



Special Partnership Trust (the Trust)

Governance Handbook
(including Scheme of Delegation and Terms of Reference)

Approved By: Trustees September 2024

Review Date: September 2025

The Trustees may review this document at any time but shall review them at least annually.

These terms of reference may only be amended by the Board of Trustees.

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1.0 Introduction

We're a specialist educational trust on a journey to raise the bar and set new standards for Special Educational Needs (SEN) throughout the South West.

We are not afraid to do things differently and we never settle for ordinary. We aspire to be the best in everything that we do. We provide our young people with the highest quality education, give them access to the best opportunities available to them, and take pride in giving them a sense of self worth and purpose - built on a foundation of resilience and independence.

Through collaboration, co-operation, and creativity - underpinned by an ethos built on inclusivity, empowerment, and transparency - we aim to inspire every single young person (as well as their families and our staff) to be the very best versions of themselves they possibly can. We do this through an ambitious, specialist curriculum that goes beyond school life and focuses on living as well as learning. We step outside the comfort zone when it's needed, we care more than people think is needed or necessary, and we genuinely want to improve the lives and experiences of our learners.

We dare to be different, we have courage in our convictions, and we strive every single day to draw the best out of everything and everyone in our community.

We go beyond what's expected in everything we do. We give our staff the autonomy to make a real, tangible difference to the lives of our learners. By empowering all pupils, parents, and staff we strengthen our community and lay the foundations to fully prepare young people to be successful, achieving, fulfilled adults.

Our Vision.

Is for a world where every single young person has access to the best education they need - delivered in the best possible environment - so they can thrive, succeed, and flourish no matter what circumstances they face.

Our Mission.

Is to be a force for good in SEN and make a positive difference in people's lives. We challenge conventions, we pioneer excellence, and we work tirelessly every single day to create better tomorrows for our young people and their families.

Our Goal.

Is to prepare young people for the next step, whatever that step may be, through innovation, excitement, and opportunity. Our commitment to them is to give them the education and skills they need to lead rich, active, and fulfilling lives beyond school all while being in a space where they feel safe, supported, and happy.

As a charity and company limited by guarantee, the Trust is governed by a board of trustees (the **Board**) who have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the schools maintained by the Trust (the **schools – Curnow, Pencalenick (including ARBs), Nancealverne, Doubletrees, Orchard Manor and Brunel**).

In order to support the effective operation of the Trust and the schools, the Board has established three trust committees to work across all schools and one LGB per school to which it has delegated certain elements of its powers and functions. The terms of reference set out the constitution, membership and proceedings of the committees the Board has established.

The committees established are::

- School Improvement & Standards
- Resources, Estates & Audit
- Pay

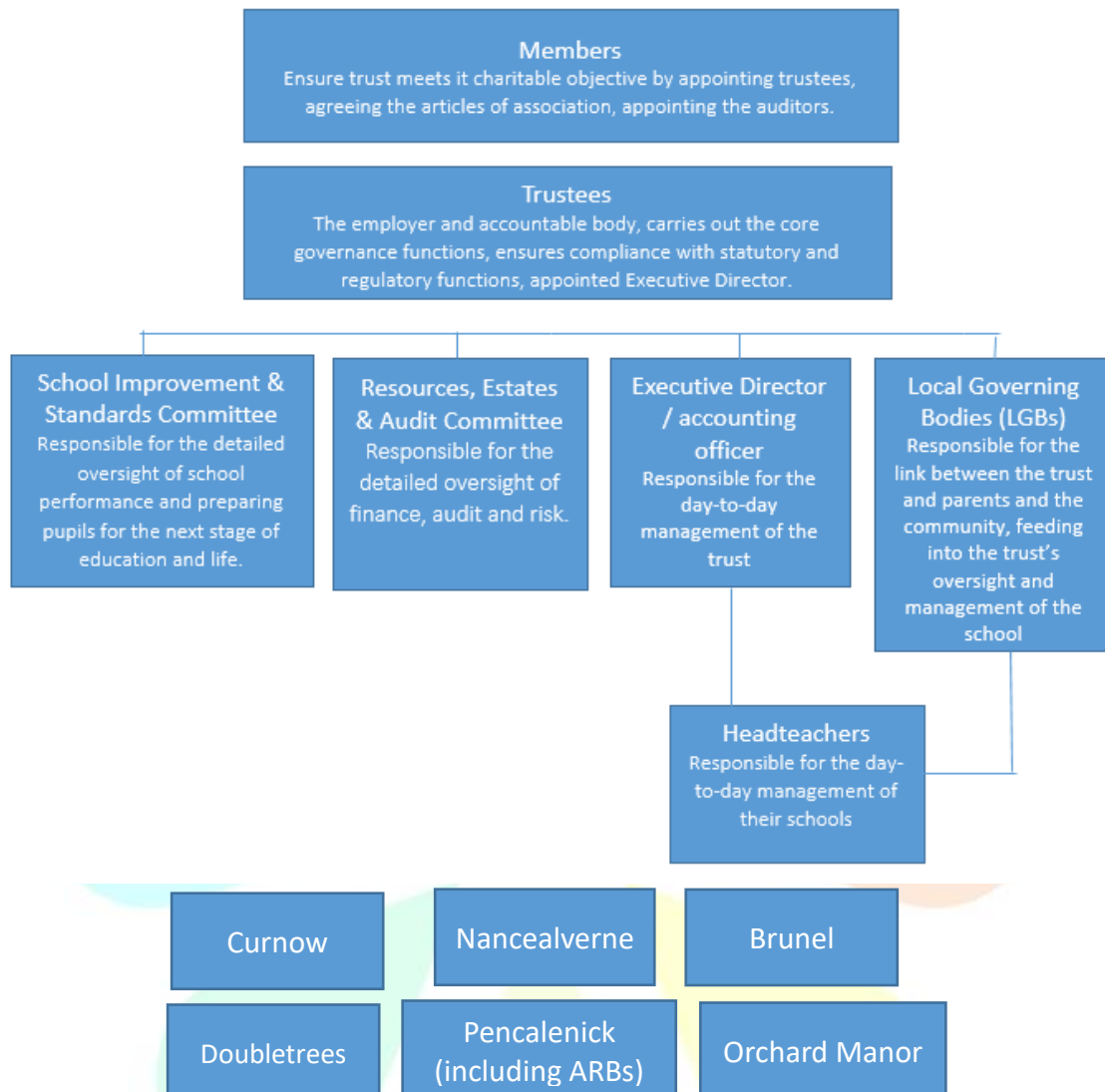
The Trust have delegated functions to the Local Governing Body:

