



Tyne Community Learning Trust
Terms of Reference and Scheme of Delegation
Final version - January 2019

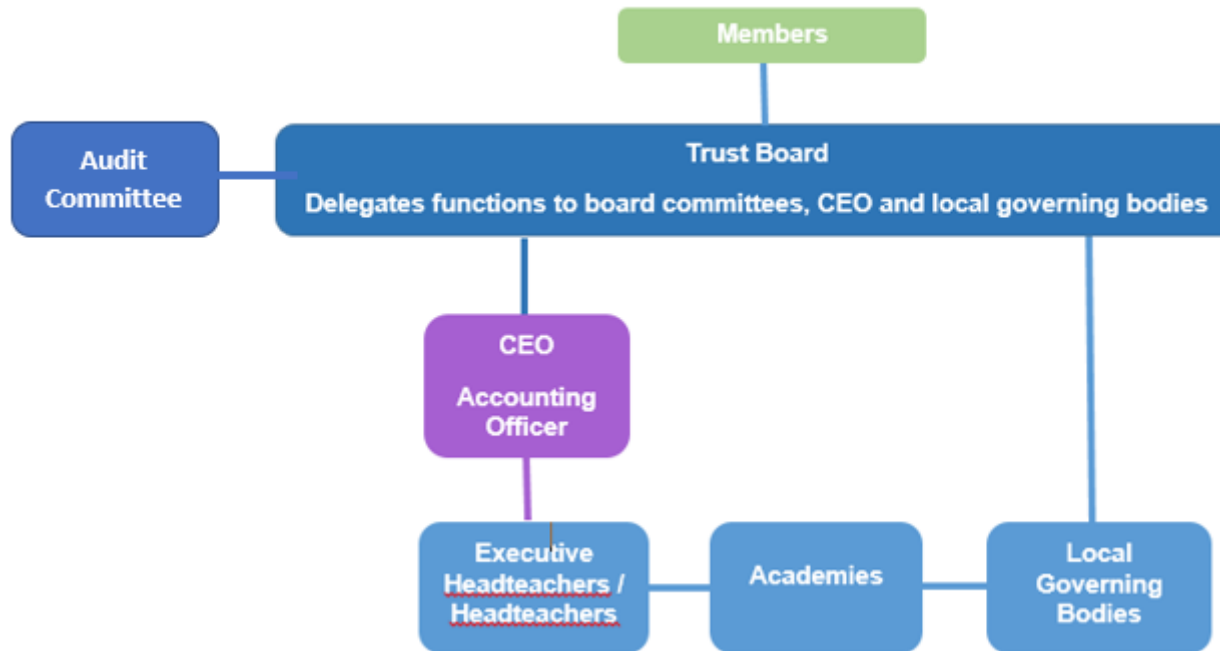
It is proposed that the Directors and Members resolve to delegate certain of their powers in respect of the Learning Trust to ensure the good governance of the academies at a local level. It is important that academies have a degree of independence where necessary, work collaboratively where appropriate and that the Trust at times makes decisions as a single organisation. Strong local governance working coherently will play a key role in the development of the Trust

We believe that the Trust's role is to create the climate for investing in a broad and balanced curriculum and assessment framework and associated professional development that will bring about the best teaching and facilitate the greatest learning.

The key to learning is an exciting, broad and relevant curriculum that acknowledges that all children are different and need access to a range of experiences; where skilled teaching is about provoking curiosity, engaging interest, encouraging creativity and stimulating learning not just delivery of content. The responsibility for getting this important job done will be devolved to individual academies.

This document explains the ways in which Directors fulfil their responsibilities for the leadership and management of the Trust, the respective roles and responsibilities of the Board, Chief Executive Officer, Chief Operating Officer, and the members of the Academy Local Governing Bodies and the commitments to each other to ensure the success of the Learning Trust.

Governance Structure



Members

Membership - 5, **Quorum** - 4,

Term of Office - no limitation

Purpose of the Members

The Members of the Learning Trust have a different status to Directors, they have ultimate responsibility for oversight of the Learning Trust. They will be the signatories to the memorandum of association and agree the Learning Trust's first articles of association (a document which outlines the governance structure and how the Learning Trust operates). The articles of association also describe how Members are recruited and replaced, and how many of the Directors the Members can appoint to the Learning Trust Board. The Members appoint Directors to ensure that the Learning Trust's charitable objectives are carried out and so they are able to remove Directors if they fail to fulfil this responsibility. Accordingly, the Learning Trust Board will submit an annual report on the performance of the Learning Trust to the Members. The Members are required to hold an Annual General Meeting to approve this report from the Board as well as the annual accounts and reports from auditors, whom they must appoint annually. Members will meet at least once more per year to review progress. Members are also responsible for approving any amendments made to the Learning Trust Articles of Association. While Members are permitted to be appointed as Directors, in order to retain a degree of separation of powers between the Members and the Learning Trust board, and in line with DfE expectations, not all Members are Directors. Members are not permitted to be employees of the Learning Trust. Two Members will be representatives of the Church of England to reflect the Mixed MAT status of the Trust.

Responsibilities -

- Appoint and replace Members
- Hold an annual general meeting
- Appoint Directors
- Remove Directors
- Appoint external auditors
- Receive and approve year end accounts, board reports and audit reports

Board

Membership - 9, Quorum - 5,

Term of Office - 4 Years

The Chair and Vice Chair of the Board will be elected on a bi-annual basis at the first meeting in the autumn term. No Director employed by the Learning Trust will act as Chair or Vice Chair. In the absence of the Chair and Vice Chair, the Board will elect a temporary replacement from among the Directors who are present at the meeting. The quorum is 5/9 of the number of Directors in post.

Purpose of the Board of Directors

The Board of Directors has three core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the CEO and the Headteachers of the academies in the Learning Trust to account for the educational performance of the academy and all their students, safeguarding, and the performance management of all staff; and
- Overseeing the financial performance of the Learning Trust and making sure its money is well spent.

Governance should be accountable and a voluntary fourth core function is proposed:

- Ensuring decisions take into account the views and experiences of stakeholders (pupils, parents, staff and the community)

The Board is accountable for all of the academies within the Learning Trust but it can delegate some governance functions to the Local Governing Body of each academy in the Learning Trust, as set out in the scheme of delegation.

Responsibilities -

A. General and ongoing

- To agree constitutional matters, including procedures where the Board of Directors has discretion within the Articles and Funding Agreement
- To hold at least three Board Meetings a year
- To appoint or remove the Chair and Vice Chair
- To appoint or remove a Clerk and/or Company Secretary to the Board
- To establish the committees of the Board and their terms of reference and receive reports and recommendations from them and make decisions on such matters
- To receive and, if appropriate, approve the annual report and accounts

- To appoint the Chair of any committee, including Local Governing Bodies (*if not delegated to the committee itself*)
- To appoint or remove a Clerk to each committee
- To suspend a Director
- To recommend the removal of a Director to Members
- To decide which functions of the Board will be delegated to committees, groups and individuals - and to set this out in the Learning Trust's Scheme of Delegation
- To review the delegation arrangements annually
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Board is necessary
- To set up and monitor a register of Directors' and Local Governing Body Members' interests
- To consider whether to set up a Directors' Expenses Scheme, and if one is set up to monitor it
- When required, to form an appointment panel for the senior post of Headteacher
- To consider matters relating to the Learning Trust's operation, including statutory requirements and establish the relevant policies
- To oversee arrangements for individual Directors to take a leading role in specific areas of provision linked to the strategic plan
- Consider proposals for academies and/or departments to establish new programmes of study, amend existing programmes of study and withdraw existing programmes of study.
- Ensure that recommendations relating to educational provision in reports of periodic reviews and accreditation exercises by professional, statutory and regulatory bodies (including OFSTED) are appropriately addressed
- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Learning Trust, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Board
- Be responsible for ensuring the integrity of all Learning Trust systems, process and procedures. To identify an annual programme of work and when appropriate identify investigations into any area of the Learning Trust. To prioritise this work based on significance of the impact and likelihood of occurrence of perceived or identified risks.

