



Langley Park **Learning Trust**

Scheme of Delegation – Academic Year 2020-2021

Date of Adoption: 9 July 2020

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Introduction

As a charity and company limited by guarantee, Langley Park Learning Trust is governed by a Board of Trustees (the “Trustee” or “Trustees”) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. This Scheme of Delegation will apply to all academies for which the Trust is responsible (the “Academies”). Any reference to “the Academies” in this Scheme of Delegation refers to all Academies within the Trust. In order to discharge these responsibilities, the Trustees appoint people to serve on a board (the “School Governing Body” or “SGB”) which has been established to support the good governance of the Academies.

The Trustees are accountable to external government agencies, including the Charity Commission, Education and Skills Funding Agency and the Department for Education, for the quality of the education the Trust provides and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. This does not mean that the Board is required to make all the decisions. Many responsibilities will be delegated to the CEO and Executive Leaders, Board Committees and SGBs.

The decision to delegate responsibilities and decision making is made by the full Board of Trustees and is recorded in this Scheme of Delegation. It applies to all Members, Trustees, Governors serving on the SGBs and staff. This document sets out the limits and extent of each party’s authority to act and explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, the respective roles and responsibilities of the Trustees, the members of the SGBs and the commitments to each other to ensure the success of Langley Park Academy Trust.

This Scheme of Delegation has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Trust’s Articles of Association (“the Articles”). The Scheme of Delegation will be reviewed annually and will be responsive to the changing circumstances of the Trust. Trustees reserve the right to review and alter this scheme of delegation at any time.

This document is intended to be read alongside the following documents:

- The Trust’s Articles of Association
- The Trust’s Master Funding and Supplemental Funding Agreements.
- The Trust’s Policy Schedule
- The Governance Handbook
- The Academies Financial Handbook 2020

The Scheme of Delegation will:

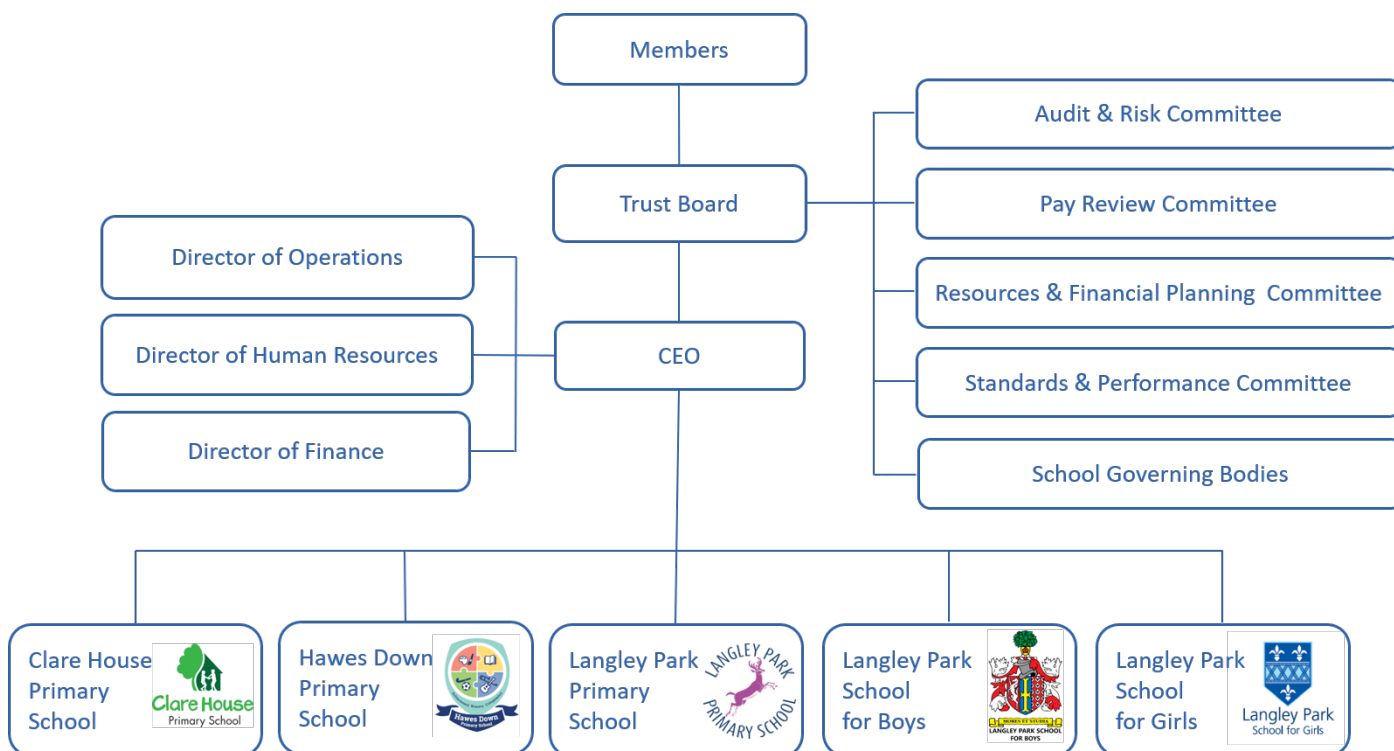
- Ensure the Executive Leaders are clear about which decisions are the remit of the Trust Board.
- Ensure that the role of the Members, Trustees, Board Committees, SGBs, Executive Leaders and Headteachers are fully understood throughout the MAT.
- Promote a culture of honesty and accountability and ensure all abide by the 7 principles of public life (the Nolan principles.)
- Identify responsibility for the appointment and performance management of the CEO and academy Headteachers.
- Identify responsibility for policy and practice in each academy.
- Identify responsibility for overseeing each academy’s budget.
- Identify responsibility for assessment of risk in each academy.
- Identify responsibility for overseeing of educational performance in each academy.