- Pupil and staff well-being
- Quality of the school offer
- Pupil progress
- Position of school in the local community

Local Governing Bodies are established by the Board to support the effective operation of the schools (**LGBs**), together with the **Board Committees**. The Board has resolved to establish LGBs for its schools each with delegated roles and responsibilities of the Board. An LGB may act in respect of two or more schools. Current LGBs in place are Nancealverne, Curnow, Pencalenick, Doubletrees, Orchard Manor and Brunel. An LGB is not accountable or has authority, the Trustees are responsible and accountable as per the Trust Articles.

The Board has resolved to assign link trustees to each of the schools and ARBs as an additional point of contact and support.

2.0 Special Partnership Trust model of delegation



3.0 Governance roles and responsibilities

3.1 The role of the members

- The members of the trust are guardians of the governance of the trust and must ensure it carries out its charitable objective.
- There must be at least three members, although the DfE prefer at least five; members are not permitted to be employees of the academy trust.
- The members agree the trust's articles of association, appoint trustees and appoint the trust's external auditors.
- The members should receive information about the trust's business and receive the annual report and accounts. If they have concerns that the trust is not carrying out its charitable objective, members should remove trustees that are failing to fulfil this responsibility.

3.2 The role of the trustees

- The trust is a charitable company limited by guarantee.
- Trustees are responsible for the general control and management of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement are legally accountable for all statutory functions and for the performance of all the schools within the trust; they do this by carrying out the core governance functions.
- The board of trustees must approve a written scheme of financial delegation and if they choose to delegate to board committees and LGBs, must approve a written scheme of delegation and committee terms of reference.
- The trust creates information pathways between the trust board, the LGBs and the CEO so that LGBs can share with them any concerns (or celebrations) they may have.

3.3 The role of trust board committees

The Special Partnership Trust has three committees which are School Improvement & Standards, Resources, Estates and Audit and Pay Committee.

- Trustees delegate some governance functions to board committees, one of which includes audit and risk which advises on the adequacy of the trust's controls and risks.
- Board committees must have at least three trustees in membership, and trustees must be in the majority for voting purposes. Trustees appoint committee chairs and committee members according to their skills.
- Trustees delegated detailed scrutiny of financial management and school performance to board committees.

3.4 The role of the Chair and Vice Chair of the Board

The Chair, with the support from the Vice-Chair, is responsible for ensuring the effective functioning of the Board. The chairs serves a 1-year term of office, with re-election taking place at the first meeting of each year. It is not recommended that any Chair serves more than three consecutive years as Chair and this will be avoided wherever possible.

Key roles

- provide clear leadership and direction to the board, keeping it focused on its core functions;
- enable meetings to run efficiently, staying focused on the agenda and strategic objectives and allowing all Trustees to contribute;
- build positive relationships with the CEO, Headteachers, senior leaders and Leadership and Governance Manager

- encourage Trustees to work as part of an effective team, building their skills, knowledge and experience;
- ensure all trustees are actively contributing relevant skills and experience, participating constructively in meetings and playing their part in the work of any committees;
- ensure every Trustee knows what is expected of them and receives appropriate training and induction. It is for the Chair to have honest conversations, as necessary, with ineffective Trustees;
- Be a critical friend to the CEO.

Board meetings

- Consult with the CEO and Leadership and Governance Manager to plan the agenda.
- Confirm that follow-up action agreed at the previous meeting has been taken.
- Agree deadlines for papers to go out in advance.
- Check the minutes of the last meeting and note 'matters arising'.
- Work out a rough timetable for the agenda with the Leadership and Governance Manager.
- Start the meeting on time, introduce and welcome any new Trustees or visitors.
- Be prepared to move the meeting on.
- Be clear about items that can be referred or delegated.
- Summarise the arguments that come up in discussions.
- Formally close the meeting when business is completed.
- Meetings must be conducted in an atmosphere of mutual trust and respect between the Chair and CEO.

Skills

- Strategic thinking.
- Ability to lead the board and executive leaders.
- Ability to develop and preserve an organisation's characteristics and culture.
- Ability to facilitate difficult decision-making and manage expectations whilst doing so.
- Ability to communicate effectively with stakeholders and perform a public role in attending public events with the executive leaders.
- Time management skills.

These roles and skills should be balanced between the Chair and Vice Chair and can be divided according to individual skills sets.

3.5 The role of the LGB

- Trustees delegate some governance functions to LGBs; the articles of association do not require trustee membership on LGBs and by committing to the separation of individuals on each tier in the governance structure, the Special Partnership Trust are able to demonstrate transparent decision making and prevent bias and conflicts from emerging, thus strengthening the governance checks and balances within the trust.
- The trust board approves the appointment of the LGB chairs and also approves the appointment of all co-opted governor appointments.
- Parent representation sits at LGB level as opposed to trust wide elections for parent trustees.

