x SPC Member					
Senior Management Team	HR Director, CEO or his/her representative, Principal of the Academy, 1 Trustee and 1 SPC Member					
Trust Management Team	2 Trustees, HR Director, CEO or his/her representative					