The General Equality Statement

The Trust and Academies must have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Langley Park Learning Trust Structure



Roles and Responsibilities

Members

The Members of the Trust are guardians of the governance of the Trust, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled. The members agree the Trust's Articles of Association (the legal document which outlines the governance structure and how the Trust will operate) and are responsible for approving any amendments. The Articles of Association describe how Members are recruited and replaced, and how many Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable objective is carried out and can remove Trustees if they fail to fulfil this responsibility subject to the provisions outlined in the Articles of Association. Accordingly, the Trust Board submits an Annual Report on the performance of the Trust to the Members. Langley Park Learning Trust has five members. In order to retain a degree of separation of accountability between the Members and the Trust Board, and in line with DfE recommendations, not all Members are Trustees. Members are not permitted to be employees of the Trust.

Trustees

The Trustees are responsible for the control and management of the administration of the Trust in accordance with the provisions set out in the Trust's Memorandum and Articles of Association. The Board of Trustees (or Trust Board) can exercise all of the powers of Langley Park Learning Trust. The Board of Trustees is the accountable body for the performance of all schools within the Trust, agreeing the overarching strategic direction and ensuring robust governance and as such must:

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the CEO to account for the educational performance of all the Trust's schools and their pupils and ensuring performance management of staff.
3. Oversee the financial performance of the Trust and make sure its money is well spent.

Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. The Trust Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information, improve proposals and

so seek to arrive at the best outcome for the Trust. As Trustees of a charity (the Trust), Trustees have a fiduciary duty to act in good faith in the best interests of the Trust. This duty includes a responsibility to do the following:

- Ensure compliance with any legal obligations.
- Report on the Trust's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, and any reporting requirements of the Education & Skills Funding Agency).
- Fulfil the charitable object of the Trust as set out in its constitution (i.e. the Articles of Association) and to act in a way which is compliant with the rules of the Trust contained in the Articles.
- Act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets.
- Act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk.
- Exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient.
- Act responsibly, getting advice from others, including professional advisors, where appropriate.

Trust Committees

The Trust Board has established the following committees, which act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them by the Trust Board (these are in each committee's terms of reference):

- Resources and Financial Planning Committee - Responsible for: Reviewing budgets, monitoring Trust financial performance, estates management, capital expenditure, performance against financial KPIs, HR policies, staff development.
- Standards and Performance Committee – Responsible for: monitoring performance against attainment and progress, performance against educational KPIs, attendance targets, stakeholder surveys.
- Audit and Risk Committee – Responsible for: the appointment of auditors, internal audit, controls and assurance checks, statutory accounts, Trust level risk register, GDPR policy and practice, whistleblowing and antifraud policies and processes.
- Academy Committees (known as School Governing Bodies (SGBs) are assigned to support a specific academy as directed by the Trust board.

The Trustees can change the structure and responsibilities of committees at any time.

Chief Executive Officer (CEO) and Executive Leaders

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's schools and performance management of the School Head Teachers.

The CEO leads the Executive Leaders of the Trust and together they manage the day to day business of the Trust in line with policies approved by Trustees. The CEO will delegate functions to the Executive Leaders and is accountable to the Trust Board for its performance.

The CEO is the Accounting Officer and must have appropriate oversight of financial transactions to enable the CEO to assure the Trust Board that the Trust is in compliance with both its funding agreement and the Academies Financial Handbook. This does not absolve the Trust Board from their responsibility to ensure proper conduct and financial operation of the Trust.

The Trust must have a chief financial officer (CFO), appointed by the Trust's board, who is the Trust's Finance Director, business manager or equivalent, and to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO should play both a technical and leadership role.

Academy Committee (known as School Governing Body (SGB) in practice and Local Governing Body in the Articles of Association)

The School Governing Body (SGB) provides support to their Academy Leadership Team as the Academy implements its policies and improvement plan priorities. Each Academy is accountable to and must serve its community. All children deserve and should expect to receive a high standard of education. Whilst the Trustees of the Trust have overall responsibility and ultimate decision making authority for all the work of the Trust, and the standards achieved by the

pupils and students of the Academies, the SGB has been set up to ensure the vision of the Trust is fulfilled. The SGB is focused on the day to day life of the Academy for which it has responsibility and is there to ensure the staff working in the Academy are supported and challenged when necessary, and the needs of the pupils and students are met with a particular focus on the context of each Academy.

Composition

Each SGB composition will have a maximum of 10 governors, consisting of the following:

- 1 Staff.
- 2 Parents.
- 6 Trust Appointed.
- 1 Head Teacher.

The standard term of office for all categories of Governors is four years; except the Head Teacher, who remains a Governor for as long as s/he remains in office. A Governor may be reappointed for an additional second term of 4 years with Trust Board approval. The SGB will carry out an annual review of the skills and experience available on the SGB and will seek to develop additional capacity and skills where required. An SGB may only seek the reappointment of a Governor for a third term in exceptional circumstances which must be formally proposed to the Trust Board ahead of any decision being made. These requests will come through the governance lead, via a statement from the SGB (after it has been discussed and agreed at a SGB meeting) detailing why they need to reappoint a Governor for a second and third term and their plan to address the skill gap moving forward.

Trust Appointed Governors

The SGB is responsible for the recruitment of new Governors. The Trust Board is responsible for approving any new Trust Appointed Governors prior to their appointment.

All potential candidates will complete an application form and provide a statement outlining the contribution that they can make to the effective governance and success of the school. In addition, two references will be taken up by the SGB (see Appendix A for recruitment templates).

To make an informed decision on whether the prospective Governor is a suitable match, the Chair of Governors with at least one other existing Governor will conduct an interview of the potential candidate. The SGB will then discuss the appointment at the next SGB meeting. If in agreement that the potential Governor matches the skills they need, the SGB will then make a recommendation to the Trust Board for that Governor to be appointed via the LPLT governance lead.

The process for the Trust Board approving a Governor appointment is:

- SGB Chair emails Governance lead with application form and supporting statement, two references and a statement as to how the appointment of this person as Governor will strengthen and support their Board.
- Governance lead emails Trustees for approval.
- If any Trustees have questions regarding the appointment, the appointment will not be agreed by email, and will be an agenda item on the next Trust board meeting, where the appointment will be discussed, and a decision made.
- The names of potential Trust Appointed Governors will be on the next Trust board agenda with their supporting statements and the statement from the Chair, circulated in advance with the agenda, including those that have been agreed by email for formal Board ratification.
- Governance lead informs Chair of SGB of the Trust Board decision.
- If Trust Board approval is not given, the chair of the SGB will be informed with the reasons why by the Governance lead.
- The recruitment process will be repeated, until a suitable candidate is appointed.