Being close to and representative of the community the school serves, the LGBs should be:

- a valued point of consultation and representation in the development of trust policies
- the recipients of detailed information about how their schools are being managed
- tasked with scrutinising management information thus providing assurance to trustees that the school is:

- operating within the ethos and values of the trust and creating a positive climate for all stakeholders
- working within agreed policies
- meeting the agreed targets
- engaging with stakeholders
- acting as an ambassador for the trust

3.6 The role of the CEO

- The trustees delegate the day to day management of the trust to the CEO, line managing them in line with the trust's appraisal and performance management policies.
- The CEO is also the accounting officer and so is not only responsible for the performance of the trust as a whole, but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the board about compliance with the funding agreement and the Academies Trust Handbook.
- The CEO will be responsible for the leadership and management of the central team and the schools' headteachers and will report to the trust board and its committees.

3.7 The role of headteachers

- The CEO delegates the day to day management of the trust's schools to headteachers, line managing them in accordance with the trust's appraisal and performance management policies.
- Headteachers share information about how the trust is managing the school with the LGB so that governors build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.
- In line with DfE recommendations, and to avoid a conflict of interests, the CEO will not be a Trustee. As one of the board's core functions is to hold the CEO to account, by being a trustee, the CEO is in effect holding themselves to account.

3.8 Appointment of Trustees

In order to ensure that the Board has the right balance of competencies to comply with the DfE guidance 'A competency framework', the following steps will be taken when appointing Trustees:

- The skills audit of the Board will be reviewed, gaps will be identified and a Trustee with the required skills, knowledge and behaviours will be sought. In the interest of openness, the Trustee vacancy would normally be advertised
- Interested parties will:
 - Complete an application form and skills audit
 - Meet with the chair and the CEO to discuss the role
 - Provide DBS checks and a pecuniary interest declaration
- The Trustee will be appointed if both parties are in agreement
- Where the appointment is a Members appointment, the Members will receive a report of all of the above steps to enable them to have the ultimate decision on appointment
- Re-appointment will be undertaken following the same process with an emphasis on:
 - Training undertaken in previous term of office
 - Individual trustee contribution and impact
 - Pecuniary and conflicts of interest

Appointed and re-appointed Trustees will receive confirmation of their appointment from the Leadership and Governance Manager, who will also ensure Companies House is updated with the relevant details.

4.0 Terms of Reference

4.1 The Members

Membership: As defined within the Articles of Association. At any time there must be no less than three Members however the Members will aim to have five Members in position.

Members: Members must hold an Annual General Meeting and may meet additionally as required. Agenda and documents will be circulated no less than 7 calendar days prior to the meeting, except for meetings called at short notice in unavoidable circumstances. Meetings to be clerked by the Leadership and Governance Officer.

Quorum at meetings: The majority of Members, either in person or joining remotely.

Reporting: Minutes to be available to the Trust Board.

4.2 Trust Board

Membership: As defined within the Trust's Articles of Association. Members of the Trust Central Team will attend these meetings in a reporting and advisory capacity. Headteachers may attend by invitation to advise on specific items relevant to their schools.

Meetings: Meetings to be held once a term or additionally as required. Agenda and meeting documents will be circulated no less than 7 calendar days prior to the meeting, except for meetings called at short notice in unavoidable circumstances. Meetings to be clerked by the Leadership and Governance Manager.

Quorum: A minimum of three Trustees, either in person or joining remotely. The Board recognises that at times decisions need to be made urgently outside scheduled meetings. In such circumstances, the Board may make decisions via email, decided on a majority vote. All email decisions will be minuted at the subsequent Board meeting.

Reporting Minutes to be circulated no more than 14 days after the meeting and reviewed at the subsequent scheduled Trust Board meeting.

4.3 Board Committees

Membership

- Each Board Committee shall have a minimum of three members and maximum of five members. A majority of Board Committee members must be trustees of the Trust (**Trustees**).
- The Board will appoint and remove all Board Committee members.
- The Board will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions.
- The current Board Committee members are set out in the register of committee members maintained by the Trust.
- The Trustees recognise the overriding principles of the Academy Trust Handbook (ATH) published by the ESFA and that the Resources and Estates Committee and Audit Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing this Committee the Board will adhere to the principles of the ATH and:

- staff employed by the Trust will not be members of the Board Committee, but may attend meetings to provide information and participate in discussions; and
- the Trust's Accounting Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out above.

Membership – LGBs

- The membership of an LGB is set out in Terms of Reference for LGBs.

Chairs of Committees

- The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee.
- Subject to paragraph 7, each Board Committee shall at the first meeting of each academic year elect a member to act as chair of the board committee. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent.
- No person may act as Chair of a Board Committee under paragraph 7 unless they are also a Trustee.
- Subject to paragraph 8:
 - the LGB Members shall, at the first meeting every academic year, appoint an LGB Member to act as Chair of the LGB;
 - the LGB Members will elect a temporary replacement from among the members present at the meeting in the absence of the Chair if the Vice-Chair is not available.
 - No person may act as Chair under paragraph 8 if they are an employee of the Trust.

Authority, remit and responsibilities of the Committees

- Each Committee shall be responsible for the matters as set out in Appendix 2.
- Each Committee is authorised by the Board to:
 - carry on any activity authorised by these Terms of Reference; and
 - seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.

4.3.1 Proceedings of Resources, Estates & Audit Committee and School Improvement & Standards Committee meetings

- The Committees will meet as often as is necessary to fulfil their responsibilities but at least three times a year.
- Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.
- The quorum for the transaction of the business of a Board Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees.
- The quorum for the transaction of the business of Committee meetings shall be three Committee members.
- The CEO shall ensure that a clerk is provided to take minutes at meetings of the Board Committees.
- The Trust shall ensure that a clerk is provided to take minutes at meetings of the LGBs.
- Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.
- Each Committee member present in person shall be entitled to one vote.
- Where there is an equal division of votes the Chair shall have a casting vote.
- A register of attendance shall be kept for each Committee meeting and published annually.
- Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.
- References in paragraph 0 to the “Chair” shall in the absence of the Chair be deemed to be references to the chair of the relevant Committee meeting.

Conduct of Committee members

- All Committee members shall observe at all times the provisions of the Trustee’s code of conduct which is annually signed at the first meeting of the year.

Committee Members’ Interests

- Committee members are required to declare any business or other interests in any item being discussed at a meeting.
- Each Committee member, if present at a Committee meeting, disclose their interest, withdraw from the meeting and not vote on a matter if:
 - there may be a conflict between their interests and the interests of any of the Academies or the Trust;
 - there is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or
 - they have a personal interest (this is where they and/or a close relative will be directly affected by the decision of the Committee in relation to that matter) in a matter.

Disqualification & Removal of Committee Members

- A person shall be ineligible for appointment to a Committee and, if already appointed, shall immediately cease to be a member if the relevant individual:
 - is or becomes disqualified from holding office under the Trust’s Articles of Association;
 - is or becomes disqualified from holding office as a governor of a school or academy;

- is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;
- is barred from any regulated activity relating to children;
 - is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);
 - has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a Committee member;
 - refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check;
 - commits a serious breach of the Trust's code of conduct or any standing order or protocol implemented by the Board;
 - resigns his/her office by notice in writing to the relevant Chair;
- The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any LGB Member by written notice to the relevant Chair.

Reporting Procedures

- Within 14 days of each meeting each Committee will:
- produce and agree minutes of its meetings;
- 7 days prior to the meeting provide a summary document identifying (i) decisions made, (ii) recommendations to the Board, (iii) any items for the information of the Board and (iv) items for further discussion by the Board, together the **Committee Minutes**.
- The Committee minutes can be agreed by committee members by email.
- The Committee Minutes will be sent to the Board within 21 days of each Committee meeting.
- Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.
- Each Committee shall conduct an annual review of its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.

Remit and Responsibilities of the Resource, Estate and Audit Committee

The powers and functions delegated by the Board to the Resource, Estate & Audit Committee are as set out below.

External Audit

- To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- To review the performance of the external auditor on an annual basis.
- To recommend to the Board the appointment/re-appointment of the external auditor.
- To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Internal Audit

- To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
- To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.

Financial Management & Policies

- To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards
 - compliance with DfE and legal requirements.
- To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- To review the Trust's policy and procedures for handling allegations from whistleblowers.
- To review the Trust's policies and procedures for handling allegations of fraud, bribery, and corruption.
- To receive reports on the outcome of investigations of suspected or alleged impropriety.
- To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.

- To ensure that any significant losses are investigated and reported to the DfE/ESFA where required.
- To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
- To review the adequacy and robustness of risk registers.
- To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (eg from the National Audit Office).
- To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.
- To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General

- To review or investigate any other matters referred to the Finance, Personnel and Estate Committee by the Board.
- To draw any significant recommendations and matters of concern to the attention of the Board.

Funding

- To consider each of the schools indicative funding, notified annually by the DfE/ESFA and to assess its implications for the relevant school. This will be in consultation with the Finance manager together with the Head teacher of the relevant Academy, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board.
- To consider and recommend acceptance or non-acceptance of the schools budgets each financial year.

Budgeting

- To contribute to the formulation of the schools strategic plans, through the consideration of financial priorities and proposals, in consultation with the relevant Head Teacher and with the stated and agreed aims and objectives of the relevant Academy.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in each of the schools strategic plans.
- To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- To consider the spending plans of other committees and report back and advise the Board.
- To delegate the day to day management of the approved budget relevant to the Head Teacher, within agreed authorisation limits.
- To consider requests for supplementary expenditure and make appropriate recommendations to the Board.
- To consider and act upon matters not covered by other sub-committees.
- To review financial policy including consideration of long term planning and resourcing in accordance with each of the Academies' development plans.

Expenditure

- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academies, and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Board.

Financial Procedures

- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the ATH).

Health & Safety

- To receive each term, the relevant Head Teachers Health and Safety report and advise as necessary.
- To monitor compliance with the Academies' Health & Safety policies and statutory obligations under the Health and Safety at Work Act 1974.

Asset Management

- To receive reports from the relevant Head Teacher on the management of assets including premises and their security.
- To confirm that an asset recording system is in place, including an inventory and fixed asset register for each Academy.

Property Management

- To determine the use of the Academies premises and grounds outside Academies sessions with regard to the lettings and charging policy.
- To ensure that the Academies premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
- To ensure the responsibilities of the Board under the Environmental Protection Act are met.
- To advise the Board on environmental issues to ensure the Academies are acting as a responsible institution in its duty to conserve energy, materials and with regard to the local community.

Grievances

- To consider staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.
- To consider staff complaints of harassment where there is a referral to the Committee under the procedure adopted by the Board. The Committee will consider the complaint and seek to resolve the matter following a process and hearing conducted in accordance with the adopted policy.

Staff Discipline/Dismissals

- Under the disciplinary or capability procedures for the Head Teacher adopted by the Trust Board, to consider formal action against the Head Teacher and for a panel comprised of members of the Board Committee to make a determination as provided for under either procedure. The Board Committee will be responsible for the future review of any sanction short of dismissal as required under the relevant procedure.
- Under the disciplinary or other relevant procedures (e.g. relating to capability, staff reductions or incapability due to ill-health) adopted by the Board, to make any determination that any member of staff employed at an Academy should be dismissed from their post.
- Before taking a decision on dismissal, to give the member of staff concerned an opportunity to make representations on the proposed action and to consider those representations at a formal meeting conducted in accordance with the relevant adopted procedure.
- Where it is determined that a member of staff should be dismissed, to ensure that the member of staff is notified of the decision, the reason for it and that the member of staff has a right of appeal against the decision.

Staff Appeals

- Under the disciplinary procedure or capability procedure adopted by the Board, to consider any appeal against a sanction short of dismissal issued by the Head Teacher or by the staff discipline/dismissal Committee to a member of staff employed at the Academy.
- Under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Board, to consider any appeal against a decision of the staff discipline/dismissal Committee to dismiss from their post a member of staff employed at the Academy.
- To consider appeals under other procedures as may from time to time be delegated by the Trust Board, including appeals under the Academy's adopted Pay Policy.

Personnel

- To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the schools.
- To advise on the strategic planning of human resources.
- To monitor the communication and consultation of policies and processes to staff and review feedback.
- To advise on the means of achieving active participation by staff in policy development.
- To advise and recommend revisions to those policies which affect staff including, but not limited to, those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.
- To ensure the legal requirements for NQT induction are complied with.
- To hear, consider and make any initial decisions about matters relating to the discipline of staff or staff grievances in accordance with adopted procedures.
- To carry out a review of the staffing establishment whenever there is a vacancy and at least once per year in relation to the staffing element of the trust development plan.
- To advise the Board on the appointment of the relevant Head Teacher.
- The Board delegate the appointment of supply staff and temporary staff appointed for one term, and non-teaching staff to the relevant Head Teacher.
- Non-teaching staff, appointed to support children with special needs, will be appointed in consultation with the Key Stage Lead (as relevant) and Head Teacher.

4.3.2 Remit and Responsibilities of the School Improvement & Standards

Committee

Constitution

- The Special Partnership Trust Board of Directors has resolved to establish a Standards Committee to advise the Board on matters relating to the Trust's curriculum, quality and standards.
- The Committee is responsible to the Trust Board.
- The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

Authority

- The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary.

Main Duties

To monitor and advise the Trust Board by written report each term on the following:

- Data on attainment and achievement for all of the Trust's academies;
- School improvement work and leadership;
- Overall performance of each of the academies;
- Leadership standards;
- Governance effectiveness.

To monitor and advise the Board on:

- The Trust quality improvement and intervention strategies and plans;
- Partnership working and Outreach work;
- The performance and effectiveness of the ARBs and Boarding provision
- Admissions;
- Safeguarding arrangements;
- Community engagement.

Detailed Responsibilities

Curriculum and Quality

- The Trusts' statutory requirements in relation to the curriculum offer across the Trusts' and each Academy.
- The Trust's policies in relation to its Curriculum Statement;
- To determine and update relevant strategies relating to the above.

Performance and Standards

- To monitor and review the achievement of strategic objectives, in particular the overview of performance against quantitative and qualitative benchmarks for key indicators/outcomes and the Ofsted framework, providing challenge and recommending remedial actions where required in line with the School Improvement/Trust Development Plan.

Self-Assessment and Review

- To receive information on curriculum and quality issues for all the Trust's Academies;
- To receive progress reports on the implementation of post-Ofsted action plans and any other formal evaluation reports related to the quality and achievement of learning across the Trust, to further inform and develop the Trust's Quality Improvement Plans and strategies;
- To review outcomes, identifying significant changes in performance, emerging trends and risks in relation to the future performance of the Trust or each Academy.

Safeguarding

- To receive information and monitor safeguarding across the trust and all schools.

4.4.3 Pay Committee – Terms of Reference

1. Constitution

1.1. The board of directors (the Trustees) of the Trust (the Trust Board) hereby resolves to establish a committee of the Trust Board to be known as the Staff Performance review and remuneration Committee (the Committee).

2. Membership

2.1. The Committee shall have a minimum of three members and a maximum of five members. A majority of Committee members must be Trustees of the Trust Board and no member shall be an employee of the Trust.

2.3. Subject to paragraph 2.4, the Committee shall at the first meeting of each academic year elect a member to act as chair of the Committee (the Chair). The Committee will elect a temporary replacement from among the members present at the meeting in the absence of the Chair.

2.4. No person may act as Chair under paragraph 2.3 unless they are also a member of the Trust Board.

2.5. The CEO shall ensure that a clerk is provided to take minutes at meetings of the Committee.

2.6. The Committee may invite attendance at meetings from persons who are not Trustees or Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.

3. Remit and responsibilities of the Committee

3.1. The Committee shall be responsible for the matters set out in the Schedule on page 4.

4. Proceedings of Committee meetings

4.1. The Committee will meet as often as is necessary to fulfil its responsibilities but shall meet at least once per year.

4.2. Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.

4.3. The quorum for the transaction of the business of the Committee shall be a majority of the Committee members and no vote on any matter shall be taken at a meeting of the Committee unless the majority of members of the Committee present are Trustees of the Trust.

4.4. Every matter to be decided at a meeting of the Committee must be determined by a majority of the votes of the members present and voting on the matter.

4.5. Each member present in person shall be entitled to one vote.

4.6. Where there is an equal division of votes the Chair shall have a casting vote.

4.7. A register of attendance shall be kept for each Committee meeting and published annually.

5. Authority

5.1. The Committee is authorised by the Trust Board to:

5.1.1. carry out any activity authorised by these terms of reference; and

5.1.2. seek any appropriate information that it requires from any employee/officer of the Trust to carry out the work delegated to it by the Trust Board and all officers/employees shall be directed to co-operate with any request made.

6. Reporting Procedures

6.1. Within 14 days of each meeting the Committee will:

6.1.1. produce and agree minutes of its meetings;

6.1.2. provide a summary document identifying:

- (i) decisions made
- (ii) recommendations to the Trust Board
- (iii) any items for the information of the Trust Board
- (iv) items for further discussion by the Trust Board (together called the “Committee Reports”).

6.2. The Committee Reports can be agreed by Committee members by email.

6.3. Subject to paragraph 6.4, the Committee Reports will be sent to the Trust Board members within 14 days following each Committee meeting.

6.4. The Committee shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.

6.5. The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

Schedule

Responsibilities of the Committee

1. To determine and agree with the Board the framework or broad policy for the remuneration of the Trust’s CEO and such other members of the executive management of the Trust as it is designated to consider.
2. To determine the Trust wide pay policy and oversee the process of moderation across the Trust.
3. To review the Trust annual pay policy and awards to ensure it is financially sustainable, adequate to retain and attract staff and in line with statutory requirements.
4. Ensure decisions about executive pay follow a robust evidence-based process.
5. To act as appeal committee as detailed within the pay policy.
6. To ensure no Executive Leader, CEO or manager is involved in any decisions as to their own remuneration.
7. To prepare and submit recommendations to the Trustees for the terms of service and remuneration (including pension arrangements) of the Executive Leaders.
8. To monitor, evaluate and report (as appropriate) to the Trustees on the performance of the CEO.
9. To approve appropriate remuneration packages for any new Executive Leader appointments
10. To deal with any other matters relating to pay, as may be referred by the Board.
11. Having regard to the charitable status of the Trust and in recognition of the fact the Trust receives funding under a funding agreement with the Secretary of State for Education, to ensure the remuneration or other sums paid do not exceed an amount that is reasonable in all the circumstances.
12. To review and approve the design of, and determine targets for, any performance related pay schemes operated by the Trust and approve the total annual payments made under such schemes.
13. To ensure that any termination packages including contractual terms and pension benefit entitlements (i) do not reward failure and are fair to the individual and the Trust and comply with the obligations set out in the Academy Handbook.
14. To review and note annually the remuneration trends across the Trust.
15. To oversee any major changes in employee benefits structures in the Trust.
16. To be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration or other consultants who advise the Committee. The Committee shall have full authority to commission any reports or surveys which it deems necessary to help it fulfil its obligations.

4.3.4 CEO Performance Management Committee

Membership: A minimum of three Trustees who do not sit on the Pay Committee. An External Advisor, who should not serve more than three years in such capacity, will support the Committee.

Quorum: A minimum of three committee members. The committee recognise that at times decisions need to be made urgently outside scheduled meetings. In such circumstances, the committee may make decisions via email, decided on a majority vote. All email decisions will be minuted at the subsequent committee meeting.

Meetings: To take place during the autumn term, and at any other time during the year as required. Reporting Minutes to be kept confidential within the committee. Summary of decision to be reported to the Pay Committee.

Functions: The committee will, in collaboration with the CEO and External Advisor, review the CEO's previous year's performance against their performance management targets and make a recommendation to the Pay Committee, that the CEO has either met their objectives in full, part or not at all. All decisions will be made transparently, based on evidence, and as are part of a robust performance management cycle which follows statutory guidance and Trust policies. All recommendations will be taken forward to the Pay Committee for approval. The Committee will, in collaboration with the CEO, set their targets for the coming year, ensuring that all targets follow the guidance set out in the Trust's Performance Management policy

Local Governing Bodies

Terms of Reference 2023/24

1. CONSTITUTION OF THE LGBs

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

1.2 The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time

1.3 Subject to clause 2.2, the composition of the Local Governing Bodies for the Academies shall be as follows:

1.3.1 the Headteacher of the school (or the CEO if no such person is appointed);

1.3.2 up to [2] staff governors;

1.3.3 up to [3] parent governors; and

1.3.4 up to [4] co-opted governors.

The procedure for the appointment and the removal of governors shall be as set out in Annex 1.

2. PROCEEDINGS OF THE LGB

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

3. RELATIONSHIP BETWEEN THE BOARD AND LGB

3.1 The LGB shall in carrying out its role:

3.1.1 promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being;

3.1.2 be responsible to the Trustees for its actions and follow the expectations of governors as laid down by the Trustees;

3.1.3 aim to establish that it is competent, accountable, independent and diverse that promotes best practice in governance;

- 3.1.4 aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics and do not cause reputational damage to the school or Trust
- 3.2 The Trustees shall support the work of the LGB by:
 - 3.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;
 - 3.2.2 ensuring that systems are put in place to allow the governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Headteacher and the senior leadership team of the school; and
 - 3.2.3 ensuring that the governors have access to high quality training.
- 3.3 Without prejudice to the Trustees' other rights to remove any governor and the Trustee's rights to amend these terms of reference at any time, where the Trustees have concerns about the performance of an LGB they may amongst other actions:
 - 3.3.1 require the relevant LGB to adopt and comply with a governance action plan in such form as determined by the Trustees;
 - 3.3.2 suspend or remove any or all of the matters delegated to the LGB;
 - 3.3.3 suspend or remove any or all of the governors of the relevant LGB;
- 3.4 The Trustees may require a governance action where:
 - 3.4.1 the school has a deficit budget (both revenue and capital) in excess of £50,000;
 - 3.4.2 there are SIP or Ofsted indicators around level of progress
 - 3.4.3 there are any significant Safeguarding factors.
- 3.5 The Trustees may vary the matters delegated where:
 - 3.5.1 the LGB act outside its delegated powers and limitations;
 - 3.5.2 the LGB are in breach of these terms of reference;
- 3.6 The Trustees may remove governors where:
 - 3.6.1 the school is in [material] breach of its funding arrangements;
 - 3.6.2 the LGB is in material breach of these terms of reference or has persistently

breached these terms of reference.

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

4 DELEGATED POWERS

General principles

4.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:

- 4.1.1 monitor that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
- 4.1.2 promptly implement and comply with any policies or procedures communicated to the LGB by the Trustees from time to time;
- 4.1.3 review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;
- 4.1.4 work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
- 4.1.5 be open about decisions and be prepared to justify those decisions;
- 4.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and
- 4.1.7 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 4.1.8 Each governor shall be required to take part in regular self-review and is accountable for meeting his own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he feels that appropriate training and development is not being provided.
- 4.1.9 Governors shall be expected to report to the Trust against KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.
- 4.1.10 The Scheme of Delegation sets out of the powers retained by the Trust and delegated from the Trustees to the LGBs.

- 4.2 For the avoidance of doubt, where a power is not expressly delegated to the **CEO**, the LGB or **Headteacher** it will be deemed to have been retained by the Trust regardless of whether it is specified in the Scheme of Delegation.
- 4.3 The Scheme of Delegation may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 4.4 [Notwithstanding the application of any provision of these terms of reference, if the Chair of the LGB or the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the Academy, any pupil or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with [the CEO/Headteacher.]

Annex 1 – Appointment and Removal of Governors

Staff governors

- The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the school and, where there are any contested posts, shall hold an election by a secret ballot.
- The Trustees shall determine all arrangements for appointing and the conduct of the election and resolution of questions as to whether any person is an eligible candidate. The Trustees may delegate the running of the election to the LGB.

Parent governors

- Parent governors of the LGB shall be elected by parents of registered pupils at the school. He or she must be a parent of, or have parental responsibility for a pupil at the school at the time when he or she is elected.
- The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- Where a vacancy for a parent governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the school, is informed of the vacancy and that it is

required to be filled by election, informed that they are entitled to stand as a candidate and vote at the election and given an opportunity to do so.

- Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having a ballot paper returned to the school by a registered pupil at the school, or via email.
- When the number of parents standing to election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupils at the school or, where it is not reasonably practical to do so, a person who is a parent of a registered pupil of another school run by the Trust.

Co-opted

- Co-opted governors of the LGB shall be appointed by the Trustees. He or she must be:
 - A person who lives or works in the community served by the school; or
 - A person who, in the opinion of the Trustees, has the necessary skills and is committed to the governance and success of the school.
- The Trustee may not appoint an employee of the Trust as a co-opted governor.

Term of Office

- The term of office for any governor shall for 4 years, save for the Headteacher of the school who shall remain a governor until he or she ceases to work at the school.
- Subject to remaining eligible to be a particular type of governors, any person may be re-appointed or re-elected to the LGB.

Resignation and removal

- A person serving on the LGB shall cease to hold office if:
 - The governor resigns their office by giving notice in writing to the clerk of the LGB;
 - The Headteacher or a staff governor ceases to work at the school;
 - The Trustees terminate the appointment of a governor, note to be in the best interests of the Truste or school.
- For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely
- It is best practice for governors to only serve two terms.

Disqualification of governors of the LGB

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

Appointment and removal of Chair and Vice Chair

- The Chair and Vice chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.
- The term of office of the Chair and Vice Chair shall be one year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.
- The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Trustees. The Chair or Vice Chair shall cease to hold office if:
 - a) they cease to serve on the LGB;
 - b) they are employed by the Trust whether or not at the Academy; or
 - c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.
- Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

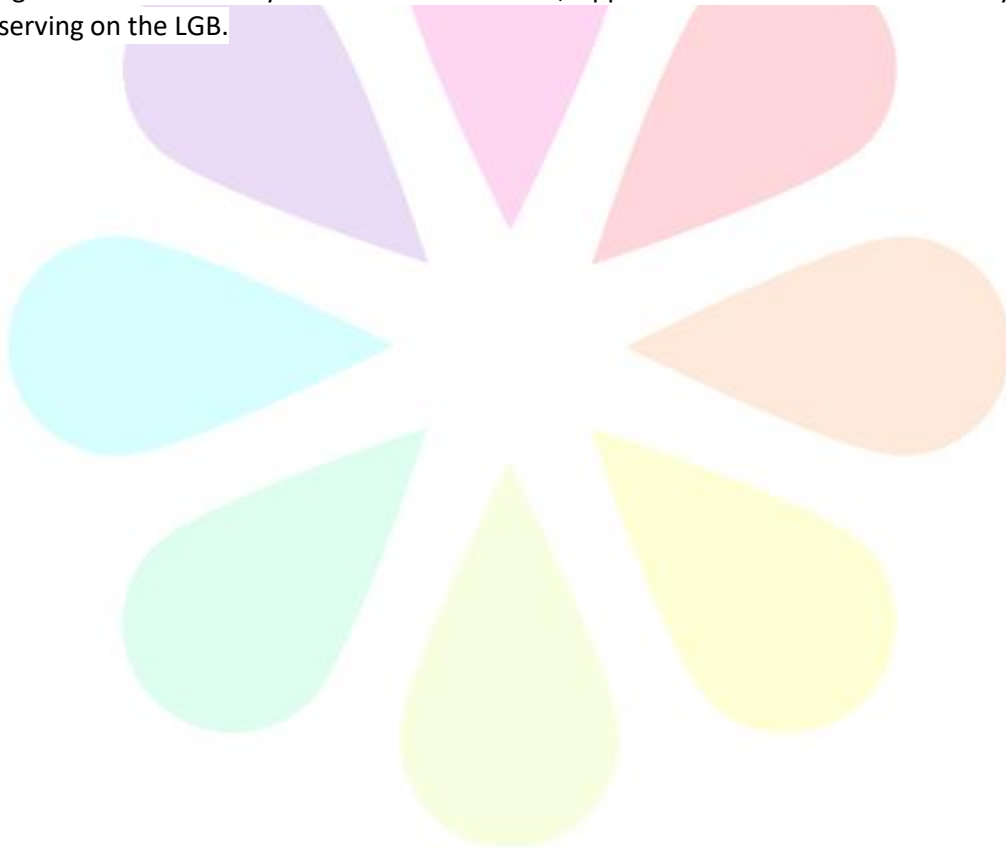
Committees

- Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

Annex 2 – Proceedings of the LGB

Meetings

- The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his/her absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he/she thinks fit.
- Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that they have given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or nomination of any person serving on the LGB.



Quorum

- The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting, which must include at least one governor appointed by the Trust.

Voting

- Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.
- Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

Conflicts of Interest

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

Minutes of meetings

- At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Leadership and Governance Manager.

5.0 Scheme of Delegation

Delegation and decision making in the Special Partnership Trust

Reading the grid
✓ - governance function and decision making is at this level
C - to be consulted prior to decision being made
R – recommend
Note: Decisions delegated to the trust board may be delegated to a board committee but not the CEO, LGB or Headteacher

		Members	Trust board	CEO	LGB	Headteachers
1. Board business						
1.1	Appoint/remove members	✓				
1.2	Appoint/remove trustees	✓	✓			
1.3	Elect chair of trustees		✓			
1.4	Appoint and remove board committee chairs and committee members		✓			
1.5	Establish and review trust governance structure		✓	C		
1.6	Agree named safeguarding, whistleblowing and health and safety trustee		✓			
1.9	Appoint/remove LGB chairs		✓	R	R	
1.10	Appoint/remove LGB co-opted governors		✓	R	R	
1.11	Appoint trust governance professional		✓	R		
1.12	Agree LGB clerking arrangements		✓		C	
1.13	Articles of association: review		✓			
1.14	Articles of association: ratify	✓				
1.15	Agree committee and LGB terms of reference		✓	C	C	C

1.16	Complete annual review of scheme of delegation		✓	R		
1.17	Complete annual trust board self-review		✓			
1.18	Complete review of local governance	C	✓	R	C	C
1.19	Publish governance arrangements on trust and schools' websites		✓	R		
1.20	Ensure trust website is compliant and effective		✓	R		
1.21	Ensure school websites are compliant and effective		✓	C	C	C
1.22	Submit annual report on the performance of the trust to members and publish		✓	R		
1.23	Commission external review of board effectiveness every three years	C	✓	R		
1.24	Annually report work of LGB to trust		✓	R	R	C
1.25	Agree annual schedule of governance business and cycle of meetings		✓	R		
1.26	Maintenance of Register of Interests		✓	R		
1.27	Approve admission of new schools to the Trust		✓	R		
1.28	Monitor safeguarding		✓	C	✓	C
1.29	Monitor health and safety in line with the trust and school health and safety policy		✓	C	✓	C
1.30	Monitor agreed areas according to trust and school priorities		✓		✓	
2. Vision and strategy						
2.1	Determine trust's vision, strategy and key priorities		✓	R	C	C
2.2	Determine individual schools vision and strategy			C	✓	R
2.3	Determine trust-wide policies which reflect the trust's ethos and values		✓	R		
2.4	Determine school level policies		✓	R	C	R
2.5	Establish risk register and conduct regular review		✓	R		
2.6	Ensure engagement with stakeholders		✓	R	R	R

3. Finance and estates

3.1	Appoint and remove external auditors	✓	C	R		
3.2	Appoint and performance manage CEO		✓			
3.3	Produce trust's scheme of financial delegation		✓	R		
3.4	Receive external auditors report	✓				
3.5	Action recommendations made by external auditors		✓	R		R
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		✓	R		
3.7	Submit ESFA required reports and returns		✓	R		
3.8	Agree budget plan to support delivery of trust strategic priorities		✓	R		
3.9	Agree budget plan to support delivery of school strategic priorities		✓	R		C
3.10	Monitor trust budget		✓	R		
3.11	Carry out benchmarking and trust-wide value for money evaluation		C	✓		
3.12	Agree reporting and monitoring arrangements for trust and school budgets		✓	R	C	C
3.13	Approve trust-wide estate vision, strategy and asset management plan		✓	R		
3.14	Monitor school estate to ensure it is safe and well maintained		✓	R	C	C

4. Human resources

4.1	Appoint and dismiss CEO/accounting Officer		✓			
4.2	Performance manage CEO		✓			
4.3	Agree CEO pay and reward		✓			
4.4	Conduct executive team performance management		C	✓		
4.5	Conduct headteacher performance management			✓	C	

4.6	Agree headteacher, leadership and UPS pay and reward		✓	C	
4.7	Review and agree staff appraisal procedure and pay progression	✓	R		C
4.8	Determine executive team staffing structure	✓	R		
4.9	Determine school staffing structure		✓	C	R
4.10	Headteacher appointments and dismissal		✓	C	
4.11	Trust wide pay policy, terms and conditions of employment	✓	R		
4.12	Determine disciplinary and capability policies	✓	R		
4.13	Implement disciplinary and capability procedures – CEO	✓			
4.14	Implement disciplinary and capability – central team	✓	R		
4.15	Implement disciplinary and capability procedures – schools	✓	C	C	R
4.16	Approval of exit payments/early retirement/pension discretion (above a certain threshold)	✓	R		
5. Education					
5.1	Approve trust curriculum/school curriculum and curriculum policy	✓	R	✓	
5.2	Ensure high standards of teaching and learning	✓	✓	✓	✓
5.3	Ensure the delivery of curriculum	✓	✓	✓	✓
5.4	Set targets for trust outcomes	✓	R		
5.5	Plan and deliver individual school improvement interventions and strategies		✓	C	R
5.6	Agree trust behaviour policy	✓	R		C
5.7	Implement behaviour policy		✓		✓
5.8	Review permanent and fixed term exclusions	✓			
5.9	Agree admissions policy	✓	R	C	C
5.10	Determine complaints policy	✓	C	C	C
5.11	Implement complaints procedures	✓	✓		✓

5.12	Monitor boarding provision		✓	C		C
6. Community						
6.1	Developing stakeholder partnerships across the trust		✓	R	C	C
6.2	Developing stakeholder partnerships at school level			C	✓	R

