

# Scheme of Delegation

**Governance Arrangements 2023-2024**

**Date Approved: 10th October 2023**

Increasing Opportunities  
Improving Outcomes

# CONTENTS

<b>OVERVIEW</b> .....	2
<b>Non-Executive Governance Structure</b> .....	2
<b>COMMITTEE PURPOSE STATEMENTS</b> .....	4
<b>CODE OF GOVERNANCE</b> .....	6
<b>SCHEME OF DELEGATION</b> .....	8
<b>Variation in the Scheme of Delegation</b> .....	9
<b>PART A – VISION, ETHOS AND STRATEGY</b> .....	10
<b>STRATEGY</b> .....	10
<b>GOVERNANCE (INCL. COMPLIANCE)</b> .....	11
<b>PART B – QUALITY OF EDUCATION AND OUTCOMES</b> .....	18
<b>PERFORMANCE, CURRICULUM AND TEACHING</b> .....	18
<b>SAFEGUARDING</b> .....	19
<b>BEHAVIOUR</b> .....	21
<b>SEND</b> .....	21
<b>PUPIL PREMIUM</b> .....	21
<b>ADMISSIONS AND STUDENT NUMBERS</b> .....	22
<b>PART C – PEOPLE &amp; CULTURE</b> .....	23
<b>STAFF STRUCTURE</b> .....	23
<b>RECRUITMENT &amp; HR</b> .....	23
<b>STAFF GRADE OF POSTS, PAY &amp; PENSIONS</b> .....	25
<b>STAFF MANAGEMENT</b> .....	27
<b>PART D – BUDGETS, FINANCE &amp; RISK</b> .....	31
<b>STATUTORY REPORTING</b> .....	31
<b>SYSTEMS OF INTERNAL FINANCIAL CONTROL</b> .....	32
<b>BUDGET AND MANAGEMENT REPORTING</b> .....	33
<b>FINANCIAL/CORPORATE GOVERNANCE AND MANAGERMENTS</b> .....	36
<b>MAT and School Statutory and Non-Statutory Policies</b> .....	37

# OVERVIEW

## Non-Executive Governance Structure

### The Academy Trust

- Academy Trust Members
- The Board of Trustees (Company Directors and Charity Trustees)

### Subcommittees of the Board of Trustees

- AIMS – The Achievement, Inclusion, Mobility and Safeguarding Committee
- PCC – The People and Culture Committee
- FRC – The Finance and Resources Committee
- ARC – The Audit and Risk Committee
- TPC – The Trust Pay and Remuneration Committee
- LGBs – The Local Governing Bodies (1x LGB per school)

### Panels, Forums, Groups and Keeping in Touch Meetings

- Non-Executive Recruitment and Appointments Panel
- Members' KIT Meetings
- LGB Chairs KIT Meetings

# MISSION STATEMENT AND VISION

Our Trust **BLUEPRINT** for leadership and culture articulates and codifies our **Values, Principles** and **Professional Behaviours** which apply to all Non-Executives, Leaders and staff within our Trust.

## **Our Principles:**

- Social Mobility and Social Justice
- Belonging and Inclusion
- Innovation and Improvement
- Safeguarding and Wellbeing

## **Our Values:**

- We care
- We are courageous
- We are candid
- We are Accountable

## **Our Professional Behaviours:**

- In our work
- In our relationships
- In our development
- In our approach



# COMMITTEE PURPOSE STATEMENTS

## Board of Trustees

- The board is responsible for ensuring clarity of vision, ethos and strategic direction. The full board is responsible for holding executive leaders to account for (1) the educational performance of the trust and its pupils in all its schools, and (2) the performance management of staff. Trustees are collectively responsible for overseeing the financial performance of the organisation/school and making sure its money is well spent.
- It is the full board that delegates responsibility and the authority of decision-making to its non-executive committees (including LGBs which are 'special committees) and executive officers / headteachers.

## Achievement, Inclusion, Mobility and Safeguarding Committee (AIMS) – Education

- The purpose of the AIMS committee is to provide the full board with assurances regarding the educational performance (linked to our Trust Ios) of the whole trust and individual schools. It is specifically focussed on the impact of our work in supporting students who are disadvantaged, vulnerable or more likely to face discrimination.
- The committee exercises specific responsibilities in relation to the evaluation of the effectiveness of safeguarding within the trust and its academies on behalf of the board.
- The committee provides trustees with oversight of trust-wide educational developments including “BIG MOVES” related to educational leadership and teacher development.

## People and Culture Committee (PCC) – HR/Personnel

- The purpose of the PCC is to provide the full board with assurances regarding the work of trust and school leaders in matters of HR, people and culture including ensuring that schools are safe working environments conducive to supporting positive staff wellbeing.
- It is specifically focused on the impact of our work developing our people, our leadership and our organisational culture ensuring that what we do and how we do it is aligned to our Trust Blueprint and therefore enables the highest standards of education for our students.
- The PCC provides non-executive oversight of the strategic management of people and culture ensuring both are managed effectively enabling us to deliver our strategic objectives and fulfil our mission to increase opportunities and improve outcomes for students.

## Finance and Resources Committee (FRC)

- The purpose of the FRC is to provide the full board with assurances regarding the use of trust resources - ensuring all resources are used to deliver the greatest possible benefit to students' education and their future. The committee is responsible for ensuring our business systems and structures are scalable, efficient and deliver value for money. It is through this committee that trustees examine in detail financial performance, forecasting and financial management of the trust.
- Beyond financial management and planning, the FRC provides trustees with oversight of trust-wide work in estates, facilities management and capital projects.

## Audit and Risk Committee (ARC)

- The purpose of the ARC is to provide the full board, through internal and external evaluation, assurances regarding financial and other controls to manage risk – including compliance with all relevant statutory guidance.
- Beyond financial controls the ARC provides trustees with oversight and assurances of all categories of risk (strategic, reputational, educational, etc.) ensuring they are adequately identified, reported on and managed.

### **Trust Pay and Remuneration Committee (TPC)**

- The purpose of the Trust Pay Committee is to ensure the performance management appraisal and pay policies are applied consistently and fairly for employees in all trust schools and central teams. The TPC provides oversight of the pay progression decisions taken by local pay committees moderated by the CEO or his delegate, and reviews in detail pay progression recommendations made by the CEO in relation to Trust leaders and individual headteachers.
- The TPC undertakes specific duties on behalf of the full board in relation to the benchmarking of executive remuneration in taking decisions and making formal recommendations to the full board.

### **Local Governing Bodies**

- The trust board delegates responsibility (and authority) to Local Governing Bodies in relation to individual schools. LGBs of 'Good' or 'Outstanding' schools should consider themselves Continuous Improvement Boards. Local Governing Bodies of Schools that are not yet 'Good or better' should consider themselves Rapid Improvement Boards.
- Specifically, LGBs are responsible for ensuring the school vision, ethos and strategic direction is appropriate to the overarching Trust vision and strategic plan. Local governors should focus on the school curriculum and staffing structures when holding school leaders to account for the educational performance of the school and its pupils and when overseeing the financial performance of the school within its delegated budget (making sure its money is well spent).

# CODE OF GOVERNANCE

We will ensure that in all aspects of our Non-Executive role, our decisions and actions align with and promote the principles outlined in our Trust Blueprint for Leadership and Culture. We will ensure that we model and uphold the values in our Trust Blueprint and act in accordance with our Trust's professional behaviours. Our Trust Blueprint reflects the Nolan Principles for Public Life.

## **\*We will apply the highest standards and will:**

- act within our powers
- promote the success of our trust
- exercise independent judgement
- exercise reasonable care, skill and diligence
- avoid conflicts of interest
- not accept benefits from third parties
- declare all interests in proposed transactions or arrangements

## **We will focus on our core governance functions:**

- ensuring there is clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its students and the performance management of staff
- overseeing the financial performance of the organisation and making sure its money is well spent
- ensuring the voices of stakeholders are heard

## **As individuals, we agree to fulfil our roles & responsibilities –**

- We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day-to-day management.
- We will fulfil our role and responsibilities as set out in our Scheme of Delegation
- We will develop, share and live the ethos and values of our trust.
- We agree to adhere to trust policies and procedures.
- We will work collectively for the benefit of the trust.
- We will be candid but constructive and respectful when holding senior leaders to account.
- We will consider how our decisions may affect the trust and local community.
- We will stand by the decisions that we make as a collective.
- Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
- We will only speak or act on behalf of the trust board if we have the authority to do so.
- **\*Trustees:** We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
- When making or responding to complaints, we will follow the established procedures.
- We will strive to uphold the trust's reputation in our private communications (including on social media).
- **\*We will have regard to our responsibilities under The Equality Act and will work to advance equality of opportunity for all.**
- **\*Those governing at local level:** We will act as the local ambassadors for our Trust as well as the local governors of our school.

## **As individuals, we agree to demonstrate our commitment to the role –**

- We will involve ourselves actively in the work of the board and accept our fair share of responsibilities, serving on committees or working groups where required.
- We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
- We will get to know the school/s well and welcome opportunities to be involved in school activities.
- We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.

- When visiting a school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
- We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.

**As individuals, we agree to build and maintain relationships –**

- We will develop effective working relationships with leaders, staff, parents and other relevant stakeholders from our local communities.
- **\*Those governing at local level:** We will champion the voices of our school community and stakeholders.
- **\*Those governing at local level:** We will establish and commit to effective working relationships with trustees and executive leaders within the Trust beyond our school.
- **\*Trustees:** We will engage with and make ourselves accountable to those governing at local level as well as those governing at trust-level.
- We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
- We will work to create an inclusive environment where each board member's contributions are valued equally.
- We will support the chair in their role of leading the board and ensuring appropriate conduct.

**As individuals, we agree to respect confidentiality –**

- We will observe complete confidentiality both inside and outside of the trust when matters are deemed confidential or where they concern individual staff, pupils or families.
- We will not reveal the details of any governing board vote.
- We will ensure all confidential papers are held and disposed of appropriately.
- We will maintain confidentiality even after we leave office.

**As individuals, we agree to declare conflicts of interest and be transparent –**

- We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the register of business interests.
- We will also declare any conflict of loyalty at the start of any meeting should the need arise.
- If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
- We accept that the Register of Business Interests will be published on the trust's website.
- **\*We will act as a trustee/committee member/local governor; not as a representative of any other group.**
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the trust board, attendance records, relevant business and pecuniary interests, category of governor/trustee and the body responsible for appointing us will be published on the trust website.
- We accept that information relating to board members will be collected and recorded on the DfE's national database (Get information about schools), some of which will be publicly available.

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

**All Non-Executive Trustees and Local Governors will be asked to sign The Mercian Trust's Code of Governance.**



# SCHEME OF DELEGATION

Our Academy Trust (The Mercian Trust) comprises of **The Members** and the **Board of Trustees**. The Trust has a legal responsibility and accountability for the Trust, its schools, and their performance. While it is the Trust that is accountable, specific responsibilities and powers are delegated to committees and executive officers.

Our Trustees are responsible for the strategic leadership of our Trust and help to set and embed our vision and strategy as well as monitoring how our schools are progressing towards our strategic goals. They have responsibility for holding Executive leaders to account in terms of education standards and safeguarding, people and culture, finance, audit and risk management.

Our Members are mainly responsible for furthering our Trust's charitable objectives and holding Trustees to account for the successful Governance of our Trust.

The Scheme of Delegation sets out the Trust Board's responsibilities, and where responsibilities, decision-making powers and duties are delegated to others involved in the governance and operation of the Trust and its schools.

## **The Academy Trust**

- Trust Members
- The Board of Trustees

## **Committees of the Academy Trust**

- The Achievement, Improvement, Mobility and Safeguarding Committee (The AIMS Committee)
- The People and Culture Committee (The PCC)
- The Finance and Resources Committee (The FRC)
- The Audit and Risk Committee (The ARC)
- The Trust Pay and Remuneration Committee (The TPC)
- Local Governing Bodies (The LGBs)
- The Local Pay Committees (The LPC)

## **Other Non-executives**

- Associate Trustees and co-opted committee members

## **Executive, System Leaders (Trust Staff)**

- The Chief Executive Officer (CEO) who is, ex officio, the Trust's Accounting Officer
- The Chief Finance Officer (CFO)
- The Executive Director of Education (EDE)
- The Executive Director of Trust Development (ETD)
- The Director of Operations (DO)
- The Commercial Director (CD) who is also responsible for Risk Management
- Headteachers of individual academies

The delegated autonomy for individual schools is balanced with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, the Education and Skills Funding Agency, the Charities Commission, HMRC and Companies House (as well as to our pupils and their parents and the wider communities we serve).

The different levels of **accountability** and **delegated authority** are listed below but it should be noted that not every task requires all levels of delegated authority to be defined:

**The 7 core delegated responsibilities are:**

DEVELOP	RECOMMEND	APPROVE	DELIVER
Has responsibility for developing policies, processes and/or procedures following consulting appropriate stakeholders	Will recommend how a particular task should be completed	Has primary responsibility for approval including determining how the task should be undertaken, setting appropriate milestones or targets and ensuring the task is completed	Has responsibility for undertaking particular tasks and reporting on delivery at suitable intervals or to follow agreed policies and procedures

MONITOR	BE INFORMED	REVIEW
Has responsibility to observe and check the process or quality (of something) over a period of time	Will be informed on progress against agreed decisions or activity	Has responsibility for reviewing whether a particular task has been carried out satisfactorily and where necessary recommend action to be taken

The Scheme of Delegation should be read in conjunction with the **Terms of Reference** for the relevant committee.

While the Scheme is designed to be comprehensive it does not and will not cover every task.

### Variation in the Scheme of Delegation

Given that the **accountability** for the performance, both educational and financial, of all Trust schools lies with the Board of Trustees, the Board reserves the right to vary the Scheme of Delegation according to circumstance and need.

The scope for variation of the scheme of delegation in relation to individual academies, subject to their performance, is indicated below.

SCHOOL PERFORMANCE	SCHEME ARRANGEMENT
Good or Outstanding Ofsted / Own SEF / Trust QA	Full or varied (reduced) scheme of delegation
Requires Improvement Ofsted / Own SEF / Trust QA	May be varied (reduced) scheme of delegation
Inadequate Ofsted category / Own SEF / Trust QA	Varied (reduced) scheme of delegation
Sponsored (irrespective of Ofsted grade) school initial arrangement.	Varied (reduced) scheme of delegation
Low and/or declining pupil outcomes.	May be varied (reduced) scheme of delegation
Weaknesses in finances or governance.	May be varied (reduced) scheme of delegation

The table on the following pages, therefore, sets out the full scheme of delegation that would apply to a **strongly performing academy with no weaknesses in governance or finances**.

**Note:** Some responsibilities delegated to the CEO are statutory responsibilities (as the Trust's Accounting Officer) for which the CEO is directly accountable for to the ESFA and to parliament.

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>PART A – VISION, ETHOS AND STRATEGY</b>											
<b>1. STRATEGY</b>											
1.1.	Trust Vision		Develop, approve, deliver and review the Trust's vision	Develop, deliver and monitor the consistent implementation of the Trust's vision	Deliver the Trust's vision with regard to financial priorities	Deliver the Trust's vision with regard to managing risk	Deliver the Trust's vision with regard to educational priorities	Deliver the Trust's vision with regard to people and culture	Be informed and deliver on the consistent implementation of the Trust's vision	Be informed and deliver on consistent implementation of the Trust's vision	<a href="#">Governance Handbook</a>
1.2.	Trust Strategy		Develop, approve, deliver and review the Trust's strategic objectives	Develop, deliver and monitor the consistent implementation of the Trust's strategic objectives at a Trust level	Be informed and deliver the Trust's strategic objectives with regard to financial priorities	Be informed and deliver the Trust's strategic objectives with regard to managing risk	Be informed and deliver the Trust's strategic objectives with regard to educational priorities	Be informed and deliver the Trust's strategic objectives with regard to people and culture	Be informed and deliver on the consistent implementation of the Trust's strategic objectives	Be informed and deliver on the consistent implementation of the Trust's strategic objectives	<a href="#">Governance Handbook</a>
1.3.	Trust Culture and Values		Develop, approve, deliver and review the Trust's values and overarching culture	Develop, deliver and monitor the consistent implementation of the Trust's culture and values	Be informed of and deliver the Trust's culture and values with regard to financial priorities	Be informed and deliver the Trust's culture and values with regard to managing risk	Be informed and deliver the Trust's culture and values with regard to educational priorities	Be informed and deliver the Trust's culture and values with regard to people and culture	Be informed and deliver on the consistent implementation of the Trust's culture and values	Be informed and deliver on consistent implementation of the Trust's culture and values	<a href="#">Governance Handbook</a>
1.4.	New academies joining the Trust		Approve new Academies joining the Trust	Develop, recommend and deliver on the process of identifying and progressing new academies joining the Trust	Recommend, deliver and be informed on the process of identifying new academies joining the Trust with regard to financial priorities	Recommend, deliver and be informed on the process of identifying new academies joining the Trust with regard to managing risk	Recommend, deliver and be informed on the process of identifying new academies joining the Trust with regard to educational priorities	Recommend, deliver and be informed on the process of identifying new academies joining the Trust with regard to people and culture	Be informed on the progress of new academies joining the Trust	Be informed on the progress of new academies joining the Trust	Browne Jacobson to support as required

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>2. GOVERNANCE (INCL. COMPLIANCE)</b>											
2.1.	Trust Articles of Association	Approve the articles of association in line with the DfE model articles	Approve the articles of association in line with the DfE model and deliver on the practices set within the articles	Recommend the Trusts Articles of Association, for approval, in line with the DfE model articles							<a href="#">The Mercian Trust Articles of Association</a>
2.2.	Terms of Reference (ToR)		Approve the ToR for the Trust Board and all sub-committees (incl. LGB)	Develop, recommend and deliver the ToR for the Trust Board and all sub-committees (incl. LGB)	Recommend the ToR for FRC and ensure the committee operates within its own terms	Recommend the ToR for ARC and ensure the committee operates within its own terms	Recommend the ToR for AIMS and ensure the committee operates within its own terms	Recommend the ToR for PCC and ensure the committee operates within its own terms	Be informed of the LGB ToR and ensure the committee operates within its own terms	Be informed of the LGB ToR	<a href="#">Terms of Reference</a>
2.3.	Scheme of Delegation (SoD)		Approve and deliver the SoD	Develop, recommend and deliver the SoD and review annually	Deliver the SoD with regard to delegated responsibilities in terms of finance	Deliver the SoD with regard to delegated responsibilities in terms of risk	Deliver the SoD with regard to delegated responsibilities in terms of education and outcomes	Deliver the SoD with regard to delegated responsibilities in terms of people and culture	Deliver the SoD with regard to delegated responsibilities in terms of local governance	Deliver the SoD with regard to delegated responsibilities	
2.4.	Trust Board Committees or Working Groups		Approve any Trust Board Committees	Recommend the establishment of Trust Board committees or working groups and deliver through supporting the process							<a href="#">The Mercian Trust Articles of Association</a>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
				and decisions made								
2.5.	Scope and remit/composition of LGBs		<b>Approve</b> the scope, remit and composition of LGBs	<b>Recommend</b> the scope, remit and composition of LGBs					<b>Deliver</b> responsibilities in line with the scope and remit as set by the Trust Board	<b>Deliver</b> responsibilities in line with the scope and remit as set by the Trust Board		<a href="#">The Mercian Trust Articles of Association</a>  <a href="#">Terms of Reference</a>
2.6.	Statutory Governance Duties		<b>Deliver</b> duties through compliance with the Governance Handbook  <b>Monitor</b> the effectiveness of the LGBs including their compliance with statutory duties	<b>Deliver</b> duties through compliance with the Governance Handbook	<b>Deliver</b> duties through compliance with the Governance Handbook	<b>Deliver</b> duties through compliance with the Governance Handbook	<b>Deliver</b> duties through compliance with the Governance Handbook  <b>Review</b> and <b>recommend</b> the effectiveness of the LGBs and their compliance to statutory duties	<b>Deliver</b> duties through compliance with the Governance Handbook	<b>Deliver</b> duties through compliance with the Governance Handbook	<b>Deliver</b> duties through compliance with the Governance Handbook		<a href="#">Governance Handbook</a>
2.7.	Self-assessment and effectiveness of the LGB			<b>Review</b> the self-assessments and <b>recommend</b> the effectiveness of the LGBs			<b>Monitor</b> and <b>approve</b> the self-assessments and effectiveness of the LGB		<b>Deliver</b> and <b>Recommend</b> on the self-assessment and effectiveness of the LGB	Be <b>informed</b> on the school specific self-assessment and effectiveness of the LGB		<a href="#">Governance Handbook</a>
2.8.	Appointment and removal of Chair and Vice Chair of Trust Board	<b>Approve</b> the decision to appoint or remove a Chair and Vice Chair										<a href="#">The Mercian Trust Articles of Association</a>  <a href="#">Terms of Reference</a>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
2.9.	Appointment and removal of Trustees	<p><b>Approve</b> the appointment of up to 7 Trustees</p> <p><b>Approve</b> the appointment of up to 6 Trustees co-opted by the Board</p>	<p><b>Approve</b> the appointment of up to 6 co-opted Trustees, following prior consent from Members</p>	<p><b>Recommend</b> the appointment and/or removal or Trustees and <b>deliver</b> through support for the process and decisions made</p>								<p><a href="#">The Mercian Trust Articles of Association</a></p> <p><a href="#">Terms of Reference</a></p>
2.10.	Appointment and removal of Chair of Trust committees		<p><b>Approve</b> the decision to appoint or remove a Chair of a Trust Committee</p>									<p><a href="#">The Mercian Trust Articles of Association</a></p> <p><a href="#">Terms of Reference</a></p>
2.11.	Appointment and removal of Vice Chair or Trust Committees		<p><b>Approve</b> the decision to appoint or remove a Vice Chair</p>		<p><b>Recommend</b> the appointment and/or removal of the Vice Chair of FRC</p>	<p><b>Recommend</b> the appointment and/or removal of the Vice Chair of ARC</p>	<p><b>Recommend</b> the appointment and/or removal of the Vice Chair of AIMS</p>	<p><b>Recommend</b> the appointment and/or removal of the Vice Chair of PCC</p>				<p><a href="#">The Mercian Trust Articles of Association</a></p> <p><a href="#">Terms of Reference</a></p>
2.12.	Appointment and removal of Chair of LGB		<p><b>Approve</b> the decision to appoint or remove the Chair of Governors</p>						<p><b>Recommend</b> the appointment and/or removal of the Chair of Governors</p>			<p><a href="#">The Mercian Trust Articles of Association</a></p> <p><a href="#">Terms of Reference</a></p>
2.13.	Appointment and removal of Vice Chair of LGB								<p><b>Approve</b> the decision to appoint or remove the Vice Chair of Governors</p>			<p><a href="#">The Mercian Trust Articles of Association</a></p> <p><a href="#">Terms of Reference</a></p>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
2.14.	Appointment and removal of Trust Committee Members		<b>Approve</b> the decision to appoint or remove a member of a Trust Committee	<b>Recommend</b> the appointment and/or removal of the Trust Committee Members								<a href="#">The Mercian Trust Articles of Association</a>  <a href="#">Terms of Reference</a>
2.15.	Appointment and removal of Trust Governance Professional (TGP)		<b>Approve</b> the decision to appoint or remove a TGP	<b>Recommend</b> the decision to appoint or remove a TGP and <b>deliver</b> through supporting the process and decisions								<a href="#">The Mercian Trust Articles of Association</a>
2.16.	Appointment and removal of persons nominated to Clerk LGBs			<b>Approve</b> the decision to appoint or remove a Clerk					<b>Recommend</b> the appointment and/or removal of clerk to Governors			<a href="#">The Mercian Trust Articles of Association</a>
2.17.	Calendar of Trust Board and LGB Meetings		<b>Approve</b> the Rhythm of the Year (calendar)	<b>Recommend</b> a set of meeting dates via the Rhythm of the Year					<b>Approve</b> LGB meeting dates within the periods specified by the Trust Board			
2.18.	Engagement with Parents and other Stakeholders		<b>Approve</b> and <b>review</b> the strategy for parental and stakeholder engagement	<b>Develop, recommend</b> and <b>deliver</b> the strategy for parental and stakeholder engagement					<b>Deliver</b> the strategy for parental and stakeholder engagement	<b>Recommend</b> and <b>deliver</b> the strategy for parental and stakeholder engagement		<a href="#">Governance Handbook</a>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
2.19.	Policy setting and approval		Review and approve MAT and MAT Template policies as per policy schedule	Develop and recommend MAT and MAT Template policies as per policy schedule	Review and approve MAT and MAT Template policies as per policy schedule	Review and approve MAT and MAT Template policies as per policy schedule	Review and approve MAT and MAT Template policies as per policy schedule	Review and approve MAT and MAT Template policies as per policy schedule	Review and approve local policies and be informed on MAT policies as per policy schedule	Develop and recommend local policies as per policy schedule		See 4.1 for Safeguarding and 8.1 for Admissions
2.20.	Safeguarding Lead Trustee and Link Governor		Approve the appointment of the Safeguarding Lead Trustee	Recommend the appointment of the Safeguarding Lead Trustee to AIMS			Recommend the appointment of the Safeguarding Lead Trustee to the Trust Board		Approve the appointment of the Safeguarding Link Governor	Recommend to LGB the appointment of the Safeguarding Link Governor		<a href="#">Governance Handbook</a>
2.21.	SEND Lead Trustee and Link Governor		Approve the appointment of the SEND Lead Trustee	Recommend the appointment of the SEND Lead Trustee to AIMS			Recommend the appointment of the SEND Lead Trustee to the Trust Board		Approve the appointment of the SEND Link Governor	Recommend to LGB the appointment of the SEND Link Governor		<a href="#">Governance Handbook</a> <a href="#">SEND Code of Practice</a>
2.22.	Pupil Premium (PP) Lead Trustee and Link Governor		Approve the appointment of the PP Lead Trustee	Recommend the appointment of the PP Lead Trustee to AIMS			Recommend the appointment of the PP Lead Trustee to the Trust Board		Approve the appointment of the PP Link Governor	Recommend the appointment of the PP Link Governor		<a href="#">Governance Handbook</a>
2.23.	Finance skill set on Board of Trustees		Ensure the Board has at least one individual with relevant skills and experience of financial matters	Deliver through supporting recruitment and appointment of Trustees	Ensure the Board has at least one individual with relevant skills and experience of financial matters							<a href="#">Governance Handbook</a>



TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
2.24.	Establishing and appointing Trust Committees		<b>Approve</b> and <b>deliver</b> on the establishment of any Trust committees	<b>Recommend</b> and <b>deliver</b> through supporting the process and decision making								<a href="#">Governance Handbook</a>  <a href="#">Academy Trust Handbook</a>
2.25.	Equalities Legislation		Be <b>informed</b> on equalities compliance across the Trust	<b>Develop</b> and <b>deliver</b> on the compliance with statutory requirements related to equalities legislation across the Trust inc a Trust wide policy				<b>Review</b> and <b>monitor</b> equalities compliance across the Trust	<b>Review</b> equalities statement and objectives for own school annually	<b>Develop</b> and <b>deliver</b> school specific equalities statement and objectives		<a href="#">Equality Information and Objectives Policy</a>  <a href="#">Governance Handbook</a>
2.26.	Health and Safety Legislation		Be <b>informed</b> on health and safety compliance across the Trust	<b>Deliver</b> on the compliance with statutory requirements related to health and safety legislation across the Trust		<b>Approve</b> Trust health and safety policy and <b>review</b> health and safety compliance as part of risk register discussions			<b>Review</b> and <b>approve</b> local health and safety policy and <b>monitor</b> school compliance with Health and Safety legislation	<b>Deliver</b> compliance with statutory requirements related to health and safety		Consultation with Elite when adapting the <a href="#">Health and Safety template policy</a> to fit school specific practices  <a href="#">Governance Handbook</a>
2.27.	Ofsted Inspections		Board of Trustees to participate in inspections as required	<b>Deliver</b> training on inspections and support schools					Local Governors to participate in school specific inspections as required	Lead on school specific Ofsted inspections		<a href="#">Governance Handbook</a>

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
			through the inspection process								



TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>PART B – QUALITY OF EDUCATION AND OUTCOMES</b>											
<b>3. PERFORMANCE, CURRICULUM AND TEACHING</b>											
3.1.	Setting Trust approach to curriculum and assessment with regard to statutory requirements		<b>Develop, deliver and review</b> the Trust's approach to curriculum and assessment			<b>Approve and monitor</b> the Trust's approach to curriculum and assessment		<b>Review</b> school specific strategy for curriculum and assessment, in line with the Trust's approach	<b>Develop and deliver</b> school specific strategy for curriculum and assessment, in line with the Trust's approach		<a href="#">Governance Handbook</a>  <a href="#">The Mercian Trust Funding Agreements</a>
3.2.	School progress towards Trust mobility measures	<b>Be Informed</b> on the Trust's approach to curriculum and assessment	<b>Review</b> the progress across the Trust towards mobility measures			<b>Approve and monitor</b> the process for the evaluation of school progress towards the Trusts mobility measures		<b>Review</b> school specific progress towards the Trusts mobility measures	<b>Develop</b> school specific strategy for evaluating progress towards Trust mobility measures		
3.3.	School Improvement Plan (in line with Trust priorities)		<b>Develop</b> the routine schedule and scope of MAT QA in order to <b>review</b> and <b>monitor</b> all school improvement plans			<b>Approve</b> the routine schedule and scope of MAT QA and <b>monitor</b> school improvement across the Trust		<b>Review, approve and monitor</b> school specific improvement plans	<b>Develop and deliver</b> the school specific improvement plans		
3.4.	Careers Guidance with regards to statutory requirements					<b>Monitor</b> careers guidance across the Trust in accordance to statutory requirements		<b>Approve and review</b> school specific careers guidance in accordance to statutory requirements	<b>Develop and deliver</b> the school specific careers guidance in accordance to statutory requirements		<a href="#">Governance Handbook</a>

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>4. SAFEGUARDING</b>											
4.1. Setting safeguarding policies			Develop and recommend MAT template policy			Approve the MAT template policy and monitor school compliance with safeguarding		Monitor and review school specific safeguarding arrangements to include an effective safeguarding policy	Develop and deliver school specific safeguarding arrangements to include an effective safeguarding policy		<a href="#">KCSIE 2023</a> <a href="#">Governance Handbook</a> Each school adopts MAT Safeguarding Policy, adapted to meet needs of individual school
4.2. Ensure that effective safeguarding practices and a strong culture of safeguarding exists in each school (incl. relevant CPD)		Be informed on safeguarding arrangements across the Trust and review the effectiveness of practices	Develop, recommend and monitor effective safeguarding practices across the Trust	Monitor that schools are compliant with safeguarding requirements for cyber security (filtering and monitoring)	Monitor that schools are compliant with safeguarding requirements for the letting of premises	Monitor safeguarding arrangements across the Trust and review the effectiveness of practices	Monitor that schools are compliant with safeguarding requirements connected to safer recruitment practises and managing allegations against staff  Review the overarching culture of safeguarding across the Trust	Monitor the effectiveness of their school specific safeguarding arrangements and culture, including staff and governor compliance with safeguarding training	Develop, deliver and review school specific safeguarding arrangements and provide reports to LGB		<a href="#">KCSIE 2023</a> <a href="#">Governance Handbook</a> All staff and non-executives to undertake annual safeguarding training line with KCSIE  As safeguarding is everyone's responsibility, this remains a standing item on Trust Board and LGB agendas
4.3. Safeguarding concerns about adults			Deliver an appropriate response to				Monitor and review on response to		Deliver an appropriate response to	InsightHR and the LADO to	<a href="#">KCSIE 2023</a>

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working in school and within the Trust's central team			safeguarding concerns raised about central team staff				safeguarding concerns raised about school staff		safeguarding concerns raised about school staff	be consulted as appropriate	<a href="#">Governance Handbook</a>  Concerns must be raised with the EDE
4.4. Delivering support for children in care (CIC)						<b>Monitor</b> performance of these pupils as part of educational data reporting		<b>Approve</b> the appointment of CIC link governor  <b>Monitor</b> schools' arrangements for supporting CIC and formerly CIC children	<b>Deliver</b> through the appointing a designated teacher and report on schools' arrangements for supporting CIC and formerly CIC children		<a href="#">KCSIE 2023</a>  <a href="#">Governance Handbook</a>

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>5.</b>	<b>BEHAVIOUR</b>										
5.1.	Suspensions and permanent exclusions		<p><b>Develop</b> strategies and <b>deliver</b> compliance in line with statutory requirements</p> <p><b>Review</b> and <b>approve</b> any permanent exclusion recommendations made by Headteachers</p>			<b>Monitor</b> exclusion and suspension data		<p><b>Review</b> suspension and exclusions data and <b>monitor</b> school compliance with statutory requirements</p> <p><b>Approve</b> the decision to uphold or dismiss recommendations for permanent exclusion*</p>	<p><b>Deliver</b> compliance with statutory requirements relating to suspensions and exclusions</p> <p><b>Recommend</b> any permanent exclusion decision to EDE</p>	<p>Inform Local Authority as per statutory guidance</p> <p>Browne Jacobson to support as required</p>	<p><a href="#">Governance Handbook</a></p> <p><a href="#">Suspensions and Permanent Exclusions Guidance</a></p> <p>*LGB to participate in suspension and permanent exclusion panels as required</p> <p>TGP to support the process for arranging an independent review panel as required</p>
<b>6.</b>	<b>SEND</b>										
6.1.	SEND Code of Practice (incl. Trust SEND Information Report)		<p><b>Be Informed</b> on the impact of the strategy for supporting SEND students</p>	<p><b>Develop</b> and <b>deliver</b> SEND strategy across the Trust and <b>recommend</b> to AIMS</p>		<p><b>Approve</b> and <b>monitor</b> Trust strategy for SEND</p>		<p><b>Review</b> and <b>approve</b> SEND Information Report</p>	<p><b>Develop</b> and <b>recommend</b> the SEND Information Report and <b>deliver</b> on the Trust strategy for SEND</p>		<p><a href="#">SEND Code of Practice</a></p>
<b>7.</b>	<b>PUPIL PREMIUM</b>										
7.1.	Pupil Premium		<p><b>Be Informed</b> on the impact of the strategy</p>	<p><b>Recommend</b> the effectiveness</p>		<p><b>Monitor</b> pupil premium spends and</p>		<p><b>Approve</b> and <b>review</b> the strategy for</p>	<p><b>Recommend</b> and <b>deliver</b> on the strategy</p>		

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
Strategy and Funding		for supporting pupil premium students	of the pupil premium spend across the Trust			the strategy for supporting pupil premium students across the Trust		supporting pupil premium students including the pupil premium spend	for supporting pupil premium students including the use of pupil premium funds		
<b>8. ADMISSIONS AND STUDENT NUMBERS</b>											
8.1. Admissions Policy			Be <b>informed</b> of the admissions arrangements in place at each school			<b>Monitor</b> the admissions arrangement in place at each school		<b>Review</b> and <b>approve</b> school-specific admissions arrangements	<b>Recommend</b> and <b>deliver</b> school specific admissions arrangements		As per Schedule 1 Cooperation Agreement

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>PART C – PEOPLE &amp; CULTURE</b>											
<b>9. STAFF STRUCTURE</b>											
9.1.	Executive Management Structure		<b>Approve</b> Trust Executive Management Structure and Budget								
9.2.	Non-Executive Staff Structure and Associated Pay Grades		<b>Develop, recommend, deliver</b> and review executive management structure in line with approved budget and strategic plan								
			<b>Develop, approve, deliver</b> and <b>review</b> central team staff structure and pay grades in line with approved budget and integrated business planning in accordance with Trust Pay Policy						<b>Develop*</b> , <b>deliver</b> and <b>review</b> school specific staff structure and pay grades in line with approved budget and integrated business planning in accordance with Trust Pay Policy		<a href="#">Governance Handbook</a>  <a href="#">Academy Trust Handbook</a>  *CEO/Executive Team to be consulted
<b>10. RECRUITMENT &amp; HR</b>											
10.1.	CEO Appointment		<b>Approve</b> the appointment of the CEO							Consult with InsightHR/Browne Jacobson as required	<a href="#">The Mercian Trust Articles of Association</a>



TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
												<a href="#">Academy Trust Handbook</a>
10.2.	Executive Leadership Appointments		<b>Approve</b> the appointment of Executive Leaders	<b>Recommend</b> and <b>deliver</b> on the appointment of Executive Leaders								Panel will include CEO and a minimum of two trustees
10.3.	Headteacher Appointments		<b>Approve</b> the appointment of Headteachers via interview panel	<b>Recommend</b> and <b>deliver</b> on the appointment of Headteachers					Be <b>informed</b> on the appointment of Headteacher			Panel will include CEO at least one Executive Leader, and a minimum of one trustee and one local governor
10.4.	Central Team Directors, School Improvement or Business Services Appointments		Be <b>informed</b> on the appointment of Central Team Director	<b>Approve</b> and <b>deliver</b> on the appointment of central team Directors	<b>Approve</b> the appointment of central team Directors (as appropriate for FRC) via interview panel	<b>Approve</b> the appointment of central team Directors (as appropriate for ARC) via interview panel	<b>Approve</b> the appointment of central team Directors (as appropriate for AIMS) via interview panel	<b>Approve</b> the appointment of central team Directors (as appropriate for PCC) via interview panel				Panel will include CEO, two others determined by CEO and at least one member of an appropriate non-exec committee
10.5.	Senior Leadership Team Appointments (Deputy Heads and Assistant Heads)			<b>Approve</b> the appointment of school senior leaders						<b>Approve</b> and <b>deliver</b> on the appointment of Senior Leaders		The panel will consist of the Headteacher, an Executive Director and at least one member of the LGB

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
10.6.	Other Staff Appointments (Head of Department/Faculty, TLR Posts and all other teaching and non-teaching posts)									Approve and deliver on the appointment of all other school staff		The panel will consist of the Headteacher or nominated representative and at least two other ad determined by the Headteacher
10.7.	Job Description Sign-off		Approve Central Team staff job description sign-off, new posts created across the Trust and accelerated progression							Approve school staff job description sign-off	HR to be consulted on new or reviewed job descriptions	
11.	<b>WHISTLEBLOWING</b>											
11.1.	Receiving disclosures and enacting whistleblowing policy		Deliver for disclosures pertaining to the CEO**	Deliver for Executive Leaders, the Trust central team, teaching and non-teaching school staff				Approve response following receipt of disclosure in consultation with external HR/PR/legal advice		Deliver for school specific staff*	Consult with Trust HR Lead/InsightHR/Browne Jacobson or another independent Advisor as required	<a href="#">Whistleblowing Policy</a>  **Chair of Trustees to appoint and consult with Independent Advisor
12.	<b>STAFF GRADE OF POSTS, PAY &amp; PENSIONS</b>											
12.1.	Employee Terms & Conditions and Collective Agreements		Approve any changes to employee terms & conditions	Develop and deliver employee Terms & Conditions and Collective Agreements				Recommend the approval of any changes to employee terms & conditions				

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
12.2.	Decision and Response to Flexible Working requests			Deliver and approve the decision for flexible working requests for the Trust central team						Deliver and approve the decision for flexible working requests for teaching and non-teaching school staff		<a href="#">Flexible Working Policy</a>
12.3.	Decision and response to early retirement requests			Deliver and approve the decision for flexible working requests for the Trust central team						Deliver and approve the decision for flexible working requests for teaching and non-teaching school staff		
12.4.	LGPS Discretions Policy			Develop and recommend policy as appropriate	Review and approve discretions policy as appropriate							
12.5.	Pay award for CEO		Approve the pay award following recommendations made by the Trust Pay Committee					Be informed of the recommendations made by TPC				<a href="#">Academy Trust Handbook</a> TPC to recommend pay award
12.6.	Pay award for Headteachers /Principals			Recommend the Headteacher Pay Award to TPC, following consultation with the LGB. *					*LGB to recommend Headteachers Pay Award to the CEO based on performance management outcome			TPC to approve the Headteachers pay award

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
12.7.	Pay award for Executive Leaders			CEO to <b>recommend</b> the Executive Leaders' Pay Award to TPC								<a href="#">Academy Trust Handbook</a>  TPC to <b>approve</b> the Executive Leaders' pay award
12.8.	Pay award for Central Team			<b>Recommend</b> Central Team Pay Award to TPC								TPC to <b>approve</b> the Central Team pay award
12.9.	Individual Performance Pay			<b>Review</b> recommendations for individual pay progression					LPC is made up of at least three local governors	<b>Recommend</b> individual performance pay to LPC based on performance management outcome		LPC to <b>approve</b> individual performance pay
12.10.	Staff annual pay award (overall increase – cost of living)		<b>Approve</b> annual pay award	<b>Recommend</b> annual pay award to TPC	Be <b>informed</b> as appropriate for FRC			Be <b>informed</b> as appropriate for PCC				TPC to review and recommend to Trust Board
<b>13. STAFF MANAGEMENT</b>												
13.1.	Performance review of CEO		<b>Deliver</b> the performance management review (Chair of Trustees)  <b>Approve</b> performance review outcome following recommendations made by									Performance Management Policy  Independent Advisor to support the performance management review of the CEO

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
			the Independent Advisor to Chair of Trustees.									
13.2.	Performance review of Executive Team			CEO to <b>deliver</b> the performance review and <b>approve</b> the outcome for Executive Leaders								Performance Management Policy
13.3.	Performance review of Headteachers /Principals			<b>Deliver</b> the performance review of Headteachers and <b>approve</b> its outcome, following consultation with LGB.					Be <b>informed</b> on the outcome of Headteacher's performance review			Performance Management Policy
13.4.	Performance review of Central Team			<b>Approve</b> who is responsible for reviewing the performance of individual central staff.  <b>Deliver</b> the performance review for the Central Team and approve its outcome								Performance Management Policy
13.5.	Performance review of staff in schools									<b>Approve</b> and <b>deliver</b> staff appraisal and performance		Performance Management Policy

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
										management in accordance with the performance management policy		
13.6.	Staff appointments with regard to statutory requirements		Be <b>informed</b> on approach and compliance and <b>deliver</b> on the procedure as outlined in the policy	<b>Develop</b> policies and <b>deliver</b> the processes for staff appointments				<b>Approve, monitor and review</b> policies for staff appointments	<b>Deliver</b> process for staff appointments	<b>Deliver</b> through compliance with trust policies and processes for staff appointments		Safer Recruitment Policy
13.7.	Staff dismissals with regard to statutory requirements		Be <b>informed</b> on approach and compliance and <b>deliver</b> on the procedure as outlined in the policy	<b>Develop</b> policies and <b>deliver</b> the processes for staff dismissals				<b>Approve, monitor and review</b> policies for staff dismissals	<b>Deliver</b> process for staff dismissals	<b>Deliver</b> through compliance with trust policies for staff dismissal	Consult with Trust HR Lead/InsightHR/Browne Jacobson as required	<a href="#">Disciplinary Procedure</a>
13.8.	Disciplinary and Capability		<b>Approve</b> any disciplinary and capability outcomes pertaining to the CEO**	<b>Approve</b> any disciplinary and capability outcomes pertaining to the Headteacher, Executive Leader or central team staff*						<b>Approve</b> any disciplinary and capability outcomes pertaining to teaching and non-teaching staff (can be delegated to a senior leader of the central team)	Consult with Trust HR Lead and/or InsightHR and/or Browne Jacobson as appropriate	<a href="#">Disciplinary Procedure</a> <a href="#">Capability Policy</a> **Chair of Trustees to appoint and consult with Independent Officer
13.9.	Appeals against disciplinary and capability		<b>Review</b> the decision made by the Deciding						<b>Review</b> the decision made by the Deciding		Consult with Trust HR Lead and/or InsightHR	<a href="#">Disciplinary Procedure</a>

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	outcomes/sanctions		Manager where an appeal is lodged by CEO, Executive Leader and Headteacher						Manager where an appeal is lodged by Headteacher or staff deputising for Headteacher		and/or Browne Jacobson as appropriate	<a href="#">Capability Policy</a>
13.10.	Suspension and Return of Staff		<b>Approve</b> and <b>deliver</b> on the suspension of the CEO	<b>Approve</b> and <b>deliver</b> on the suspension of Headteachers /Principals, Executive Leaders and central staff				<b>Be Informed</b> on suspensions of staff across the Trust		<b>Approve</b> and <b>deliver</b> the suspension of teaching and non-teaching school staff	Consult with Trust HR Lead and/or InsightHR and/or Browne Jacobson as appropriate	<a href="#">Disciplinary Procedure</a>  Headteachers must consult with an Executive Leader where suspension is related to child protection

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>PART D – BUDGETS, FINANCE &amp; RISK</b>											
<b>14. STATUTORY REPORTING</b>											
14.1.	Appoint the Accounting Officer		Approve the appointment of the Accounting Officer								<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>  CEO acts as Accounting Officer
14.2.	Appoint the Chief Financial Officer		Approve the appointment of the Chief Financial Officer								<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
14.3.	Setting Delegated Authority Limits on Financial Transactions		Approve financial delegation levels for Trust and schools	Develop and deliver systems and processes at Trust level	Recommend and review financial delegation levels for Trust and schools				Deliver the systems and processes for school specific financial transaction		<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
14.4.	Trustees Report and Annual Financial Statement	Members to receive the accounts	Approve the annual accounts and Trustees Report	Deliver the Trustees and Report and Annual Financial Statement in line with the Academy Accounts Direction	Review and recommend the Trustees Report and Annual Financial Statement for approval						<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
14.5.	Complete and Submit Other Accounts		Approve the submission of other accounts (CEO)								<a href="#">Academy Trust Handbook</a>



TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
				Recommend and deliver the completion and submission of other accounts (CFO)								<a href="#">Governance Handbook</a>
14.6.	Managing conflicts of interest and related party transactions			Deliver and review the register of annual declarations of interest and related party transactions*	Monitor the register of annual declarations of interest and related party transactions							<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>  *facilitated by TGP
14.7.	PAYE and VAT Returns			Approve and deliver the completion of PAYE and VAT returns								<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
15.	<b>SYSTEMS OF INTERNAL FINANCIAL CONTROL</b>											
15.1.	Establishing controls framework including internal audit			Develop, recommend and deliver systems and processes at a Trust level (CFO)		Review and approve the systems and processes in place at a Trust level						<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
15.2.	Appointing Auditors	Approve the appointment of external auditors	Recommend the appointment of external auditors	Recommend the appointment of external and internal auditors and		Recommend the appointment of external and internal auditors						<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
			<b>Approve</b> the appointment of internal auditors	deliver through (CFO)								The statutory external auditor should be appointed, in writing, by the Trust Board
15.3.	<b>Auditors Management Letter</b>		<b>Approve</b> the response to the auditor's management letter	<b>Recommend</b> and <b>deliver</b> the response to the auditor's management letter		<b>Recommend</b> the response to the auditor's management letter						<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>
15.4.	<b>Risk Register</b>		Be <b>informed</b> of strategic risks across the Trust and conduct a full <b>review</b> annually	<b>Develop</b> and deliver Trust risk register		<b>Review</b> the strategic risk across the Trust			<b>Review</b> school specific risk register	<b>Develop</b> and <b>deliver</b> a school specific risk register		<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>  Other committees may have an input in managing risk at the discretion of the Trust Board
<b>16.</b>	<b>BUDGET AND MANAGEMENT REPORTING</b>											
16.1.	<b>Trust Budget Plan</b>		<b>Approve</b> the budget	<b>Develop</b> and <b>deliver</b> the budget	<b>Review</b> and <b>recommend</b> the budget to the Trust Board					<b>Develop</b> and <b>deliver</b> the school budget with the Executive Team		<a href="#">Academy Trust Handbook</a>  <a href="#">Governance Handbook</a>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
16.2.	Management Accounts and Financial Performance		<p><b>Monitor</b> after each FRC meeting</p> <p>Chair of Trustees to <b>review</b> monthly management accounts</p>	<p><b>Deliver</b> the management accounts and budget forecasts monthly</p>	<p><b>Monitor</b> the Trust's financial position and viability</p>				<p><b>Review</b> financial performance dashboards at least 4x per year, and the impact of educational decisions on the value for money</p>			<p><a href="#">Academy Trust Handbook</a></p> <p><a href="#">Governance Handbook</a></p> <p>The Trust must prepare monthly management accounts that must be shared with the Trust Chair and be considered by FRC when they meet.</p> <p>School specific measures used are from ICFP and SRMA comparisons with statistically similar schools</p>
16.3.	Managing Cash Position			<p><b>Approve</b> and <b>Deliver</b> on the robust management of the Trusts cash position (CFO)</p>								<p><a href="#">Academy Trust Handbook</a></p> <p><a href="#">Governance Handbook</a></p>

TASK		Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
16.4.	In-year budget virements			Recommend and deliver between school and Trust central team budgets	Approve between school and Trust central team budgets					Recommend in-school specific budget		<a href="#">Academy Trust Handbook</a> <a href="#">Governance Handbook</a>
16.5.	School in-year monitoring and decisions with delegated budgets			Deliver on decisions within delegated pay budget (CFO)					Approve decisions within pay budget	Recommend and deliver on decisions within delegated pay budget Approve decisions within delegated non-pay budget and deliver through supporting the process and decisions		<a href="#">Academy Trust Handbook</a> <a href="#">Governance Handbook</a>
16.6.	ESFA requirements	Deliver through compliance with ESFA requirements	Approve and Deliver through compliance with ESFA requirements	Approve and Deliver through compliance with ESFA requirements						Deliver through compliance with ESFA requirements		<a href="#">Academy Trust Handbook</a> <a href="#">Governance Handbook</a>
16.7.	Director Indemnity Insurance Cover		Review and approve the arrangements for insurance cover	Deliver through supporting the arrangements for insurance cover								<a href="#">Academy Trust Handbook</a> <a href="#">Governance Handbook</a>

TASK	Members	Non-Exec Leaders – Trust Board	Chief Executive & Executive Leaders (delivered through Central Team)	FRC	ARC	AIMS	PCC	Non-Exec Leaders – LGB	Headteachers	Other (ex. Local Authority Browne Jacobson, InsightHR)	Notes
<b>17.</b>	<b>FINANCIAL/CORPORATE GOVERNANCE AND MANAGERIAL</b>										
17.1.	Investment Priorities – evaluating business cases for capital projects and other investments in with school improvement plans		<b>Recommend</b> the approval of capital projects and other investments in line with school improvement plans	<b>Approve</b> capital projects and other investments in line with school improvement plans					<b>Develop</b> business cases for capital projects and other investments in line with school improvement plan		<a href="#">Academy Trust Handbook</a> <a href="#">Governance Handbook</a>

# Statutory and Non- Statutory Policies

MAT and Local



<b>MAT Policies</b>			
<b>Statutory Policy (As listed by the DfE)</b>	<b>Review Cycle</b>	<b>Person Responsible</b>	<b>Approval Board</b>
Trust Pay Policy	Annually	CEO	Trust 4
Charging and Remissions Policy	Annually	CFO	FRC 1
Special Educational Needs and Disability (SEND) Policy	Annually	EDE	AIMS 1
Equality Information and Objectives Policy	4 years	DO	PCC 1
Governors' allowances (schemes for paying)	Annually	CFO	FRC 2
Register of business interests inc. headteachers and governors	Annually	CFO	FRC 2
Health and Safety Policy inc. Emergency Plan, Emergency Procedures (Fire and Bomb Threat) and Fire Safety Policy	Annually	DO	ARC 2
Complaints Procedure Policy	Annually	EDE	PCC 2
Data Protection Policy	Annually	DO	FRC 3
Biometric Data Policy	Annually	DO	FRC 3
Capability Policy	Annually	DO	PCC 4
Disciplinary Procedure	Annually	DO	PCC 4

<b>Non-Statutory Policy</b>	<b>Review Cycle</b>	<b>Person Responsible</b>	<b>Approval Board</b>
<b>Employment</b>			
Allegations Against Staff Policy	Annually	CEO	Trust 1
Confidential Reporting (whistle blowing) Policy	Annually	DO	PCC 1
Performance Management Policy	Annually	DO	
Safer Recruitment Policy	2 years	DO	PCC 4
Flexible Working Policy	2 years	DO	
Organisational Change Policy	2 years	DO	
Staff Grievance Policy inc. bullying & harassment	2 years	DO	
Sickness Absence Policy	2 years	DO	
Time Off Policy	2 years	DO	
Code of Conduct	2 Years	DO	
Early Career Teachers Policy	2 Years	DO	
Homeworking Policy	2 Years	DO	
Managing Stress and Promoting Positive Mental Health Wellbeing Policy	2 Years	DO	
Maternity, Paternity, Adoption, Parental and SPL Policy	2 Years	DO	
Menopause Policy and Guidance	2 Years	DO	
Reference Policy	2 Years	DO	
<b>Health and Safety</b>			
Asbestos Policy	Annually	DO	FRC 2
Business Continuity Plan	Annually	CD	ARC 2
Educational Visits Policy	Annually	EDE	AIMS 2
Minibus Policy	Annually	DO	FRC 2
<b>Computers &amp; ICT</b>			
Information Security and Acceptable Use Policy for Staff	Annually	DO	FRC 2
Electronic Devices Policy	Annually	DO	
E-safety Policy inc. Acceptable Use Agreement	Annually	DO	
Social Networking Policy	Annually	DO	
<b>Information, Data Protection and GDPR</b>			
Subject Access Request Policy	Annually	DO	ARC 2
Data Breach Policy	Annually	DO	
CCTV Policy	Annually	DO	
Privacy Notices Policy	Annually	DO	
Retention and Distribution Policy	Annually	DO	
Freedom of Information Policy	Annually	DO	

<b>Finance</b>			
Financial Handbook	Annually	CFO	FRC 1
Charging and Remissions Policy	Annually	CFO	
Anti-Bribery Policy	Annually	CFO	
Expenses Policy	Annually	CFO	
Fraud Policy	Annually	CFO	
Gifts and Hospitality Policy	Annually	CFO	
Lettings Policy	Annually	CFO	
Central Funding, Reserves and Appeals Policy	Annually	CFO	
Procurement Policy	Annually	CFO	FRC 2
<b>Curriculum</b>			
Trust Curriculum Intent	Annually	EDE	AIMS 2

<b>School Policies</b>		
<b>Statutory Policy (As listed by the DfE)</b>	<b>Review Cycle</b>	<b>Approval Board</b>
Safeguarding Policy – based on Walsall and Sandwell policy: <ul style="list-style-type: none"> <li>Child protection</li> <li>Preventing radicalisation</li> <li>Dealing with allegations against a member of staff</li> </ul>	Annually	LGB 1
Single Central Record of recruitment and vetting checks (SCR)	Live document*	LGB 1
Behaviour in Schools inc: <ul style="list-style-type: none"> <li>Behaviour principles written statement</li> <li>School exclusion</li> <li>Substance abuse</li> </ul>	Annually	LGB 2
Admission arrangements	Annually	LGB 2
Register of pupils' admission to school and attendance	Live document*	LGB 2
Children with health needs who cannot attend school (link with attendance policy)	Annually	LGB 2
Newly qualified teachers' Early Careers Framework (ECF)	Annually	LGB 3
Designated teacher for looked-after and previously looked-after children (link to safeguarding policy)	Annually	LGB 1
School information published on a website	Live document	LGB 1
Supporting pupils with medical conditions (link to attendance policy)	Annually	LGB 2
Relationships, Health and Sex Education (RHSE policy) (link to PHSE policy)	Annually	LGB 2
Accessibility plan	Every 3 years	LGB 4
Premises management documents	Annually	LGB 4
Careers guidance: details of your careers programme and a provider access statement inc: work related learning	Annually	LGB 3
First Aid in schools	Annually	LGB 4

<b>Non-statutory</b>	<b>Review Cycle</b>	<b>Approval Board</b>
<b>General</b>		
Anti-bullying policy (link to behaviour policy)	Annually	LGB 2
Attendance and Punctuality including pupils returning to school following illness, accident, or surgery	Annually	LGB 2
Home School Agreement	Annually	LGB 4
<b>Curriculum</b>		
Curriculum Policy to include: <ul style="list-style-type: none"> <li>Curriculum Statement</li> <li>Teaching &amp; Learning</li> </ul>	Annually	LGB 3



<ul style="list-style-type: none"> <li>• Assessment</li> <li>• Extended Learning – Homework</li> <li>• Literacy &amp; Numeracy</li> </ul>		
PSHE Policy to include: <ul style="list-style-type: none"> <li>• PSHE &amp; Citizenship</li> <li>• SMSC</li> <li>• Substance Abuse</li> <li>• RE (&amp; collective worship)</li> </ul>	Annually	LGB 3
<b>Examinations</b>		
Examination Policy	Annually	LGB 3
Suite of JCQ Policies		
<b>Health and Safety</b>		
Emergency Plan	Annually	LGB 4
Emergency Procedures (Fire & Bomb threat)		
Fire Safety Policy		