There will be SGB Link Governors in each of the following areas:

- Safeguarding.
- Finance.
- SEND.

Staff Elected Governors

The SGB will adopt the process in the guidance for 'Holding Staff Elections' provided by Octavo Governance for the election of Staff Governors. The Head Teacher is appointed as the returning officer.

Parent Elected Governors

The SGB will adopt the process in the guidance for 'Holding Parent Elections' by Octavo Governance for the election of Parent Governors. The Head Teacher is appointed as the returning officer.

Chair of SGB Elections

The Trust Board will agree the appointment of the Chair of the SGB.

- The SGB will hold Chair and Vice Chair elections at the beginning of each academic year.
- The SGB will elect both positions from among its number (excluding any employees or pupils at the school).
- The election of Chair and Vice Chair will be a specific item of business on the agenda for that meeting.
- The process for the election of Chair and Vice Chair will be as follows:
 1. All Governors who are interested in being the Chair or Vice Chair will let the clerk know 3 weeks before the meeting date, submitting a nomination form with their reasons.
 2. No Governor who is paid by the Academy can be elected as Chair or Vice Chair.
 3. The Clerk will ensure that this is an agenda item for the first meeting of every school year.
 4. The Clerk will take the chair when the SGB Chair is being elected. This is from the beginning of the meeting until the end of the election of the new Chair.
 5. If no nominations have been received, nominations will take place in the meeting.
 6. Each Governor who wishes to become Chair, will be allowed 2 minutes to state their reasons to the SGB.
 7. Governors standing for election will then withdraw and not vote. Even if only one person is standing for election, this Governor will withdraw whilst the SGB deliberates.
 8. The vote will be decided by a secret vote. There is no second or casting vote in the election of Chair.
 9. In the event of a tie, steps 6 – 8 will be repeated.
 10. If the vote remains tied, the SGB agree the outcome will be decided on the toss of a coin.
 11. If nobody has indicated willingness to stand for the office of Chair, the meeting cannot continue until a Chair is elected.
 12. The process for electing the Vice Chair is the same, except the new Chair will run the proceedings.
 13. The Clerk will email the name of the elected Chair to the Governance lead, with the reasons the SGB have appointed him / her.
 14. Governance lead emails Trustees for approval.
 15. If any Trustees have questions regarding the appointment, the appointment will not be agreed by email, and will be an agenda item on the next Trust Board meeting, where the appointment will be discussed, and a decision made.
 16. The names of all Chairs will be on the next Trust Board agenda including those that have been agreed by email for formal Board ratification.
 17. Governance lead informs Clerk and SGB of the Trust Board decision.
 18. If Trust Board approval is not given, the Clerk and SGB will be informed with the reasons why, and a new election will be carried out.
- If both the Chair and Vice Chair are absent from a meeting, the SGB will elect a Chair for that meeting.
- If the Chair resigns, or has to relinquish the office for any reason, the Vice Chair will act as Chair until a successor is appointed at the next meeting of the SGB.
- If the Vice Chair resigns, or has to relinquish the office for any reason, a successor will be appointed at the next meeting of the SGB.
- If both the Chair and Vice Chair resign, or have to relinquish their offices for any reason, the SGB will hold a special meeting within 2 weeks to elect their successors.

Meetings

The SGB will meet every half term.

Quorum

The quorum for a meeting is 50% (**rounded up** to a whole number) of those Governors in post on the SGB.

Responsibilities

Responsibilities of Governors are specified within the Decision Matrix below. The SGB will comply with any guidance issued from time to time by the Trust Board as to the composition of the SGB, the carrying out of elections and any other matter affecting the functioning of the SGB, including the holding of meetings and the removal of Governors. Minutes and papers of all meetings will be uploaded to the Trust SharePoint by the Clerk.

The Board of Trustees can appoint a Trustee to sit on a SGB, for a fixed period of time, where there are concerns regarding governance. This will be in discussion with the Chair of Governors. Occasionally, the Board of Trustees may appoint this Trustee as Chair for a fixed period of time. This appointment will not be counted within the SGB composition but will have full voting rights. Decision-making of the SGB is limited to the functions delegated in the decision-making matrix.

As an advisory committee of the Trust Board, delegation to the SGB can be amended at any time.

SGB committees

Each SGB will hold a pay committee before the end of October and May to determine the pay of teaching staff and non-teaching staff in accordance with Trust Policy. In addition each SGB will hold an admissions committee to determine Academy admissions are in line with the Trust Admission policy. See Appendix B for SGB Pay and Admission Committee Terms of Reference.

Academy Head Teacher

The Head Teacher is responsible for the internal organisation, management and control of their academy, for advising on and implementing the Trust's strategic framework, for the implementation of all policies approved by the Trustees, for the direction of the teaching and the curriculum at the academy, and is line managed by the Chief Executive Officer. In addition, the Head Teacher must report to the SGB on matters for which the SGB has oversight as outlined in this document.

The Head Teacher will contextualise aims, objectives and policies, and will report to the SGB on progress at each meeting in accordance with a schedule drawn up annually with the SGB. The Head Teacher will work closely with the senior management team to this end. The Head Teacher and staff are accountable to the CEO and to the SGB for the Academy's performance and ultimately the Trust Board. The Head Teacher and the SGB will be prepared to explain its decisions and actions to the Trust Board and anyone who has a legitimate interest. This may include staff, pupils and parents as well as the Secretary of State, Education and Skills Funding Agency ("ESFA") and Local Authority. The Head Teacher will comply with any reasonable direction by the Trust Board, Executive Team or SGB when acting on the Trust's behalf. The Head Teacher will agree and monitor appropriate delegations of authority with other staff.

Decision Matrix - To support this decision matrix a scheme of delegation calendar has been devised to support the Trustees, Executive Team, SGBs and Academy Head Teachers. This must be used to support reporting schedules and Trust Board / SGB agenda setting. See Appendix C.

	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	SCHOOL GOVERNING BODY	HEAD TEACHER
GOVERNANCE	<p>Appoint and remove Members</p> <p>Appoint and remove Member Appointed Trustees</p> <p>Review and agree Articles of Association including any amendments</p> <p>Hold Annual General Meeting</p>	<p>Recommend the appointment and removal of Member Appointed Trustees.</p> <p>Appoint and remove Co-opted Trustees.</p> <p>Define role description for Trustees and Chairs of SGBs</p> <p>Set terms of reference, define membership and convene Trust Board Committees.</p> <p>Agree Code of Conduct for Trustees and SGBs</p> <p>Appoint and remove clerks to Trust Board and SGBs.</p> <p>Appoint and remove Chairs of SGBs in liaison with SGB.</p> <p>Appoint a Trustee to a SGB on a temporary basis if required.</p> <p>Ensure compliance with Articles of Association, Academies Financial Handbook and Master Funding Agreement</p> <p>Establish and review annually the Trust Governance Structure</p> <p>Annually approve Trust Admissions policy</p> <p>Determine and agree Trust wide policies and review as appropriate, including finance, safeguarding, employment, premises, employment and health and safety.</p> <p>Complete annual skills audit and recruit to fill gaps on Trust Board.</p> <p>Undertake annual self-evaluation.</p>	<p>Provide support to Trustees and SGBs with governance advice and training</p> <p>Ensure compliance with Trust Policies, regulations regarding publishing information, risk register, safeguarding, health and safety, finance and Employment.</p> <p>Implement audit and reporting recommendations for all matters of compliance including Finance, Safeguarding, Health & Safety and Employment.</p> <p>Recommend expansion or contraction of any Academy to Trustees.</p>	<p>Comply with Trust policies.</p> <p>Determine and agree Academy specific policies.</p> <p>Follow Terms of Reference for SGB Committees</p> <p>Conduct Annual Self Review and training</p> <p>Recruit and recommend the appointment and removal of SGB governors.</p> <p>Make recommendations to the Trustees regarding the appointment and removal of Chairs of SGBs.</p> <p>Set Annual Schedule of Business for SGB in line with Trust Calendar of Responsibilities.</p> <p>Implement Trust schedule of termly agenda items</p> <p>Monitor and report on matters of compliance (including safeguarding, health and safety, finance and Employment)</p> <p>Complete annual skills audit and recruit to fill gaps</p> <p>Undertake Annual Self Evaluation</p>	<p>Ensure compliance with Trust and Academy policies.</p> <p>Report on matters of compliance (safeguarding, health and safety, premises and employment).</p> <p>Implement audit and reporting recommendations for all matters of compliance including Finance, Safeguarding, Health & Safety and Employment.</p>

		<p>Set annual Calendar of Responsibilities that includes agenda items for Trust Board and SGB meetings.</p> <p>Make audit and reporting arrangements for matters of Compliance including Finance, Safeguarding, Health & Safety and HR.</p> <p>Carry out a 360 Chairs annual performance review.</p> <p>Publish required details on Trust's governance arrangements on website and GIAS.</p> <p>Agree Academy Trust school year dates.</p> <p>Monitor Governance effectiveness in individual schools, including adherence to the Scheme of Delegation, and other agreed policies.</p> <p>Oversee arrangements for Trustees to take a role in key specific areas of governance provision where needed.</p> <p>Ensure that GDPR policies are implemented, monitored and any data breaches are captured and reported in line with statutory requirements.</p> <p>Monitor the freedom of information publication scheme and the equality objectives across the Trust.</p>		<p>Publish required details on school governance arrangements on website and GIAS.</p>	
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	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	SCHOOL GOVERNING BODY	HEAD TEACHER
STRATEGY and STANDARDS	<p>Hold the Trust Board to account for delivering the objectives in the Articles of Association.</p>	<p>Agree and review the vision and values for the Trust.</p> <p>Develop, approve and monitor the annual Trust wide development plan including KPIs.</p> <p>Hold CEO to account for delivery of the annual Trust wide development plan.</p> <p>Hold to account and support SGB's in meeting the objectives of their school development plans.</p> <p>Appoint and dismiss CEO.</p> <p>Performance management of CEO.</p> <p>Agree Trust Executive structure, in line with agreed budget.</p> <p>Receive school development plans.</p> <p>Set the strategy for income generation.</p> <p>Agree arrangements for Achievement and Quality of Educations and other eg safeguarding whole Trust reviews.</p>	<p>To develop and deliver the Trust wide annual development plan, including KPIs, with Trustees, SGBs and Headteachers.</p> <p>To monitor and report on performance against KPIs and targets and to take action as necessary to meet targets.</p> <p>Hold to account and support Headteachers in meeting the objectives of school development plan, progress and attainment targets and KPIs.</p> <p>Design and implement effective interventions to address areas of weakness within individual schools.</p> <p>Arrange whole Trust reviews eg safeguarding, achievement and quality of Education as needed.</p> <p>Agree academy staffing structure, in line with agreed budget.</p> <p>Appoint, suspend and dismiss the Executive team in consultation with Trustees.</p> <p>Appoint Headteacher with selection panel in liaison with Trustees and SGB.</p> <p>Suspend and dismiss Headteacher in liaison with Trustees and SGB.</p> <p>Appraise and manage performance of Headteachers in consultation with SGB.</p>	<p>Agree an annual academy development plan with the Headteacher that is in line with Trust strategy & vision, Trust wide annual development plan, and the analysis of the annual academy self-evaluation, which includes targets for progress, attainment, curriculum development and qualification offer.</p> <p>Challenge the Headteacher on progress and attainment of pupils against targets and Academy KPIs including vulnerable groups and those eligible for Pupil Premium.</p> <p>Review and monitor risk and highlight issues to Trust Board.</p> <p>Support the Headteacher in addressing weaknesses and in responding to recommendations following Trust reviews and inspections.</p> <p>Recommend changes to admissions policy and other Trust Policies to the Trust Board, in liaison with other SGBs.</p> <p>Participate in the appointment of the Head Teacher in consultation with Trustees and CEO.</p> <p>Recommend the suspension and dismissal of the Headteacher to the Trustees and CEO.</p>	<p>Develop an annual academy development plan in consultation with executive leaders and SGB, in line with the Trust wide annual development plan, that includes targets for progress, attainment, curriculum development and qualification offer.</p> <p>Deliver on academy development plan and to implement strategies for meeting targets and Academy KPIs.</p> <p>Design and implement the academy curriculum in line with the academy development plan.</p> <p>Determine and recommend to Executive Leaders academy staffing structure in line with Trust KPIs and budget.</p> <p>Oversee all staff appointments, in line with agreed employment policies and structure, for the delivery of the curriculum and the school development plan in consultation with the SGBs.</p> <p>Undertake Annual Academy Self Evaluation to identify strengths and weaknesses.</p> <p>Design and implement action plans to implement recommendations from Self-Evaluation and internal and external inspections /audits / reviews.</p>

			CEO to appraise and manage the performance of the Executive Team in liaison with the Trustees.		<p>Develop and implement the school extended/enrichment provision.</p> <p>Appraise and manage staff in line with agreed Trust policies.</p>
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	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	SCHOOL GOVERNING BODY	HEAD TEACHER
FINANCE and OPERATIONS	<p>Receive: audited Annual Report; Financial Statements; Audit Management Letter and recommendations; report from responsible Officer at annual general meeting.</p>	<p>Set overall Finance and Budgeting strategy for the Trust.</p> <p>Establish and review Trust wide Finance Policy & Procedures Manual (including budgeting procedures, reserves policy, writing off debts and financial scheme of delegation.)</p> <p>Agree budget plan to support delivery of Trust priorities and development plan.</p> <p>Approve annual budgets and three-year plans.</p> <p>Approve central service budget and top slice contributions payable by academy and review annually.</p> <p>Receive and review monthly management accounts, set KPI's and monitor progress.</p> <p>Set Pay Policy across the Trust including levels of executive pay and monitor consistency of application. Review and approve pay recommendations for Executive Leaders and Headteachers through a convened Pay Committee.</p> <p>Appoint External & Internal auditors, determine schedule of work and ensure recommendations are implemented.</p> <p>Receive and respond to external auditor's report annually.</p>	<p>Create annual central service budget, in consultation with SGBs and to propose top slice contributions to Trust Board.</p> <p>Agree academy annual budgets and three-year plans with Headteachers.</p> <p>Lead on implementing the strategy for income generation.</p> <p>Provide monthly management accounts for the Trust Board with commentary.</p> <p>Make pay recommendations for Executive and Headteachers to the Trust Board Pay Committee yearly.</p> <p>Implement recommendations from internal and external auditors.</p> <p>Recommend to the Trust Board the maximum level of delegated</p>	<p>Work with Headteacher to propose annual budget and three-year plan in line with Trust Financial Policy, financial KPI targets and procedures to Executive Leadership.</p> <p>Receive academy monthly management accounts.</p> <p>Hold Headteacher to account for meeting budget and financial KPIs.</p> <p>Convene Pay Committee to review and approve as appropriate Headteacher's recommendations for staff pay progression following Trust guidelines and policies.</p>	<p>Propose annual budget and three-year plan in line with Trust budget procedure, financial KPI targets and Reserve Policy.</p> <p>Implement all recommendations from Trust and academy reviews.</p> <p>Make recommendations for staff pay progression to SGB Pay Committee based on Pay Policy set by the Trust.</p>

		<p>Receive and respond to responsible officer report termly.</p> <p>Review and monitor risk register for the whole trust.</p> <p>Approve maximum level of spending as recommended by Executive Leaders.</p> <p>Agree an expense policy for staff, Trustees and Governors.</p> <p>Review and approve trust wide procurement strategies and efficiency savings programme</p>	<p>spending to be given to SGBs and Headteachers.</p> <p>Agree Academy Risk Registers and Business Continuity Plans.</p> <p>Monitor Trust premises, including compliance with health and safety regulations and policy.</p> <p>Monitor Trust employment processes, including compliance with employment law and policy.</p> <p>Develop trust wide procurement strategies and efficiency savings programme</p>		<p>Develop academy risk register and Business Continuity plan.</p> <p>Review academy premises, ensuring compliance with health and safety regulations and Trust Policy.</p> <p>Compliance with all Trust HR Policies.</p>
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	MEMBERS	TRUSTEES	EXECUTIVE LEADERS	SCHOOL GOVERNING BODY	HEAD TEACHER
PEOPLE, COMMUNITY, COMMUNICATIONS		<p>Set policy for appraisal and performance management for all staff in the Trust.</p> <p>Engage with SGBs and key Trust stakeholders.</p> <p>Set Staff Development Policy for the Trust.</p> <p>Set policy for annual surveys of staff, pupils and parents/carers.</p> <p>Review collated analysis of results to inform decision making and Trust development.</p> <p>Ensure effective communication across the Trust (including SGBs and Headteachers).</p> <p>Monitor Trust culture and environment is in line with Trust vision, ethos and values.</p>	<p>Support Headteachers with implementation of Staff Development Plans and Appraisal Policy</p> <p>Promote the Trust and engage with stakeholders and the wider community</p> <p>Spot talent in the organisation in consultation with the Head Teachers and plan for succession</p> <p>Oversee the maintenance of the Single Central Record for the Trust</p> <p>Monitor academy response to annual surveys of staff, parents/carers.</p> <p>Develop and maintain effective relationships with the Department for Education (DFE), National and Regional Schools Commissioners (RSCs), School Headteachers and CEOs, Trust Headteachers and Chairs of School Governing Bodies</p> <p>Develop and maintain effective communication processes between SGBs, Headteachers, Executive Leaders and Trustees at all times</p> <p>Review the annual surveys of staff, parents/carers and identify and respond to common matters arising</p>	<p>Review analysis of surveys of staff and parents/carers to ascertain key issues and inform academy development.</p> <p>Ensure effective communication between SGBs and Trustees at all times through Chairs meetings and reports to the Trust Board.</p> <p>Ensure the individual character and ethos of the school is upheld - which is consistent with Trust Ethos, Vision and Values - and is communicated to all stakeholders.</p> <p>Monitor compliance with safeguarding policy and the Academy Single Central record.</p>	<p>Implement Staff Development and appraisal policies.</p> <p>Undertake annual surveys of staff, pupils and parents/carers and report to Trust Board.</p> <p>Collate and analyse responses to inform academy development. Communicate with stakeholders what is being done as a result of their views.</p> <p>Maintain the individual character and ethos of the school – which is consistent with Trust Ethos, Vision and Values - ensuring this is conveyed at all times internally and externally.</p> <p>Implement safeguarding policy and ensure Academy compliance</p>

Appendix A – Trust Appointed Governor Recruitment Templates

The Role of Trust Appointed Governors

The role of those serving on a School Governing Body (SGB) is an important one, ensuring there is local responsibility for the performance of the Trust and the academy, and that the academy serves its community. Those serving on a SGB are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the Trust and the academy, exercising reasonable care and skill, having particular regard to personal knowledge and experience.

Responsibilities of Trust Appointed Governors

- ensure implementation of the strategic vision of the Trust and the academy;
- support the Trust Board in developing and maintaining effective links within the Academy community, communicating openly and frequently as appropriate and ensuring that the academy meet their responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils;
- support and challenge the academy's senior leadership team in implementing the agreed school development plan and policies;
- review and agree specific academy policies;
- provide advice and feedback to the Trustees as sought;
- ensure the implementation of any Trust / academy plan;
- undertake all and any appropriate community consultation;
- provide a point of contact for parents, carers and other members of the local community;
- maintain effective links with the local community.

Job Description of Trust Appointed Governors

- work as a team;
- attend meetings and be prepared to contribute to discussions and commit to agreed actions;
- be respectful of the views of others and to be open to new ideas and thoughts;
- treat all confidential information confidentially;
- act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy;
- develop a deep understanding of the vision and ethos of the Trust and its Academy and the roles played by all individuals in fulfilment of the Trust's mission;
- understand the policies and procedures of the Trust and how these are implemented in the Academy;
- support the Trust in public and act as an ambassador of the Trust and the Academy;
- commit to training and skills development;
- be focused on problem solving and be ready to learn from past experiences;
- act in accordance with any authority delegated, including complying with any regulation or requirement of those from whom delegated authority is received;
- adhere to the Academy Code of Practice in their conduct;
- evidence the values of Langley Park Learning Trust in communications and action;

Trust Appointed Governor Application Form

Name of School Governing Body:

1. Personal details

Title	
First Name	
Surname	
Previous Surnames	
Home address	
Postcode	
Daytime phone no	
Home phone no	
Mobile no	
E-mail address	
Do you require any additional assistance to be able to attend meetings (special parking, ground floor venue, sign language interpreter, large print, wheelchair access, etc.)	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please specify:
Employment Details (if applicable): Occupation Brief description of what your role entail Work address (inc. postcode)	

2. References

Please provide contact details of 2 referees who we can contact about your application. They should have known you for at least 2 years and should preferably be your employer, or someone you know through voluntary work. They could be someone you know through your personal life, but never a relative.

	Referee 1:	Referee 2:
Name		
Contact address		
Postcode		

Phone number		
E-mail address		

Are you, or have you been a governor before? If yes, please provide the following details:		Yes <input type="checkbox"/> No <input type="checkbox"/>
School:	Appointment Dates:	Reason for Leaving:

3. Reasons for applying

Please explain why you are interested in becoming a Trust Appointed Governor at this Langley Park Learning Trust Academy. Identify your skills and experiences and how these will help you become an effective governor and member of the school governing body. Please consider your interests, work and life experiences, as well as any voluntary work you have done when identifying your skills and experiences. You may find it helpful to link your response to the role and person description included with this form.

- ☐ I am a parent of a child currently attending this Langley Park Learning Trust school (please tick if applies.)
- ☐ I am a parent of a child currently attending a different Langley Park Learning Trust school (please tick if applies.)

Declaration

I declare that I:

- Am not disqualified from serving as a School Governor (see below eligibility criteria).
- Have not been convicted of any disclosable criminal offence.
- Have not been known to any children's services department or to the police as being a risk or potential risk to children.
- Have not been the subject of any disciplinary investigation and/or sanction by an organisation due to concerns about my behaviour towards children.
- Agree, if appointed as a governor, to checks being made on any criminal record applicable to me.
- Have accurately fully completed all parts of this form to the best of my knowledge.
- Understand that any major omission or inaccurate information relevant to my governor application could lead to me being asked to resign or being disqualified.
- Understand the commitment I am making and will undertake relevant training and participate in the work of the governors, both at meetings and in other academy related activities.
- Would like to join the School Governing Body of this Langley Park Learning Trust Academy as a Trustee Appointed Governor.

Signature

Date

Eligibility Criteria

I am not disqualified from serving as a School Governor and that I:

- am aged 18 or over.
- am not the subject of a bankruptcy restriction order, an interim bankruptcy restriction order, a debt relief restriction order or an interim debt relief restriction order.
- have not had my estate sequestrated and the sequestration order has not been discharged, annulled or reduced.
- have not been declared bankrupt, and my estate has not been seized from my possession for the benefit of any creditors and the declaration or seizure has been discharged, annulled or reduced.
- am not subject to a disqualification order or a disqualification undertaking under either the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002, or a disqualification order under the Companies (Northern Ireland) Order 2002.
- am not subject to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- have not been removed from the office of trustee for a charity: by an order made by the Charity Commission or Commissioners or High Court on grounds of any misconduct or mismanagement in the administration of the charity, for which I was responsible or to which I was privy, or to which my conduct contributed to or facilitated; or under Section 34 of the Charities and Trustees Investment (Scotland) Act 2005 from being concerned in the management or control of any body.
- have not been removed from office as an elected governor within the last five years.
- am not disqualified from acting as a Trustee and I have not been convicted of any offence which falls under section 178 of the Charities Act 2011, or any re-enactment or modification of that provision, or by any provision in the Companies Act 2006.
- am not included in the list of people considered by the Secretary of State as unsuitable to work with children or young people.
- have not been found to be unsuitable by the Secretary of State under the provisions of the funding agreement.
- have not been subject to a direction of the Secretary of State under section 142 of the Education Act 2002 or section 128 of the Education and Skills Act 2008.
- am not barred from any regulated activity relating to children.
- have not been disqualified from working with children or from registration for childminding or providing day care.
- am not disqualified from being an independent school proprietor, teacher or employee by the Secretary of State.
- have not been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 (and as amended) and excluding any offence for which the maximum sentence is a fine or a lesser sentence.

- have not received a sentence of imprisonment (whether suspended or not) in the UK or elsewhere, for a period greater than three months (without the option of a fine) in the five years ending with the date preceding the date of appointment / election as a governor or since becoming a governor. *
- have not received a prison sentence of 2.5 years or more in the 20 years ending with the date preceding the date of appointment / election as a governor. *
- have not at any time received a prison sentence of five years or more. *
- have not been convicted and / or fined for causing a nuisance or disturbance on school or educational premises during the five years ending with the date immediately preceding appointment / election or since appointment or election as a governor.
- understand that I will be disqualified from holding or continuing to hold office if I do not make an application to the Disclosure and Barring Service for a criminal records certificate, through the school, and if I do not provide to the Chair of the Board a criminal records certificate at an enhanced disclosure level.
- understand that if in the opinion of either the Chair or the Principal / Head Teacher the certificate discloses any information which would confirm my unsuitability to work with children that I will be disqualified.

*any conviction by or before a court outside the UK, of an offence which under UK law would not have constituted an offence will be disregarded.

Appendix B – SGB Committee Terms of Reference

Admissions Committee

Purpose

This committee has the responsibility to consider applications for admission to the academy and decide on the admission of pupils in accordance with the Langley Park Learning Trust published admissions policy and criteria. The Chair will be appointed by the School Governing Body (SGB) at the first SGB meeting of the academic year.

Membership

Membership will consist of at least 3 governors and the Head Teacher. A Governor should withdraw if the applicant is well known to him/her.

Clerking

The Academy clerk will clerk this committee. In the event this is not possible, a cover clerk will be arranged. Only in rare circumstances will the clerk be a governor of the committee.

Quorum

Three governors.

Frequency and conduct of meetings

- The Chair of the Committee shall be appointed by the SGB. The Head Teacher may not Chair the Committee.
- The Committee will meet when admission decisions must be made and in line with the timeframe in their policy.
- The agenda and all associated papers must be prepared and distributed at least seven days before the meeting.
- The draft minutes must be typed, approved by the committee chair and distributed to committee governors within 14 days of the meeting.

Responsibilities

- To keep the admissions arrangements under review and make recommendations to the Trust Board for change to the Admissions Policy, relevant documentation and admissions process.
- To determine applications for admission in accordance with the Trust's published Admissions Policy.
- To ensure that any consultation process on the School's admission arrangements is effected within the specified timetable, and within the process that the Trust Board has approved.
- To submit minutes which record decisions made, actions to be taken and/or recommendations for consideration to the Trust.
- To authorise the Head Teacher to admit applicants outside the normal admission round, in accordance with the Trust's published Admissions Policy and up to the school's Standard Number for Admissions, but, where there are more applications than places these will be referred to the Admissions Committee for a decision.
- To ensure that the admissions process, including the criteria and related documentation, are clear and transparent and are available to the parents and carers of prospective students in printed form and in electronic form on the school website.
- To ensure that appropriate arrangements are in place for parents/carers to appeal the Committee's decision not to offer a place, in accordance with procedures approved by the Trust and that those arrangements are effectively communicated to parents/carers.
- To monitor arrangements for the admission of pupils and any associated appeals process and to inform the Trust of any appropriate issues.
- To determine any other issues referred to the Committee by the Trust.

- To keep the Terms of Reference under review and recommend any changes to the Trust prior to the last Full SGB meeting of the academic year.
- To report to the Trust any action taken within the powers delegated to the committee.

Pay Committee

Purpose

This committee has the responsibility to review the pay of staff annually, following the appropriate Trust Pay Policy. The committee will take decisions regarding staff pay following consideration of the recommendations made by pay reviewers and the advice of the Head Teacher.

Membership

Membership will consist of at least 3 governors and the Head Teacher. A Governor should withdraw if the applicant is well known to him/her.

Clerking

The Academy clerk will clerk this committee. In the event this is not possible, a cover clerk will be arranged. Only in rare circumstances will the clerk be a governor of the committee.

Quorum

Three governors.

Frequency and conduct of meetings

- The Chair of the Committee shall be appointed by the SGB. The Head Teacher may not Chair the Committee.
- The Committee will meet when admission decisions must be made and in line with the timeframe in their policy.
- The agenda and all associated papers must be prepared and distributed at least seven days before the meeting.
- The draft minutes must be typed, approved by the committee chair and distributed to committee governors within 14 days of the meeting.

Responsibilities

- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Director of HR, as appropriate and at least annually, to ensure the Pay Policy remains fit for purpose and up to date.
- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions.
- To oversee the annual pay review for each member of staff, including the leadership group, based on the criteria set out in the Pay Policy.
- Based on recommendations from the Head Teacher, make the determination about all applications to the upper pay range, ensuring an evidence trail is in place to support the recommendations and final decision.
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales.
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the SGB.
- To recommend to the SGB the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews.
- To quality assure and moderate the processes for pay progression.
- To review annually trends in pay progression, including an analysis of progression across specific groups of staff.

- Decisions about starting salary for members of staff (except the Head Teacher) will be delegated to the Head Teacher or selection panel as appropriate, ensuring within Academy budget.
- In the case of a new Head Teacher appointment, the CEO will determine the salary range, and the determination of the starting salary will be made by the CEO and the selection panel under their delegated powers.
- Ensure Governors on the Pay Committee have attended relevant up-to-date training and understand their roles and responsibilities with regards to both pay review and any pay appeals that may arise.

Appendix C – Scheme of Delegation: Calendar of Agenda Items

TRUSTEES

Half-term				
	Full Trust Board	Resource and Finance Committee	Audit and Risk Committee	Standards, Data and Performance Committee
HT 1	<ul style="list-style-type: none"> - Appoint Chairs of SGBs - Approve the Trust Governance Structure, including Link Trustees - Agree membership and Chair of Trust Committees - Approve Scheme of Delegation - Approve Terms of Reference for Trustee committees - Trustees to agree and sign Code of Conduct - Compliance with KCSIE 2020 - Trustees to sign declarations of pecuniary and non-pecuniary interest - Approve Trust-wide survey plan for the year - Appoint Chair and Vice Chair of the Board and Trust Committees. - Approve all SGB documentation - Receive and approve policies as per policy matrix 	<i>Not scheduled to meet</i>	<i>Not scheduled to meet</i>	<ul style="list-style-type: none"> - Approve Staff Professional Development Plan - Receive and approve policies as per policy matrix - Approve the Trust Development Plan, including progress and attainment targets - Ensure Trust Development Plan key priorities are shared with the SGBs - Approve the Staff Professional Development Plan

HT 2	<ul style="list-style-type: none"> - Approve Annual Audited Accounts (early December) - Review results of Trust surveys and resultant actions - Consider feedback from SGB meetings - CEO Appraisal 	<ul style="list-style-type: none"> - Review Monthly Management Accounts - Review KPI dashboard - Approve audited accounts, including the Trustees' Report within - Review Monthly Management Accounts 	<ul style="list-style-type: none"> - Review draft Audit Management Letter and determine an action plan - Review Audit Reports and ensure actions are implemented - Approve Risk Policy and all Risk Registers - Agree Audit Schedule (informed by Risk Registers) - Review internal controls and financial management systems - 	<ul style="list-style-type: none"> - Review Progress and Attainment data from summer - Approve KPI schedule (dashboard format) - Review Safeguarding Audit results for the Trust and implications
	<p><i>Pay committee – HT 2</i></p> <ul style="list-style-type: none"> - Set Pay Policy for the Trust including levels of Executive pay - Review and approve pay recommendations for CEO and Headteachers 	<ul style="list-style-type: none"> - Review Premises Condition Report / Capital Spend Plan - Review any urgent unbudgeted business cases 		
	<p><i>Admissions Committee – HT 2</i></p> <ul style="list-style-type: none"> - Agree annual Admissions policy as necessary 	<ul style="list-style-type: none"> - Approve annual Central Service Budget top-slice contributions - Receive and respond to Responsible Officer Report termly (Accounting Officer - CEO) - Set Finance and Budget Strategy, including income generation strategy - Review relevant sections of the Trust Development Plan 		

HT 3	AGM <ul style="list-style-type: none"> - Recommend the appointment and removal of Trustees or Members - Receive Annual Report 	<i>Not scheduled to meet</i>	<ul style="list-style-type: none"> - Review audit reports and ensure actions are implemented - Monitor Trust Risk Register 	<i>Not scheduled to meet</i>
HT 4	<ul style="list-style-type: none"> - CEO mid-year appraisal - Approve Annual Budget and 3-Year Plans - Approve income generation schemes (part of budgets) - Approve Trust-wide Procurement Efficiencies Strategy - 360 Chairs' performance reviews to happen across all groups - Annual evaluation of the effectiveness of the Trust Board, and implementation of actions - Monitor implementation of any Trust-wide external reviews - Review results of Trust surveys and resultant actions - Approve pay recommendations for Executive team 	<ul style="list-style-type: none"> - Review Monthly Management Accounts - Review KPI dashboard - Approve the 3-year Budget Forecast Return (BFR3Y) for submission to the ESFA in May - Review any urgent unbudgeted business cases - Review Premises Condition Report / Capital Spend Plan - Receive Responsible Officer (Accounting Officer - CEO) Report termly - Receive and approve 3-year Estate Development and Maintenance Plans Set overall - Review relevant sections of the Trust Development Plan 	<i>Not scheduled to meet</i>	<ul style="list-style-type: none"> - Review KPI dashboard - Review relevant sections of the Trust Development Plan
HT 5	<ul style="list-style-type: none"> - Agree school year dates 	<ul style="list-style-type: none"> - Review Monthly Management Accounts 	<i>Not scheduled to meet</i>	<i>Not scheduled to meet</i>

	<ul style="list-style-type: none"> - Review progress against the Trust Development Plan - Review Progress and Attainment projections - Complete annual skills audit and recruit to fill skills gaps on the Board 	<ul style="list-style-type: none"> - Review KPI dashboard 		
HT 6	<ul style="list-style-type: none"> - Review results of Trust surveys and resultant actions - Approve membership of all committees - Review the Trust Governance Structure, including Link Trustees, for approval in HT1 - Review Scheme of Delegation 	<ul style="list-style-type: none"> - Review Monthly Management Accounts - Review KPI dashboard - Review any urgent unbudgeted business cases - Review Premises Condition Report / Capital Spend Plan - Receive Responsible Officer (Accounting Officer - CEO) Report termly - Review Terms of Reference for sign off in HT1 - Review Finance Scheme of Delegation - Review Finance Policy and Procedures Manual - Review relevant sections of the Trust Development Plan 	<ul style="list-style-type: none"> - Review audit reports and ensure actions are implemented - Respond and receive external auditors report - Monitor Trust Risk Register - Review Trust Related Party Transaction Disclosure Register - Review Terms of Reference for sign off in HT1 - 	<ul style="list-style-type: none"> - Review KPI dashboard - Review the Staff Professional Development Plan with the CEO for the forthcoming year - Review the draft Trust Development Plan for the forthcoming year - Review Terms of Reference for sign off in HT1

EXECUTIVE LEADERS

Half-term				
	Governance	Resource and Finance	Standards and Performance	People, Community and Comms
HT 1	<ul style="list-style-type: none"> - Implement audit and reporting recommendations - 	<ul style="list-style-type: none"> - Review and agree School Risk Registers - Present Monthly Management financial pack for review by Trustees 	<ul style="list-style-type: none"> - Finalise Trust Development Plan, including KPIs and targets - Review final School Dev Plans (inc Action plans) - Propose KPI Schedule - Report on KPI Dashboard and take action as necessary 	<ul style="list-style-type: none"> - CEO to appraise performance of Headteachers in consultation with SGBs - CEO to share Staff Professional Development Plan - Propose Trust-wide survey plan to the Trustees - CEO's mid-year appraisal of Executive Leaders
HT 2	<ul style="list-style-type: none"> - Arrange audit activity, as per agreed Audit Schedule of Work - Implement audit and reporting recommendations - Monitor safeguarding review 	<ul style="list-style-type: none"> - Present Monthly Management financial pack for review by Trustees - Distribute Annual Audited Accounts report and present to Trustees - Develop Trust Risk Register (assimilating School Risk Registers) - