



Governance Framework



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1. Introduction

The Roseland Multi Academy Trust was formed in March 2016, formally bringing together three schools on the beautiful Roseland Peninsula to continue their already well-established working relationship, helping them to achieve the ambition of improving student outcomes for the Roseland peninsula. Treviglas Academy was welcomed to the Trust in January 2019 and Falmouth School in September 2020.

Our Trust's mission to provide outstanding education for our communities where everyone succeeds reflects how we nurture, challenge and inspire all our students. Schools work collaboratively to share knowledge to provide all our children with the best possible education experience. This is supported by strong and effective governance.

The Trust's Board of Trustees is accountable in law for all the major decisions within the Trust. The purpose of Governance is to provide:

- **strategic leadership:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy.
- **accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well-maintained.
- **engagement:** the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

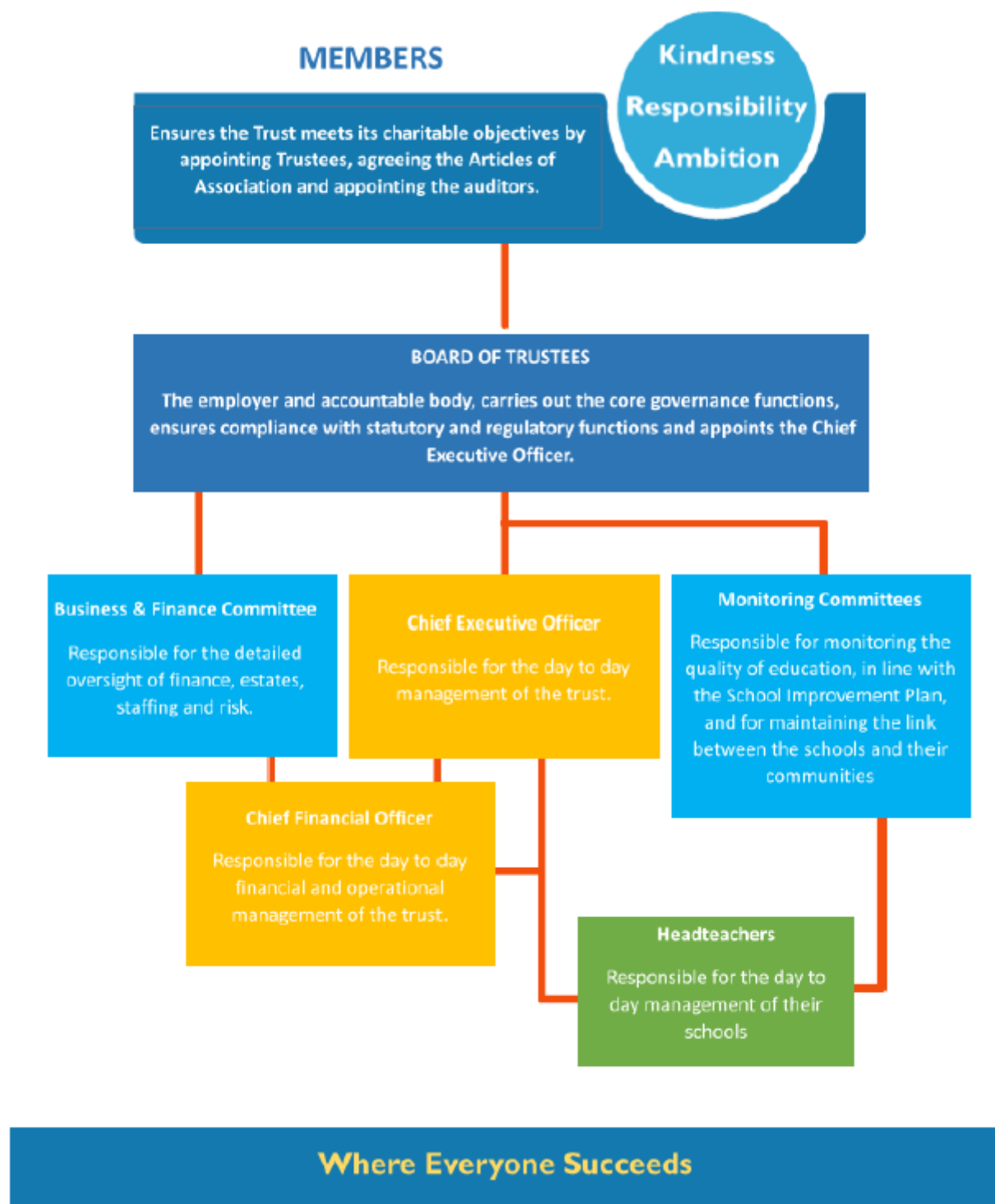
They are supported in their work by two Local Monitoring Committees (LMC), one for primary education and one for secondary education. These Committees provide a link between our schools and their communities and monitor the progress of our schools throughout the year against their School Improvement Plans.

The Trust's principle governing document is the Articles of Association, which sets out the charitable purpose of the Trust, providing a framework for it to act within in compliance with the Trust's charitable objectives. Trustees and governors are also guided by Department for Education (DfE) guidance including the Academy Trust Governance Guide and the Academy Trust Handbook.

The Trust's Articles set the broad framework for governance within the Trust, but do not include the specific detail of our chosen governance structure and how the Board chooses to delegate its governance functions. Although the Board holds ultimate responsibility for the Trust's governance, they delegate some specific functions to the Board's Business and Finance Committee, to the LMCs, the Chief Executive Officer (CEO), the Chief Financial Officer (CFO) and to the Headteachers. This document clearly sets out the Trust's Scheme of Delegation, demonstrating how these functions have been delegated.

A copy of the Articles of Association is available on the Trust's website or from the Governance Professional.

2. Governance Organisational Chart



3. Roles and Responsibilities

3.1. Members

Core role:

- To ensure the Trust achieves its charitable objectives.
- Approve amendments to the Articles of Association.
- Appoint and remove Trustees (Member Appointed Trustees only).
- Appoint the Trust's external auditors.
- Receive the annual report and accounts.
- Hold an Annual General Meeting and any other meetings as required.

3.2. Trustees

Core role:

The Trust is a charitable company and so Trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006). The terms 'trustees' and 'directors' can be used interchangeably, but The Roseland Multi Academy Trust chose to use the term Trustee.

Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in its Memorandum and Articles of Association and its funding agreements. They 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 purpose of governance:

- Strategic leadership
- Accountability and assurance
- Strategic engagement
- Accountable to the Members, the Secretary of State for Education and the wider community for the quality of education received by all students in the Trust and for the expenditure of public money.
- To ensure systems are in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust.
- To take an active interest in all the schools and not restrict their involvement to attending Board meetings.
- Abide by the Board's Code of Practice.

3.3. Chief Executive Officer

The Chief Executive Officer (CEO) is not a Trustee but has the day-to-day management of the Trust delegated to them by the Trust Board.

The CEO is 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 agreements and the Academies Trust Handbook.

The CEO will be responsible for the leadership and management of the Trust and will report to the Trust Board and its committees.

3.4. Chief Financial Officer

The Chief Finance Officer (CFO) is responsible for the day-to-day financial and operational management of the Trust as delegated by the Trust Board. The CFO ensures strong financial governance, compliance with the Academy Trust Handbook, and effective estates and risk management.

The CFO supports the CEO by providing assurance to the Board on financial matters, prepares and monitors budgets, leads the finance, site and operations teams and attends relevant Board and Committee meetings to report on financial and operational performance.

3.5. Executive Headteacher / Headteacher

The CEO has delegated the day-to-day operational management of the Trust's schools to the Executive Headteacher/Headteachers.

Executive Headteacher/Headteachers share information about how the school is performing with the Monitoring Committees so that committee members can build an understanding about how the schools operate and are able to monitor and scrutinise how key policies and improvement plans are working in practice.

3.6. 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 Chair 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 six consecutive years as Chair and this will be avoided wherever possible.

The Chair is responsible for:

- leading the Board and ensuring its effectiveness, with support from the Vice Chair;
- championing high standards of governance and continuous improvement;
- setting and agreeing the Board meeting agenda with support from the Chief Executive Officer and the Governance Professional;
- the line management of the Chief Executive Officer;
- setting expectations for professional standards of governance, creating the right conditions to support the Board's discussions and decision-making;
- having honest conversations with Trustees and committee members who are not committed or are ineffective in their role.

They are also responsible for ensuring Trustees:

- understand what is expected of them and are committed to their role;
- contribute their relevant skills, knowledge and experience;
- participate constructively in meetings and display the behaviours expected of them;
- are actively involved in the work of any committees;
- receive appropriate induction, training and development.

A Chair will not act alone in conducting the functions of the Board unless approved to do so by the Board, and only in circumstances where delegation to an individual is permitted.

These roles and skills should be balanced between the Chair and Vice Chair and can be divided according to individual skills sets. In the absence of the chair, the vice-chair will chair the board meeting.

3.7. Chair and Vice Chair of Committees

The Chair is responsible for:

- ensure a shared vision and clear strategic direction between the Trust Board and Executive Leadership and the Committee;
- lead the Committee in monitoring the implementation of the strategic priorities;
- represent the Committee with external partners and advocate for the school(s) and Trust;
- attend key school functions and encouraging Committee member engagement;
- build a professional, honest relationship with the Executive Headteacher, Headteacher or relevant senior leaders;
- ensure the Committee receives the information to effectively monitor performance and contribute to continuous improvement.

They are also responsible for ensuring committee members:

- possess the necessary skills and commitment, addressing any identified skills gaps;
- promote a diverse team reflective of the community;
- clearly understand their roles and responsibilities, supported by appropriate induction and ongoing training;
- participate in annual self-evaluation and conduct performance reviews;
- support succession plan for leadership roles within the Committee;
- maintain a clear focus on strategic priorities in all Committee business.

3.8. Link Trustees / Governors

3.8.1. Health and Safety

The Link **Trustee** for Health and Safety will:

- ensure the health and safety policy is current, complies with legislation, and aligns with best practices;
- verify staff access to updated risk assessments and ensure their thoroughness and relevance;
- review incident records for concerning patterns and ensure accident investigations lead to preventative measures;
- conduct an annual audit of health and safety procedures to monitor management effectiveness;
- confirm the school has a comprehensive emergency plan;
- ensure staff receive necessary health and safety information and training;
- confirm visibility of first aid information and conduct essential safety checks like fire alarm tests;
- attend relevant training and report health and safety matters to the Board;

The Link Trustee will **not** conduct any health and safety checks themselves.

3.8.2. Safeguarding

The Link **Trustee** for safeguarding will:

- Make sure the school has suitable and up-to-date policies for:
 - Safeguarding and Child protection;
 - Staff code of conduct/staff behaviour;

- Handling allegations of abuse against staff and volunteers, including allegations that do not meet the harm threshold (low-level concerns).
- check the effectiveness of safeguarding systems, including responses to prolonged absences and online safety measures;
- ensure a qualified DSL from the Leadership Team is appointed and has the necessary support. Also, confirm the appointment and training of a designated teacher for looked-after children;
- verify that safeguarding, including online safety, is integrated into the curriculum, and that all governors receive ongoing safeguarding training;
- ensure Single Central Record checks are conducted, but do not conduct them personally;
- keep the Board informed of statutory guidance, local advice, and necessary changes. Update them on monitoring activities;
- attend safeguarding training and meet regularly with the DSL to review policies and training effectiveness.

The Link Trustee for safeguarding will **not**:

- write safeguarding reports: this is done by the Headteacher or DSL;
- deal with specific safeguarding incidents, but they will be notified by school leaders when they happen (in general terms).

3.8.3. SEND

The Link **Trustee** for special educational needs and disabilities (SEND) will understand:

- the Board's responsibilities under the special educational needs and disability (SEND) Code of Practice;
- the different special educational needs and disabilities represented at the school;
- the local and national policy context for SEND.

They will make sure the school:

- promote an inclusive culture and effective communication with parents/carers of SEND pupils;
- ensure necessary provisions and adjustments are made for SEND pupils in line with the Equality Act 2010;
- ensure SEND pupils participate in everyday school activities alongside their peers;
- prioritise pupil voice in SEND decision-making;
- appoint a trained SENDCO and provide staff training with access to external specialists if needed;
- maintain an up-to-date SEN information report/policy on the website.

They will report to the Board on the monitoring work carried out, ensuring that the Board:

- is up to date on issues related to SEND;
- considers SEND in any budget discussions;
- asks challenging questions about the school's SEND provision and strategies;
- has the information it needs to challenge and approve any changes to the SEND policy.

3.8.4. Careers

The Link **Governor** for Careers (Secondary provision only) will ensure that the independent careers guidance provided:

- is presented in an impartial manner;
- includes information on the range of education or training options, including apprenticeships and other vocational pathways;
- is guidance that the person giving it considers will promote the best interests of the pupils to whom it is given;
- build a knowledge and understanding of the school or trust's careers education and guidance policy and strategic plans
- build an effective relationship with the Careers Leader that allows for appropriate support and challenge;
- Report back to the board and keep them up to date

4. Terms of Reference

4.1. The Members

4.1.1. Constitution

The Members of the Academy Trust shall comprise:

- a. the signatories to the Memorandum;
- b. any person appointed under Article 15A.

The Trust must have at least three Members at all times, in accordance with the Articles of Association.

4.1.2. Meetings schedule, reporting and voting:

Members are required to hold an Annual General Meeting and can meet additionally as needed. Agendas and documents will be distributed at least 7 days before meetings, except in unavoidable circumstances.

Meetings will be clerked by the Governance Professional or another suitable person if they are unavailable. Minutes will be accessible to the Trust Board.

Voting by Members is conducted in accordance with articles 36-44 of the Articles of Association.

4.1.3. Quorum:

A minimum of two Members, either in person or joining remotely.

4.2. The Trust Board

4.2.1. Constitution

The Board of Trustees shall comprise:

- A minimum of three Trustees, with no maximum unless determined by ordinary resolution;
- Up to seven Trustees appointed under Article 50;
- At least two Parent Trustees elected or appointed under Articles 53-56, if no Local Governing Bodies are established under Article 100a, or if there are fewer than two Parent Local Governors on each established Local Governing Body as per Article 101A;
- Any Co-opted Trustee appointed under Article 58.

These appointments are in accordance with the Articles of Association. The Executive Leadership Team will attend meetings in a reporting and advisory capacity. Executive Headteacher/Headteachers may be invited to advise on specific items relevant to their schools.

4.2.2. Responsibilities

As a charitable company, Trustees are both charity Trustees (as per the Charities Act 2011) and Company Directors (as per the Companies Act 2006). The Roseland Multi Academy Trust uses the term Trustee. Trustees oversee the Trust's general control and management, in line with its Memorandum, Articles of Association, and funding agreements. They are legally accountable for all statutory functions and the performance of all schools within the Trust, by fulfilling three core governance functions:

- Strategic leadership;
- Accountability and assurance;
- Strategic engagement.

Trustees are accountable to the Members, the Secretary of State for Education, and the wider community for educational quality and public expenditure. They must ensure systems are in place to assure quality, safety and

good practice within the Trust and engage actively with all schools, not just attend Board meetings. Trustees must adhere to the Board's Code of Practice.

4.2.3. Meeting schedule, reporting and voting

The Board of Trustees must meet at least three times per academic year, in accordance with Article 109. The Chair and Vice Chair serve a one-year term, with re-election at the first meeting each year. It is recommended that no Chair serves more than six consecutive years, avoiding this wherever possible.

Agendas and meeting documents will be sent at least 7 days in advance, except for unavoidable short-notice meetings. Meetings will be clerked by the Governance Professional, or another suitable person if unavailable. A quorum requires at least three Trustees, either in person or remotely.

Each Trustee has one vote, with decisions made by majority. In case of a tie, the Chair has a casting vote in addition to their initial vote (Articles 120 and 121). Decisions made outside meetings must be recorded at the next Trustee meeting. Minutes will be circulated within 14 days post-meeting and reviewed at the next scheduled Trust Board meeting.

4.3. Business and Finance Committee

4.3.1. Membership

The Business and Finance Committee will consist of:

- A minimum of three Trustees (employees of the Trust should not be committee members);
- The Chief Executive Officer, Chief Financial Officer, and Trust HR Lead, who will attend to provide information and participate in discussions;
- Executive Headteacher/Headteachers, School Improvement Leads and other staff may attend by invitation for specific items relevant to their schools.

The Chair of the Committee will be appointed by the full Trust Board, but the Chair of Trustees should not serve as the Chair of the Business and Finance Committee.

4.3.2. Responsibilities

The Business and Finance Committee is a subcommittee of the Trust Board and incorporates the functions of an audit and risk Committee as defined by the Academies Trust Handbook. The Board delegates the following functions to this committee:

4.3.2.1. Audit and Risk

- a. Review the risk register to ensure that risks are being addressed appropriately through internal scrutiny.
- b. Direct the Trust's programme of internal scrutiny of financial and non-financial controls and risk management, ensuring that a programme of work is agreed annually, including who will perform the work, which is in accordance with the requirements of the Academy Trust Handbook.
- c. Consider internal audit reports throughout the year, monitoring progress of recommendations.
- d. Receive and challenge the annual external audit and make a recommendation to the full Trust Board.
- e. Ensure accuracy of funding information submitted to the DfE.
- f. Consider and recommend to the full Trust Board the annual budgets taking into account the Schools' and Trust's Improvement Plans.
- g. Regularly monitor income and expenditure against budgets, including reporting of any significant budget amendments.
- h. To contribute to the formulation of the Trust's strategic plan and risk register.
- i. Approve financial transactions in accordance with the Financial Scheme of Delegation.

- j. Prepare the annual Trustees' Report for the audited accounts.
- k. Establish and maintain a three-year financial plan, taking into account the Schools' and Trust's Improvement Plans, roll projections and signals from central government regarding future year's budgets.
- l. Consider and approve Service Level Agreements within the committee's delegated limits.

4.3.2.2. Ensure sound management of the Trust's premises and plan for the future maintenance and development of the estates

- a. Review, update and ensure compliance with Trust premises policies in accordance with the policy review schedule.
- b. Monitor usage, condition and adequacy of the Trust's land and buildings.
- c. Receive Health and Safety reports for all premises across the Trust and monitor progress towards actions.
- d. Consider and recommend to the Board major building and maintenance projects, equal to or exceeding £50,000, or in line with the Committee's delegated limits.
- e. Consider and approve major capital contracts (e.g Conditional Improvement Fund), within the scope of agreed funding criteria.
- f. Establish specific project committees as necessary to oversee works on significant capital projects.

4.3.2.3. Review and plan staffing with due regard to financial aspects

- a. Review, update and ensure compliance with Trust employment policies in accordance with the policy review schedule.
- b. Establish and keep under review the staffing structures across the Trust to ensure the schools are sufficiently staffed to meet the needs of the schools' improvement plans, with delegated authority to approve changes and report to the full Board.
- c. Review and approve support staff salary structures.
- d. Review and approve annual staff discretionary pay awards.
- e. Oversee any process which may lead to staff redundancies.
- f. Ensure all recruitment and staffing procedures comply with equalities legislation.
- g. Ensure all recruitment procedures comply with safer recruitment practices.

4.3.3. Meetings

The Business and Finance Committee shall meet at least three times per year. Agendas and documents will be circulated at least 7 days before meetings, except in unavoidable short-notice circumstances. If the Committee Chair is absent, the committee members will choose another Trustee to chair the meeting.

Meetings will be clerked by the Governance Professional or another suitable person if unavailable. Minutes will be submitted to the next Trust Board meeting, with confidential items remaining within the committee as appropriate.

4.3.4. Quorum

A quorum requires a minimum of three Trustees, either in person or remotely. Decisions are made by a majority vote of the members present. Urgent decisions made outside meetings must be recorded at the subsequent meeting.

4.4. Local Monitoring Committees

4.4.1. Local Governance

The Trust has established two Local Monitoring Committees: one for primary schools and one for secondary schools. Each Committee is formed in accordance with Articles 100 to 104 of the Articles of Association.

4.4.2. Membership

- Up to 3 Parent Governors;
- Up to 2 Staff Governors;
- Up to 4 Community Governors;
- Any number of Trustee appointed Governors.

4.4.3. Appointment of Governors

4.4.3.1. Staff Governors

The Trustees will invite nominations from all staff employed by the school. If there are more nominations than vacancies, an election will be held by secret ballot. The Trustees may delegate the management of the election process to the LMC.

4.4.3.2. Parent Governors

When a vacancy arises, the Committee will invite nominations from parents or carers of pupils at the school. Each nominee will be asked to provide a short statement outlining their interest in the role and relevant qualifications.

If the number of nominees is equal to or fewer than the number of vacancies on the LMC, the LMC may appoint all (or any) of those nominated without an election.

If there are more nominees than places available, the LMC will write to all parents and carers of pupils at the school, inviting them to vote for their preferred candidate(s) via a ballot.

Parent Local Governors must be parents or carers of registered pupils at the school, or of children within the school's age range, and should be able to represent the interests of the Parent Body.

4.4.3.3. Community Governors

Community Governors can be appointed by the LMC or Trust Board and must be:

- A person who lives or works in the community served by the schools; or
- A person who, in the opinion of the LMC or Trustees, is committed to the governance and success of the school.

4.4.4. Term of Office

The term of office for any Governor shall be four years, after which they may be eligible for re-appointment.

4.4.5. Resignation and Removal of Governors

A person serving on the LMC shall cease to hold office if:

- a) They resign in writing to the LMC clerk;
- b) A Staff Governor ceases employment at the school;
- c) Trustees terminate their appointment for conduct;
- d) They do not attend LMC meetings for six months;
- e) They refuse to sign the Governor Code of Conduct, safeguarding policy or undertake statutory training, as required.

Trustees reserve the right to consider other situations as grounds for removal of a Governor (of any category) if they significantly impact the governance and effective operation of the schools or Trust.

For the avoidance of doubt, Parent Local Monitoring Governors may continue in their position until the end of their term after their child has left the Trust.

The Trust is committed to maintaining a positive and productive governance environment. Removal of a Governor is considered a last resort. The Trust will make every reasonable effort to resolve conflicts and address issues collaboratively before considering removal. This includes:

- a) Engaging in open and constructive dialogue to understand and address concerns.
- b) Providing support and guidance to help Governors fulfil their roles effectively.

The Trustees' decision regarding the removal of a Governor is final.

A person shall be disqualified from serving on the LMC if he or she would not be able to serve as a Trustee (or Director) in accordance with Articles 68-80.

4.4.6. Appointment and removal of the Chair

A Governor is elected as Chair for a one-year term, and Trustees are notified of new appointments. The Chair can be removed by Trustees and may resign by notifying the Trustees. In the Chair's or Vice Chair's absence, another elected Governor will act as Chair.

4.4.7. Purpose

The LMC is responsible for monitoring, challenging, and supporting the school to ensure high standards of education and strong links with the community, in line with the trust's vision and values.

Responsible for monitoring the quality of education in individual schools, in line with the School Improvement Plan (SIP), and for maintaining the link between the schools and their communities.

- monitor the quality of education with reference to the School Improvement Plan (SIP) and the Ofsted Inspection Framework;
- scrutinise the schools' progress towards achieving the School Improvement Plan priorities, holding leaders to account.
- knowing the Trust's values and becoming familiar with key policies, understanding and monitoring their practical impact, ensuring they contribute to a positive and inclusive school culture.
- collaborate with the Trust and stakeholders to understand the Trust's vision at school level.
- regularly review pupil progress and attainment data, with particular attention to outcomes for key groups such as pupils eligible for Pupil Premium and any other vulnerable groups;
- monitor the progress of pupils eligible for targeted support, the strategies in place, and the impact on pupil outcomes, holding leaders to account for closing any attainment gaps;
- monitor and support the implementation of strategies to improve inclusion, reduce exclusions, and support attendance and achievement for all groups;
- monitor attendance and persistent absence data for all pupils and key groups, ensuring appropriate strategies are in place to improve attendance and reduce absence;
- visiting the school during the school day to carry out monitoring visits and attending events;
- act as a critical friend to the Executive Headteacher / Headteacher providing both challenge and support as they implement the School Improvement Plan;
- ensure that the schools' ethos remains at the heart of all decisions;

- work collaboratively with Executive Headteacher / Headteachers and school leaders to understand the views of parents, students, and the wider community;
- promote and champion the work of the Trust and schools within the community;
- report termly (or as required) to the Board of Trustees, providing updates on school performance and community engagement;
- participate in LMC meetings.

The powers retained by the Trust and delegated from the Trustees to the LMCs shall be as detailed in the Trust's Scheme of Delegation. For the avoidance of doubt, where a power is not expressly delegated to any LMC, it will be deemed to have been retained by the Trust regardless of whether it is specified in the Scheme of Delegation. 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 LMC.

4.4.8. Proceedings of Local Monitoring Committee meetings

4.4.8.1. Meeting and meeting schedules

The Committee will meet as often as is necessary to fulfil its responsibilities, and not less than three times in every school year.

Meetings of the LMC shall be convened by the clerk to the LMC, who shall send the Governors written notice of the meeting and a copy of the agenda at least 7 clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair may waive the need for 7 days' notice of the meeting and substitute such notice as they think fit.

To support effective and focused meetings, Governors are encouraged to submit any questions relating to agenda items or meeting papers to the clerk at least 3 days before the meeting wherever possible. This enables the Executive Headteacher/Headteacher and relevant staff to prepare thorough responses.

Any Governor shall be able to participate in meetings of the LMC by telephone or video conference, provided they have given reasonable notice to the clerk and have access to the necessary equipment.

The convening of a meeting or the proceedings conducted at it will not be invalidated by an individual not receiving written notice or a copy of the agenda, or by any defect in the election, appointment, or nomination of any person serving on the LMC.

At every meeting, the minutes of the previous 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.

Governors are expected to attend regularly and be punctual. A register of attendance will be kept for each meeting and published annually on the school website.

Governors who are absent without the Committee's permission from all meetings within a consecutive six-month period may be asked to resign their position.

The Committee recognises 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.

The relevant Executive Headteacher/Headteachers will attend in an advisory capacity.

4.4.8.2. Communication and Requests for Information

All requests for information from Governors, relating to the work of the committee should be submitted to the Chair of the Committee.

The Chair will review and, if appropriate, approve and forward such requests to the Executive Headteacher / Headteacher or relevant staff member for response.

This process is designed to:

- Ensure requests are relevant and proportionate
- Avoid duplication or unnecessary workload for staff
- Support the committee's focus on its agreed priorities

Governors are reminded that direct approaches to staff for information should be avoided unless specifically agreed by the Chair.

4.4.8.3. Quorum

The quorum for a meeting of the Committee shall be three. The relevant Executive Headteacher/Headteachers will attend in an advisory capacity.

4.4.8.4. Voting

Every matter to be decided at a meeting of the LMC 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.

4.4.8.5. Reporting

Minutes to be circulated no more than 14 days after the meeting, and approved at the subsequent scheduled LMC meeting. Minutes to be submitted to the Trust Board and the next Board meeting.

All email decisions will be minuted at the subsequent committee meeting.

4.4.8.6. Declaration of Interests

Any Governor who has, or may have, any direct or indirect duty or personal interest if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister, spouse, or any person living with them as their partner, is employed by the Trust or receives remuneration or any other benefit directly from the Trust, or is otherwise linked to the Trust or the school shall disclose that fact to the LMC as soon as they become aware of it.

Such a person must absent themselves from any discussions of the LMC where a conflict might arise between their duty to act solely in the interests of the school and any duty or personal interest.

4.5. Performance and Remuneration Committee

4.5.1. Membership

A minimum of three Trustees. The Chair of the Board, the CEO and Trust HR Lead will attend in an advisory capacity.

4.5.2. Meetings

Take place during the autumn term as required and at any other time as may be required. Meetings to be clerked by the Governance Professional, or other suitable person in their absence.

4.5.3. Quorum

A minimum of three committee members. The Committee recognises 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.

4.5.4. Reporting

Minutes to be kept confidential within the Committee. Summary to be reported to the Trust Board at the next meeting.

4.5.5. The role of the Performance and Remuneration

The Committee must ensure that all decisions are made transparently, based on evidence, and are part of a robust workforce development process which follows statutory guidance and Trust policies. Decisions should not be

overturned unless it is felt that they do not follow due process or there is insufficient evidence to support the decision. The Committee will report to the Trust Board. Details of all discussions must remain confidential and the Trust Board should not question the decisions unless they feel that due process or statutory guidance has not been followed.

The Committee's aims are to:

- Achieve the aims of the Pay policy and Workforce Development policy in a fair and equitable manner;
- Apply the criteria set by the Pay policy in determining the pay of each member of staff;
- Observe all statutory and contractual obligations;
- Minute clearly any challenge and the reasons for all decisions and report the fact of these decisions to the next termly meeting of the Trust Board;
- Keep abreast of relevant developments, and advise the Trust Board when the Trust's Pay policy or Workforce Development policy need to be revised.

4.6. Student or Staff Disciplinary/ Capability/ Complaints/ Grievance Committees

4.6.1. Membership

Anyone involved in the investigatory stage may not be involved in making decisions at any subsequent hearing.

The Committee may have an advisor at all meetings. The advisor is not eligible to vote.

4.6.2. Meetings

To be convened as required in accordance with the relevant statutory guidance or internal policy. Meeting to be clerked by the Governance Professional, or other suitable member of staff in their absence. Meetings can be held face to face or virtually with the consent of the Chair and the agreement of the employee.

The Committee shall agree a Chair for each meeting.

4.6.3. Quorum

Three Trustees or Governors, either in person or joining remotely.

4.6.4. Reporting

Minutes to be kept confidential to the Committee, its attendees and the Trust HR Lead.

4.6.5. Function

To consider and review the relevant process leading to a decision by the Executive Headteacher/Headteacher or Chief Executive Officer, in line with current statutory DfE guidance or the Trust/school's relevant policy.

4.7. Performance and Remuneration Appeals' Committee

4.7.1. Membership

A minimum of three Trustees who do not sit on the Performance and Remuneration Committee. The Committee may have no fewer members than any of the above committees, and no members can have any prior involvement or pecuniary interests in the case.

4.7.2. Meetings

To take place as required.

4.7.3. Quorum

A minimum of three committee members.

4.7.4. Reporting

Minutes to be kept confidential within the Committee. Meeting to be clerked by the Governance Professional, or a suitable person in their absence.

5. Governance Scheme of Delegation

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
PEOPLE							
Appoint/remove Members	Appoint and remove Members						
Appoint/remove Trustees	Appoint and remove Trustees	Appoint and remove Trustees in line with the Articles of Association					
Appoint/remove Local Monitoring Governors		Has the power to appoint and remove Governors from the LMC. Establishes processes for Parent Trustees in the absence of Parent Governors				Appoints governors according to Board of Trustees' guidelines. Ensures parent and staff governor elections follow Board-approved procedures.	
Appoint/remove Chairs, Vice Chairs including committees		Annually appoint the Chair and Vice Chair of the Board of Trustees. Annually appoint the Chair of the Committee of the Board.				Annually appoints the Chair and Vice Chair of the LMC.	
Appoint Link Trustees for statutory areas (e.g., SEND, Safeguarding, H&S, Careers)		Appoints individual Trustees to link roles.					
Appoint Governance Professional		Appoints a Governance Professional in consultation with the CEO		Appoints and Carries out the line management of the Governance Professional			
Data Protection compliance (UK GDPR)		Has overall legal responsibility for data protection and making sure personal data is processed lawfully.	Ensures that schools conform to statutory and Trust policy and guidance.	Ensures the DPO manages daily data protection issues and escalates them to the Trust when needed.		Receives termly data report and raises any concerns to the Board of Trustees.	Ensure GDPR policy is implemented robustly within each setting.

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
SYSTEMS AND STRUCTURES							
Review and approve Articles of Association	Approves and adopts the Articles subject to DfE ratification.	Submits recommendations to Members to amend, approve and adopt the Articles of Association.					
Establish/review Trust governance structure annually		Annually reviews and approves the overall governance structure of the Trust.					
Establish/Disband Committees		Constitutes Committees of the Board (including LMC). Annually review and approve the Terms of Reference for all Committees.					
Review and agree annually the Scheme of Delegation		Annually review and agree the Scheme of Delegation or, immediately when there has been a significant change in Trust management or organisational structure.					
Review and agree the annual schedule of governance business		Agrees the annual plan and cycle of governance meetings.					
Board and Committee self-evaluation		Conducts regular self-evaluation of its performance and evaluating the performance of all tiers of governance across the Trust.				Conducts regular self-evaluation of its performance with the outcome formally communicated to the Board.	

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
MONITORING							
Hold to account: educational performance	Ensure that the Trust Board is effectively monitoring and improving student outcomes.	Accountable for holding the CEO to account for the educational and overall performance of the Trust.		Submits key Trust performance outcomes and pupil achievement data to the Board of Trustees at agreed times throughout the year.		<p>Monitors and provides constructive challenge to the Headteacher regarding the educational performance of the school, including pupil outcomes and progress towards school improvement priorities.</p> <p>Reviews school performance data and other evidence, and provides feedback and recommendations to the Trust Board.</p> <p>Escalates concerns about school performance or leadership to the Trust Board in line with agreed procedures.</p>	Submits comprehensive school performance and pupil achievement data, together with contextual information (such as attendance, exclusions, and progress towards school improvement priorities), to the LMC at agreed intervals (e.g., termly) throughout the academic year, enabling effective monitoring and challenge.
Oversee safeguarding arrangements and compliance		<p>Ensures all safeguarding policies including online safety are fit for purpose.</p> <p>Ensure Trustees are trained and follow safeguarding policies).</p> <p>Ensures the Chair and Vice-Chair attend safer recruitment training.</p> <p>Oversee filtering and monitoring systems to keep pupils safe online.</p>		<p>Carries overall safeguarding responsibility across the Trust and specifically for the Trust's Executive and all centrally appointed employees.</p> <p>Ensure staff are trained and follow safeguarding policies.</p>		<p>Ensure all committee members complete safeguarding training and consistently follow safeguarding policies.</p> <p>Ensures the Chair and Vice-Chair complete safer recruitment training.</p> <p>Review termly safeguarding and online safety reports from the Headteacher/DSL and raise concerns to the Trust Board if needed.</p>	<p>Lead a strong safeguarding culture in school.</p> <p>Appoint and support a Designated Safeguarding Lead (DSL).</p> <p>Ensure staff are trained and follow safeguarding policies.</p> <p>Oversee robust filtering and monitoring systems to keep pupils safe online.</p> <p>Report termly to the LMC on safeguarding and online safety, including any incidents.</p>

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
Oversight, implementation, and monitoring of funding strategies to improve student outcomes such as Pupil Premium.		Hold the executive leaders accountable for effective use of additional funding strategies and its impact on student outcomes.	Ensure that the allocation of additional funding streams align with the Trust's strategic objectives.	Lead the strategic direction for the use of additional funding across the trust. Work closely with HTs and the CFO to ensure that funding is used effectively to improve outcomes.	Ensure that funding is allocated correctly, spent efficiently and that spending aligns with strategic priorities. Ensure that all spending complies with relevant financial regulations and guidelines.	Monitor the progress of eligible pupils at the individual academy and report any concerns to the Trust Board.	Develop and implement strategies to utilise additional funding strategies effectively to improve student outcomes. Submit appropriate reports on the progress of eligible pupils to the monitoring committees.
Pupil Discipline (fixed-term suspension and permanent exclusion)		Where required support on the review panels any permanent exclusion or fixed-term suspension as directed by the DfE statutory guidance.				Monitors the number of suspensions/exclusions on a termly basis. Convenes a panel of Governors to review any permanent exclusion or fixed-term suspension as directed by the DfE statutory guidance.	Ensures the school's Behaviour Policy is inline and implemented with the Trusts mission, vision and values. Ensure internal policies comply with the DfEs statutory guidance on Suspensions and Exclusions.
REPORTING							
Agree reporting arrangements to enable monitoring of progress of key priorities		Approves the overall reporting arrangements.		Develops and recommends the arrangements, ensuring it aligns with strategic priorities and regulatory requirements.			Ensure deadlines are met for the reporting.
Ensure governance arrangements are published on the Trust and schools' websites		Ensures the Trust's governance arrangements are published in line with the requirements of the Academy Trust Handbook.		Ensures the Trust website publishes all required statutory information. Ensure the Trust website meets statutory compliance.			Ensures the school website publishes all required statutory information.
Submit to Members and publish an Annual Report on the performance of the Trust	Ensure that the Trust is being run effectively and in	Approves the annual statement for submission alongside the financial accounts.		Lead the preparation of the Annual Report, ensuring it accurately reflects the Trust's			

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
	accordance with its mission.			achievements and challenges.			
Self-review and periodic external reviews of Board and committee effectiveness	receive reports from external reviews on Governance.	Commission periodic external governance reviews (e.g. every 3 years). Act on recommendations to improve governance and oversight.		Facilitate the review process and ensure findings are addressed.	Provides financial data and processes for external review.	Participate in reviews related to local governance structures. Responds to review findings.	
Annual report and accounts	Receives the audited and approved accounts at the Annual General Meeting.	Approves the consolidated financial accounts and the governance statement ensuring all submissions to the DfE are sent within statutory timescales.	Scrutinises the draft financial accounts prior to their submission to the Board.		Submits the consolidated accounts to the Board of Trustees for approval and meets the statutory DfE deadline and all statutory reporting requirements.		
Submit required reports and returns to the DfE		Ensures all submissions to the DfE are sent within statutory timescales.			Submits all returns as per the timescales.		
BEING STRATEGIC							
Determine the Trust's vision and key strategic priorities		Determines and sets the vision and strategic direction of the Trust.		Advises the Board on the vision and strategic direction of the Trust.			Implements the strategic priorities in line with the Trust's vision.
Monitoring and reviewing progress towards the Trust Improvement Plan (MIP)		Ensure that the MIP aligns with the trust's strategic objectives and vision. Hold the CEO and trust leadership accountable for progress towards MIP goals.		Lead the development and execution of the MIP across the Trust. Regularly assess and report on the progress of the MIP to the Trust Board.	Ensure that funding and resources are effectively managed and align with MIP priorities.		Implement MIP strategies at the school level and align them with the school's SIP.
Determine the schools' vision and key priorities				Ensures the vision reflects the aspirations, values, and needs of pupils, staff, and the wider community.		Monitor the vision and key priorities of the School that are identified in the School's improvement plan, linked to the School inspection framework.	Determines and implements the SIP inline with the Trust Improvement priorities. Advises the LMC on the key priorities of the School.

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
Monitor and reviews progress towards the School Improvement Plan (SIP)						Monitor the progress towards the SIP. Provide constructive feedback to the school leadership and challenge them to ensure objectives are met.	Lead the development and implementation of the SIP. Regularly assess progress towards SIP objectives and adjust strategies as needed. Provide regular progress reports to the LGBs and Trust Board.
Determine and approve Trust and School level policies which reflect the Trust's ethos and values, in accordance with their policy schedules		Determines and approves policies pursuant to the policy schedule of review.	Approves policies pursuant to the policy schedule of review				
Engage with stakeholders		Receives reports on parental engagement activities in each school.		Ensure that all schools within the Trust engage with stakeholders and seek their views.		Reviews analysis of parental views through reports by the Headteachers questionnaires.	Engages with parents to gain a wide range of views. Submits reports to the LMC on the parental engagement activities in each school
HR							
Agree a Trust wide staffing structure		Approves the overall staffing structure for each Academy annually, as part of the budget approval process. Approves any significant structural changes to Leadership posts.	Scrutinise and Approve decisions on in-year changes or structural changes to leadership posts, if escalated by CEO/CFO. Approves any significant structural changes to Leadership posts.	Jointly agrees any in-year changes to staffing structure with CFO. Escalates to the Trust Board/Business & Finance Committee when agreement needs to be sought. Oversees all processes concerned with recruitment of centrally employed staff.	Submit initial structure through annual budget proposal. Provide financial analysis and advice on the affordability and sustainability of proposed pay changes. Jointly agrees any in-year changes to staffing structure with CEO. Escalates to the Trust Board/Business & Finance Committee		Once agreed, schools must adhere to the structure. In-year changes require joint CFO and CEO approval. Appoints teaching and non-teaching staff in consultation with, and approval by the CEO and CFO inline with the approved staffing structure.

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
					when agreement needs to be sought.		
Appoint and dismiss the Chief Executive Officer		Provides Trustees to sit on the appointment panel for a CEO and makes recommendation to the Board of Trustees for the CEO's appointment. Appoints the CEO.					
Appoint and dismiss the Accounting Officer		Appoints a Senior Executive Leader as Accounting Officer of the Trust.					
Appointment of Chief Financial Officer		Appoints a CFO who must be appropriately qualified and/or experienced in consultation with the CEO.		Manages and appoints the with recruitment of the CFO.			
Appoint and dismiss the Headteachers		Provides Trustees to sit on the appointment panel for HTs. Ratifies the appointment of the Trust Executive and HTs.		Manages all processes concerned with recruitment to the Trust's Executive and HTs. Joins all appointment panels for the Trust's Executive and HTs.		Supports when possible on the interview panels for the HT and Senior Leader appointments.	
Undertake line management as part of Workforce Development		Chair of the Trust Board to undertake line management of the CEO and update the Board of Trustees.		Leads the line management for Executive Leadership Team and Central Staff.			Leads the line management for all staff within their retrospective schools.
Review of CEO and Headteacher pay ranges		Approve the pay ranges for the CEO and Headteachers, ensuring they reflect the responsibilities and performance of the roles. Ensure that pay ranges align with the Trust's strategic			Provide financial analysis and advice on the affordability and sustainability of proposed pay changes.		

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
		<p>goals and financial constraints.</p> <p>Oversee the process to ensure it is fair, transparent, and complies with relevant regulations and policies.</p>					
Review and agree staff workforce development and pay progression		<p>Approves the annual pay review for all in the Trust.</p> <p>Hears any appeals in relation to the annual pay review decisions.</p>		<p>Quality assures all pay increments for all staff employed by the Trust.</p> <p>Submits recommendations to the Performance and Remuneration Committee.</p>			<p>Leads the workforce development process for all staff within the school and submits relevant documents to the CEO.</p>
Staff Wellbeing		<p>Holds overall responsibility for the wellbeing of all staff in the Trust.</p>	<p>Reviews and monitors the impact of the range of strategies/ initiatives in place to support staff wellbeing and workload across all schools in the Trust.</p>	<p>Establishes a range of strategies/initiatives in place to support staff wellbeing and workload in consultation with the HT.</p> <p>Ensures the annual wellbeing report is submitted to the Board of Trustees.</p>		<p>Monitors the impact of the range of strategies/initiatives in place to support staff wellbeing and workload in their respective schools.</p>	<p>Implements the strategies in school and reports to the LMC.</p>
FINANCIAL AND OPERATIONAL OVERSIGHT							

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
Agree internal auditing arrangements to ensure compliance with the Academies Trust Handbook	Ensure that the Trust has effective internal auditing arrangements in place.	Approve the internal audit plan and ensure it aligns with the Trust's risk management strategy. To oversee the adequacy of the Trust's internal control framework and risk management, ensuring effective financial and non-financial controls are in place.	Oversee and approve the trust's programme of internal scrutiny. Ensure that risks are being addressed appropriately. Report to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.		Oversee the coordination of internal audit activities within the Trust. Submits all internal audit reports to the B&F Cttee.		Support the trust's internal audit arrangements and provide information / documentation as requested ensuring timelines are met.
Establish, review and monitor the Risk Register		Approves the Trust risk register on an annual basis.	Reviews the ratings and responses on the risk register to inform the programme of work at every meeting including financial and nonfinancial controls and risk management arrangements. Reviews and approves the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.	Ensures that risks are mitigated and reports recommendations and actions to the Board of Trustees as appropriate.	Establishes the Trust Risk Register and submits it to every meeting of the B&F Cttee and annually to the Board of Trustees. Ensures that risks are mitigated and reports recommendations and actions to the Board of Trustees as appropriate.		Establishes the school's Risk Register and is regularly reviewed and evaluated. submits Risk Register termly to CFO and CEO. Ensures that risks are mitigated and reports recommendations and actions to the Central Team.
Premises management		Holds overall accountability for the health and safety in all of the schools and	Scrutinises proposals for the allocation of both School Condition		Oversees the effectiveness of the estates management		To ensure all policies relating to Premises Management are

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
		<p>receives termly updates regarding the quality and level of compliance of the Trust estates management controls and processes.</p> <p>Approves proposals for the allocation of both School Condition Allocation Funding and Capital Funding.</p>	<p>Allocation Funding and Capital Funding and submitting recommendations to the Board of Trustees.</p> <p>Scrutinises the Trust Estates Management Plan and Action Plan.</p>		<p>function of the Trust and provides termly updates to the Board of Trustees on the quality and level of compliance of the Trust estates management controls and processes.</p> <p>Ensures that a premises maintenance programme is constructed taking account of the most recent condition survey.</p> <p>Ensures that the H&S management system is kept up-to-date and is compliant.</p> <p>Oversees the H&S Estates Management Action Plan and premises maintenance programme.</p>		<p>implemented in accordance with the policies.</p>
External auditors	<p>Appoints External Auditors.</p> <p>Can remove External Auditors.</p> <p>Adheres to the ATH in terms of retendering</p>	<p>Reviews external audit reports.</p> <p>Approves recommended management responses or other actions as appropriate.</p>	<p>Reviews the quality of all external audit reports and submits recommendations for management responses or other actions to the Board of Trustees.</p> <p>Receives and monitors reports from those undertaking the work and addresses any recommendations.</p>	<p>Provides and signs the annual probity, regularity and value for money statement (signed off by the Accounting Officer).</p>	<p>Provides access to all information to support the external audit process.</p> <p>Submits all external audit reports to the B&F Cttee.</p> <p>Submits the external audit reports to the DfE.</p>		<p>Provides such information and assistance in relation to reporting and internal or external auditing to the CFO.</p>

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
			Ensures the external audit reports are submitted to the DfE.				
Approve the Trust's scheme of financial delegation		Approve the scheme of financial delegation.		Consulted on the development of the scheme, ensuring it reflects the operational needs and strategic direction of the Trust.	Lead the development and drafting of the scheme, ensuring it reflects the operational needs and strategic direction of the Trust. Oversee the implementation of the scheme across the Trust to ensure adherence.		Ensure the Trusts scheme of financial delegation is implemented in line with the policy.
Ensure robustness of benchmarking and Trust wide value for money		Considers all reports that include benchmarking, consider any recommendations presented and ensure that any variance in expenditure is not substantially out of line with national levels of expectation.	Scrutinises the benchmarking reports and submits any recommendations to the Board of Trustees.		Carries out benchmarking and reports to the B&F Cttee and Board of Trustees to ensure value for money robustness.		Responsible for ensuring public funds are used efficiently and represent value for money within their school.
Budget monitoring		Ensure effective management of financial resources and making sound financial decisions.	Review detailed budget monitoring reports regularly to ensure financial performance aligns with the budget.	Ensure that the trust's financial activities support the strategic direction and goals of the trust.	Produce accurate and timely financial reports for review by the Business and Finance Committee and Trust Board.		Accountable for following Trust policy and remaining within the agreed budget.
Agree a budget plan to support the delivery of Trust key priorities		Approves the Trust-wide 3 year budget plan.	Scrutinises the budget plan and submits a recommendation for approval to the Board of Trustees.		Submits the 3 year draft budget plan to the Board of Trustees for approval.		Support the development of the Trust's 3-year budget plan in line with the Trust's financial policies.

Governance function	Members	Trust Board	Business and Finance	CEO	CFO	Monitoring Committees	Executive Headteacher / Headteachers
Agree a budget plan to support delivery of schools' key priorities		Monitor the financial performance against the approved budget and adjust as necessary.	Scrutinise the financial performance against the approved budget.	Ensure that the budget plan supports the operational needs of the Trust and its schools.	Responsible for the financial management and oversight of the Trust.		Headteachers manage , in consultation with the CFO the day-to-day financial operations of their schools within the Trust.

6. Meeting schedules

6.1. Trust Board			
Autumn 1	Autumn 2	Spring 2	Summer 2
Business: Welcome and Apologies and Confirmation of quorum Declarations of Interest Approval of previous minutes Annual completion of: <ul style="list-style-type: none"> Skills Audit, KCSIE, Declarations of Interest, Review Governance Framework, Review terms of office over the year. Elect Chair and Vice Chair. Appoint Trustees for: Safeguarding, SEND, and Health and Safety Confirmation of Committees: B&F, P&R CEO Report Confirm strategy for achieving the vision over the coming 12 months, including MAT Improvement Plan.	Business: Apologies and Confirmation of quorum Declarations of Interest linked to agenda Approval of previous minutes Review Risk Register Review policies	Business: Apologies and Confirmation of quorum Declarations of Interest linked to agenda Approval of previous minutes Review Risk Register Review policies	Business: Apologies and Confirmation of quorum Declarations of Interest linked to agenda Approval of previous minutes Review Risk Register Review policies
Reporting: CEO report on initial analysis of data outcomes.	Reporting: CEO Termly Report. Review audit and approve annual accounts. Review committee minutes and reports.	Reporting: CEO Termly Report <ul style="list-style-type: none"> Review committee minutes and reports. Benchmarked validated performance data against national and local data Progress towards meeting KPIs. 	Reporting: CEO Termly Report. CEO report on: <ul style="list-style-type: none"> End year progress, Review of strategy and its support in achieving the vision. Propose targets/KPIs for following year(s) How budget and staffing will support strategy. Review committee minutes and reports.
Monitoring: Consider MAT Improvement Plan and determine Trustee monitoring schedule. Confirm additional Trustee monitoring roles.	Monitoring: MIP Day reports, Trustee monitoring reports and Local Monitoring Governor reports.	Monitoring: MIP Day reports, Trustee monitoring reports and Local Monitoring Governor reports.	Monitoring: MIP Day reports, Trustee monitoring reports and Local Monitoring Governor reports. Review monitoring arrangements and their effectiveness and consider strategy for the following year.
Building knowledge:	Building knowledge:	Building knowledge:	Building knowledge:

Review individual School Improvement Plans.	<i>CEO to lead on: Review of the school's SWOT, its vision and ethos, key priorities for achieving the vision, areas of risk</i>	<i>Middle Leader to present on a curriculum area.</i>	<i>Middle Leader to present on a curriculum area.</i>
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6.2. Business and Finance Committee			
Autumn 1	Autumn 2	Spring 2	Summer 2
	Business: Elect a chair. Declare conflicts. Confirm previous minutes.	Business: Declare conflicts. Confirm previous minutes.	Business: Declare conflicts. Confirm previous minutes.
	Reporting: <ul style="list-style-type: none"> ▪ Management accounts ▪ Staffing ▪ Premises ▪ Health and safety ▪ Finance ▪ Internal audit report. Review policies. Receive audit and annual accounts.	Reporting: <ul style="list-style-type: none"> ▪ Management accounts ▪ Staffing ▪ Premises ▪ Health and safety ▪ Finance ▪ Internal audit report. Review policies.	Reporting: <ul style="list-style-type: none"> ▪ Management accounts ▪ Staffing ▪ Premises ▪ Health and safety ▪ Finance ▪ Internal audit report. Review policies.

6.3. Local Monitoring Committees

Autumn 1 (early Sept)	Autumn 2 (late in term)	Spring (mid term)	Summer (late in term)
Business: Elect Chair. Review expiring terms of office over the year. Complete/sign annual declarations. Declare conflicts. Confirm previous minutes. Review School Improvement Plans.	Business: Declare conflicts. Confirm previous minutes.	Business: Declare conflicts. Confirm previous minutes.	Business: Declare conflicts. Confirm previous minutes.
Reporting: Headteachers report on: <ul style="list-style-type: none"> Initial analysis of public examination results against targets Curriculum plans for the year. Overview update on operational matters (staffing, premises) Confirm strategy for achieving the vision. 	Reporting: Headteachers report on: <ul style="list-style-type: none"> Benchmarked validated performance data against national and local figures (when available), Internal progress data. Pupil Premium External Advisor reports.	Reporting: Headteachers report on: <ul style="list-style-type: none"> Benchmarked validated performance data against national and local figures (when available), Internal progress data towards meeting targets. Stakeholder survey results. External Advisor reports.	Reporting: Headteachers report on: <ul style="list-style-type: none"> End of year progress data. Review of strategy and if it supports the achievement of the vision. External Advisor reports.
Monitoring: Consider relevant School Improvement Plans and determine governor monitoring schedule. Confirm additional governor monitoring roles.	Monitoring: Committee members to report on monitoring visits.	Monitoring: Committee members to report on monitoring visits.	Monitoring: Review monitoring arrangements and their effectiveness and begin thinking about strategy for the following year.
Community: Determine engagement strategy with all key stakeholders.	Community: Report on community engagement	Community: Report on community engagement	Community: Review community engagement and effectiveness, plan strategy for following year
Building knowledge: Gain an understanding of pupil attainment and progress and performance targets for the year, and how these will be measured.	Building knowledge: Leadership Teams to present on a curriculum area.	Building knowledge: <i>Headteacher to lead on:</i> <i>Review of the school's SWOTs, its vision and ethos, key priorities for achieving the vision, areas of risk.</i>	Building knowledge: Leadership Teams to present curriculum plans for the following year.
Training and CPD: Identify training needs and plan delivery.	Training and CPD ongoing, in partnership with the Trust Board.		

7. Version control

This document may be reviewed at any time, but not less than annually and usually at the first Board meeting of the year. The Trust Board has the power to change the delegation at any time, however will consult with the relevant committees when doing so.

Version	Date agreed	Description of changes	Responsible person
1.0	Sept 2021 Board meeting	Adoption of document agreed by Trustees.	Trustees and LK
2.0	21.09.22: Board meeting	<p>Addition of section numbers.</p> <p>Amendments to:</p> <ul style="list-style-type: none"> Section 1.0 introduction- reference to Local Monitoring Committees, Addition of section 3.6 Sections 5.2, 5.4, 5.5, 5.6- updated to include taking decisions outside meetings, Update throughout to terminology: Exec Head to CEO, Governance Clerk to Company Secretary. 	Trustees and LK
3.0	20.09.23 Board meeting	<p>Formatting – Page 4 increase size of chart</p> <p>Amendments to: Page 6, Section 3.5 – “Chair serves more than three” amend to “six”</p> <p>Page 6, Section 3.5 – 5th bullet point amend trustee to Trustee</p> <p>Page 10, header People – add and Company Secretary</p> <p>Page 15, Section 5.4 Meetings insert “Meetings to be clerked by the Company Secretary, or other suitable person in their absence.”</p> <p>Page 16, Section 5.5 Meetings insert “Meetings to be clerked by the Company Secretary, or other suitable person in their absence.”</p>	Trustees and CF
4.0	25.09.24 Board Meeting	<p>Amendments to:</p> <ul style="list-style-type: none"> Page 13, Section 5.2 – Trust Board meetings reduced to four times a year Page 13, Section 5.3 – Business and Finance meetings reduced from five to three meetings a year Meeting schedule amended to reflect changes above. 	Trustees and MF
5.0	07.07.25 Board Meeting	Comprehensive revision and restructuring of the Handbook.	Trustees and MF