B. Time specific activities

Evaluate the Trust-wide assurances on the following areas in order to be able to inform future actions and funding decisions:

- Parental, staff and student views on learning, teaching and assessment
- Outcomes from the monitoring of the quality and standards of provision in relation to learning, teaching, behaviour and assessment at all key stages
- Safeguarding arrangements
- Self evaluation and school improvement planning procedures
- Admission and induction of students
- Student progression and transition
- Information, advice and guidance (IAG)

- Employability and skills development, and the career destinations, of students
- Contact with alumni to keep up to date on Higher Education and employment experiences
- Enrichment opportunities for students including placement learning, both student exchanges and work-based placements (where students are offered such learning opportunities)
- Collaborative partnerships with other schools and institutions
- The recruitment process and the induction of staff into the Learning Trust
- Continuing professional development of staff and the impact that training has across the schools

Decisions

Taking into account the views of stakeholders (pupils, parents, staff and the community)

- To consider and approve the Strategic Plan each year
- To review and, if necessary, amend the Admissions policy
- To approve the first formal budget plan of the financial year
- To set and publish targets following recommendations from the Local Governing Bodies
- To review the policy and provision for collective worship, including the right to be consulted by the CEO about arrangements for collective worship
- To receive and approve the School Improvement Plans for each school following discussion at Local Governing Body level
- To consider and approve Capital Expenditure Plans
- To consider plans including any provision for a reduction in staffing in any schools within the Learning Trust. Should this be carried forward, to convene a special working party, avoiding the directors named in the Appeals Committee
- To publish proposals to change to the category of a school
- To set the times of academy sessions and the dates of academy terms, ensuring that the academies meet for 380 sessions in the school year
- To make any determination to dismiss any member of staff (*unless delegated to the CEO*)
- To make any decisions under the Board personnel procedures e.g. disciplinary, grievance, capability where the CEO is the subject of the action
- To make any decisions relating to any member of staff other than the CEO, under the Board personnel procedures (*unless delegated to the CEO*)

Audit Committee

Membership - 3, **Quorum** - 2,

Term of Office - 4 Years

The Chair of the Audit Committee cannot be the Chair of the Board and there must be at least one externally appointed audit specialist to guide the work of the committee and attend the meetings. Trustees attending must be in the majority.

Purpose of the Audit Committee

The Audit Committee is responsible for ensuring the integrity of all Learning Trust systems, process and procedures. It will have an annual programme of work and can identify investigations into any area of the Learning Trust. It will prioritise this work based on significance of the impact and likelihood of occurrence of perceived or identified risks.

Responsibilities

Effectiveness of Internal Control

- To provide assurance over the suitability of, and compliance with financial systems and operational controls
- To review the effectiveness of internal and other control systems and assurance processes
- To review the Accounting Officer's statement on regularity, propriety and compliance prior to its inclusion in the Trust's annual report
- To ensure that all significant losses have been properly investigated and reported as appropriate
- To oversee the Learning Trust's policy on fraud and irregularity
- To monitor the implementation of agreed audit-based recommendations
- To monitor annually the effectiveness of the internal and external audit services and to promote coordination between the two
- To monitor the Learning Trust's arrangements to secure value for money

Governance

- To oversee the Learning Trust's corporate governance arrangements including the code of practice for Trustees and code of conduct for senior staff

Risk Management

- To oversee the Learning Trust's arrangements on risk management
- To provide assurance to the Board that risks are being adequately identified and managed

Internal Audit

- To advise the Board on the appointment and remuneration of the internal audit service
- To consider and advise the Board on the audit needs assessment and the strategic and the annual audit plans for the internal audit service
- To consider and advise the Board on internal audit reports and management's response
- To review the annual report from the internal auditor, which should include an opinion on the degree of assurance that can be placed on the internal control

External Audit

- To review the audit aspects of the draft annual financial statements
- To advise the Board on the appointment and remuneration of external auditors and the scope of their work
 - To guide the external auditor on the nature and scope of the audit as necessary
 - To discuss with the external auditors any problems and reservations arising from the audits and management responses
 - To consider and advise the Board on external audit reports and management letters

Other

- To receive and review relevant reports relating to audit such as those prepared by the National Audit Office, Education Funding Agency, etc

Reporting

- The minutes of meetings of the Committee must be submitted to the Board.
- To prepare an annual report for submission to the Board on the work of the committee including an opinion on the effectiveness of the arrangements for and assurance over risk management, governance and internal control

Local Governing Bodies

Membership 9 - 12, **Quorum** - 5,

Term of Office - 4 Years

Local Governing Body membership -

- 2 elected by the parents of the academy,
- 1 member of staff elected by the staff body,
- the remainder nominated by the Local Governing Body for Board Approval (If an academy has a supporting Foundation then the Foundation can nominate 1 councillor for Board approval)
- Headteacher or Head of Academy will attend.

In respect of church schools, foundation councillors nominated by the Diocese or Parochial Church Council (as agreed in relation to each school as appropriate) must always outnumber the other councillors by 2 where the school was previously voluntarily aided (and make up to 25% of the local governing body for schools who were previously voluntary controlled) and will include an ex-officio foundation councillor agreed by the Newcastle Diocesan Education Board (Refer to Scheme of Delegation, Schedule 1) (OFS comment: is this realistic)

Purpose of the Local Governing Bodies

The Learning Trust Board establishes a Local Governing Body for each academy in the Learning Trust and is responsible for the following functions:

- the appointment of the Local Governing Body Chairs;
- the appointment, suspension and removal of academy governors;
- ensure appropriate representation of parents and Trust staff on each Local Governing Body; and
- determine their delegated powers, based upon the strength of the academy, using a system of earned autonomy as set out in the Educational Improvement Policy.

The Local Governing Bodies of Church Schools will have some Academy Governors nominated by the Diocese and/or local Parochial Church Council. However, no Diocese nominees will sit on the Local Governing Bodies of non-church schools. Typically, a Local Governing Body will:

- Set and review the ethos and direction for the academy within the framework of the Learning Trust's Strategic Plan
- Set and review the Academy Improvement Plan in line with the Learning Trust's Strategic Plan
- Act as a critical friend for the academy and the Head
- Receive reports on curriculum developments, the academic performance of the academy and monitor the Academy Improvement Plan
- Oversee Safeguarding at the academy
- Monitor Health and Safety across the academy and contribute to the risk register as appropriate
- Support the Head with a number of delegated statutory duties, e.g pupil exclusions

- Recommend capital improvement programmes for consideration by the Board
- Engage with stakeholders (pupils, parents, staff and the community) and receive reports on their views of the academy
- Build an understanding of how the academy is led and managed
- Monitor whether the academy is:
 - Working within agreed policies
 - Is meeting the agreed targets
- Monitor how the academy is managing its budgets and resourcing effectively within the Trust allocated funding
- Chair or representative to attend Learning Trust Strategy meetings (3 per annum) to develop planning across the Learning Trust and share school priorities, plans and achievements
- Report to the Board through the cycle of scheduled meetings and activities

As a committee of the Board, delegation can be removed at any time. Where an academy is underperforming and a concern to the Board, membership of the Governing Body will reflect the need for greater support and scrutiny.

Responsibilities

- Hold a minimum of one quorate meeting every term and provide accurate minutes to the Board
- Carry out the tasks detailed in the Learning Trust Business Rhythm document (explain)
- Follow all Learning Trust policies and the governance Code of Conduct
- At each meeting consider, communicate and manage any conflicts of interest in line with the Learning Trust policy
- Develop and communicate the school ethos and values, within the overall Learning Trust ethos and values, and regularly monitor staff, student and parental engagement with them
- Support and challenge the Academy Improvement Plan and other reports from the Head concerning the performance of the academy and provide an opinion to the Board on the effectiveness of school performance taking into account the views of parents, pupils, staff and the community
- Support and challenge the academy budget, staffing allocation, buildings maintenance planning and other resources allocation and provide an opinion to the Board on sufficiency of resources to achieve the Academy Improvement plan
- Monitor and manage risks to the academy and provide an opinion to the Board on these risks
- Be responsible for the appointment of all staff except for the Headteacher who are appointed by the Board in consultation with the Local Governing Body
- Recommend a broad and balanced curriculum to the Board for approval
- Develop the use of the academy premises by third parties in line with the Learning Trust lettings policy
- In respect of Church Academies, liaise with the Diocese as necessary to ensure that the ethos of the Academy is maintained

Other Committees

The Board will need to convene other committees on a temporary basis from time to time. They will have a specific and time limited purpose.

Hearing Body

Membership - 3, **Quorum** - 3, **Term of Office** - term of the committee

Purpose

To consider process and circumstances relating to a procedure or policy of the Learning Trust; to hear relevant person; and/or to make decisions on relevant matters.

Responsibilities

Responsibilities of a hearing body may include , but are not limited to:

- determinations to dismiss any member of staff (*unless delegated to the CEO/Headteacher*)
- decisions under the Board of Trustees' personnel policy e.g. disciplinary, grievance, capability where the CEO/ Headteacher is the subject of the action*
- decisions relating to any member of staff other than a Headteacher, under the Trust Board's personnel policy (*unless delegated to the CEO/Headteacher*)

Appeals Committee

Membership - 3, **Quorum** - 3, **Term of Office** - term of the committee

Membership must be independent of the Hearing Body.

Purpose

Following an appeal against a Hearing Body decision, to consider process and circumstances relating to the decision of the Hearing Body.

Responsibilities

- To consider any appeal against a decision to dismiss a member of staff made by the Hearing Body, the CEO or the Headteacher*
- To consider any appeal against a decision short of dismissal under the Board of Trustees' personnel procedures e.g. disciplinary, grievance, capability*
- To consider any appeal against selection for dismissal/redundancy

Performance Management Committee (Board)

Performance Management Committee (Local Governing Body)

Membership - 3, **Quorum** - 2, **Term of Office** - term of the committee

Purpose

Board - To review the performance of the CEO.

Local Governing Body - To review the performance of the Headteacher.

Responsibilities (Board)

- To arrange to meet with the External Adviser to discuss the CEO performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the CEO against the targets
- To make recommendations to the Board in respect of awards for the successful meeting of targets set

Responsibilities (Local Governing Body)

- To arrange to meet with the CEO to discuss the Headteacher performance targets
- To decide, with the support of the CEO, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Board in respect of awards for the successful meeting of targets set

Scheme of Delegation

This scheme of delegation is to:

- Ensure the role of the Members, Chair and Directors and Academy Governors is fully understood across the MAT
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Ensure the executive leadership is clear about which decisions remain in the control of the Learning Trust Board
- Identify responsibility for strategic planning at all levels across the MAT
- Identify responsibility for ensuring decisions take into account the views of stakeholders (parents, pupils, staff and community)
- Promote a culture of honesty and with clear lines of accountability
- Identify responsibility for the appointment and performance management of the CEO and Headteachers
- Identify responsibility for policy and practice in each School
- Identify responsibility for oversight of each School's budget
- Identify responsibility for assessment of risk in each School
- Identify responsibility for oversight of educational performance in each School

As the Learning Trust matures and grows the workings of the MAT, both in terms of governance and management are likely to change. The SoD should be reviewed annually, with revisions made as the context changes, if necessary each year. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice.

Abbreviations

Trust – Tyne Community Learning Trust

CEO – Chief Executive Officer

COO – Chief Operating Officer

LGB – Local Governing Body

Head – Executive Headteacher or Headteacher

SCHEDULE 1

CONSTITUTION OF CHURCH SCHOOL LOCAL GOVERNING BODIES AND EXPRESS REQUIREMENTS FOR CONSULTATION/CONSENT OF NEWCASTLE DIOCESAN EDUCATION BOARD IN RESPECT OF CHURCH SCHOOLS

1. The first LGB shall be constituted from the governing body of the predecessor school [unless it is a school at Operating Level 2, in which case, transfer of the governing body will be at the discretion of the MAT]. There should always be the following categories of Governors in a church school local governing body:-
 - **2 elected parents,**
 - **1 elected staff member**
 - **The Head Teacher**
 - **One ex-officio foundation member (usually the parish priest or another individual nominated by the relevant Archdeacon)**
 - **At least 2 foundation members nominated by the Newcastle Diocesan Board of Education (NDBE)**
 - **At least 2 foundation members nominated by NDBE in consultation with the Parochial Church Council linked to the school. [to review for each school, for a VC school this should be limited to 25% foundation members including the ex-officio and option for co-opted members]**
2. In the event that the predecessor school has an interim executive board, the MAT will appoint a committee consistent with the Articles to act as LGB of the Academy.
3. All persons appointed or elected to the LGB of a Church School shall give a written undertaking to the Directors to uphold the objects, ethos and mission of the Church School as follows:-

Recognising its historic foundation, the Academy will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level.

The mission statement of the Church School is as follows: [TO reflect current ethos and mission statement of the school]

[The Trustees and the Academy aim to serve their communities by providing an education of the highest quality within the context of Christian belief and practice. They encourage an understanding of the meaning and significance of faith and promote Christian values through the experience the Academy offers to all its pupils.]



The above ethos and mission statement cannot be changed without the express consent of the NDEB and neither the Directors of the MAT or the AC will make or seek to make any alteration to the religious character of then Church School or the conduct of the Church School as a church of England school without the consent of the NDEB.

4. For any site occupied by a Church School and owned by the NDEB (or where applicable the Vicar and Church Wardens) the AC and the MAT will notify the NDEB buildings officer in the event of expenditure/ capital works in excess of £10,000 in respect of the Church School. The MAT agrees to consult the NDEB in respect of any proposed disposal, extension, change of use of any buildings owned by the NDEB and to comply with the terms of all covenants on the land owned by the NDEB.

5. The NDEB will be consulted in respect of the Head Teacher appointment for any Church School as soon as a vacancy arises and will be entitled to have a representative on any selection panel and to make use of any relevant powers under s.124A of the school Standards and Framework Act or under the relevant funding agreement.

6. [The Academy's admissions policy will be set by the MAT in consultation with the AC having obtained the advice of the NDEB in accordance with the 1991 Measure. In the event of any proposal to expand a Church School the MAT will consult with and obtain the written consent of the NDEB where necessary.]

10. The requirements of this schedule to obtain NDEB consent or to consult with the NDEB cannot be changed by either the AC or the MAT without the express written consent of the NDEB.

Signed by (Director, on behalf of the [] MAT)

Signed by(Chair of the Academy Council of [] school)

Signed by(on behalf of the NDEB)

Function	No	Tasks	MAT Trust Board	CEO	COO	LGB	Head	Notes
Central Services	1	To determine the scope of central services to be delivered by Trust to and behalf of the Academy	X					CEO and COO to advise and facilitate
	2	To approve Trust wide procurement policies	X					
	3	To identify additional services to be procured on behalf of the Academy			X			COO to liaise with Head and LGB
	4	To ensure centrally procured services provide value for money	X					
	5	To ensure locally procured services provide value for money				X		COO to liaise with LGB
Leadership	6	To ensure that an approved appraisal policy is in place	X					
	7	To secure the statutory appraisal of the CEO To secure the statutory appraisal of the Headteacher	X (for CEO)			X (for HT)		
	8	To secure the statutory appraisal of other staff, and recommend to the Board				X		
	9	To review annually the Appraisal Policy		X				
Financial	10	To set the Trust budget and determine the proportion of the overall Trust budget to be delegated to the Academy	X					
	11	To develop and propose the individual Academy budget			X			COO in conjunction with Head and LGB

12	To approve the first formal budget plan each financial year	X					
13	To approve the annual Trust business plan each financial year	X					
14	To plan and manage monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend			X			
15	To monitor monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend			X			
16	To approve any amount to be transferred between budget headings and/or likely budget overspends	X					
17	To approve Trust wide financial policies and procedures	X					
18	To establish and approve a procedure to deal with any conflicts of interest and connected party transactions	X					
19	To establish financial decision levels and limits	X					
20	To approve a charging and remissions policy for the Academy				X		
21	To enter into additional contracts which exceed the agreed annual budget allocation	X					
22	To make payments within agreed financial limits			X			
23	To collect income due to the Academy			X			

	24	To maintain proper financial records for the Academy			X			
	25	To monitor the corporate risk register	X					
	26	To manage corporate risk register			X			
	27	To approve Trust investment policy	X					
	28	To authorise acquisition of assets	X					
	29	To authorise disposal of assets	X					
	30	To approve changing use of assets	X					
	31	To appoint auditors	X					
	32	To prepare accounts for the Academy	X					
	33	To approve annual accounts	X					
	34	To monitor compliance with approved Financial Procedures	X					
	35	To decide how to apply pupil premium monies					X	
	36	To monitor use of pupil premium monies				X		
	37	Pre-recruitment checks					X	
	38	To appoint a CEO	X					
	39	To appoint a Head Teacher (through a selection panel)	X					Process to include the views of Academy stakeholders with representation from LGB on selection panel

40	To appoint a Deputy Head Teacher/Assistant Head Teacher (through a selection panel)				X		Process to include the views of the CEO
41	To appoint a teacher (through a selection panel).				X		LGB can delegate this to Head
42	To appoint a business manager			X			In consultation with the HT
43	To appoint associate staff					X	Not part of teachers pay and conditions
44	To approve the Trust Pay Policy	X					
45	To receive and consider pay recommendations for Central Services Staff	X					In accordance with Trust Policy
46	To receive and consider pay recommendations for academy staff				X		
47	Establishing disciplinary/capability procedures	X					
47a	Establishing HR panel group to manage disciplinary/ capability matters	X					see HR committee terms of reference
48	Dismissal of CEO	X					
49	Dismissal of Head Teacher	X					process delegated to HR committee of the board
50	Dismissal of other staff		X				
51	Suspension of Head Teacher	X					delegated to HR committee of the board
52	Suspension of Deputy Headteacher		X				process delegated to HR committee of the board

	52a	Suspension of other staff					x	advice must be taken from CEO
	53	Ending of suspension of Head Teacher	X					process delegated to HR committee of the board
	53a	Ending suspension of Deputy Headteacher		x				
	54	Ending of suspension of other Staff					x	advice must be taken from CEO
	55	Determining Staff complement within agreed budget					X	Head to implement in consultation with CEO and COO
	56	Determining dismissal payments/early retirement	X					designated to HR committee of the board
	57	Conduct Headteacher Appraisal		X				
	58	Conduct Staff Appraisals					X	
	59	Formulation of Employment Policies and Staff Handbook		X				
	60	Approval of Employment Policies and Staff Handbook	X					Head responsible for Academy staff handbook
	61	Management of staff disputes		X				In accordance with Trust policy
Education & Curriculum	62	Freedom to opt out of national curriculum	X					
	63	To develop the framework for curriculum policy		X				
	64	To prepare curriculum policy				X		Each academy responsible for curriculum

65	To approve curriculum policy	X					
66	To implement curriculum policy					X	
67	Responsible for the quality of teaching					X	
68	Accountability for the quality of teaching	X					
69	Responsibility for individual child's education					X	
70	Accountability for individual child's education.	X					
71	Ensure provision of sex education including ensuring establishment of written policy					X	
72	To prohibit political indoctrination and ensuring the balanced treatment of political issues					X	
73	Assemble data for pupil assessment and other returns					X	
74	Deliver Post-Inspection action plan					X	
75	To propose targets for pupil achievement					X	
76	To approve targets for pupil achievement				X		
77	To approve a behaviour policy				X		
78	To monitor behaviour policy					X	
79	To review the use of exclusion at a Trust level To decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be	X					

		delegated to chair/vice-chair in cases of urgency)						
	80	To receive exclusion information for both permanent and fixed term exclusions, and to monitor the use of exclusion within the Academy				X		
	81	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)	X					
	82	Approve the Strategic Plan (Board) and the Academy Improvement Plan (LGB)	X					
	83	Approve the Academy Improvement Plan				X		
	84	Review of termly Academy educational data reports				X		
	85	Accountability for ensuring decisions take into account the views of stakeholders	X					
	86	To ensure the academy meets the requirements of the Ofsted framework				X		
Admissions	87	Setting/amending an admissions policy	X					
	88	Admissions: application decisions	X					
	89	If appropriate to appeal against LA directions to admit pupil(s)	X					
Religious Education	90	Responsibility for ensuring provision of RE				X		
Collective Worship	91	To ensure that all pupils take part in a daily act of collective worship				X		

Premises	92	Ensure adequate buildings insurance and public liability for Academy	X					
	93	Developing Academy buildings and facilities estate long term strategy or master plan			X			
	94	Maintaining buildings, including developing properly funded maintenance plan			X			
	95	To approve a health and safety policy	X					
	96	To ensure that health and safety regulations are followed					X	
	97	To ensure adequate premises security			X			
	98	Premises management			X			
Operational	99	To set the times of Academy sessions and the dates of Academy terms and holidays	X					
	100	To ensure that the Academy meets the statutory requirement for [380] sessions in a school year	X					
	101	To ensure provision of free school meals to those pupils meeting the criteria				X		
	103	Adoption and review of home-school agreements					X	
	104	To establish processes for appointment of Directors and LGB members	X					
	105	To appoint the chair of the Local Governing Body	X					

106	To remove the chair of the Local Governing Body	X					
107	To appoint the vice-chair of the Local Governing Body				X		
108	To remove the vice-chair of the Local Governing Body				X		
109	To appoint and remove the clerk to Trust Board	X					
110	To appoint and remove the clerk to the Local Governing Body	X					
111	To complete and hold a register of business interests for Directors	X					
112	To complete and hold a register of business interests for the Local Governing Body				X		
113	To determine the development needs of Directors and Local Governing Body members and put in place an appropriate programme	X					
114	To approve a safeguarding policy in line with statutory requirements and best practice.	X					
115	To implement the agreed safeguarding policy.					X	
116	Maintain accurate and effective and secure pupil records.					X	
117	Maintain accurate and effective and secure employee records.			X			
118	Comply with all Data Protection legislation and good practice.	X					

	119	To determine, on an annual basis, those policies which will be developed by the Trust and are mandatory for all Trust Academies		X				
	120	To review policies in accordance with an appropriate policy review schedule and ensure they meet statutory requirements for the Academy	X					
	121	To approve the Trust complaints policy	X					
Accessibility	122	Equality information and objectives	X					
	123	Academy Accessibility Plan				X		Recommended by Head in conjunction with COO
	124	To approve SEND and inclusion policies				X		LGB to identify a member with oversight for SEN and disability arrangements
	125	SEN information report					X	Updated at least annually
Communication	126	To prepare and publish the school prospectus					X	
	127	Academy website					X	Head to ensure legally compliant with LGB oversight. CEO to ensure appropriate fit with Trust website
	128	Press statements		X				All press statements to be approved by CEO and if controversial by Trust Board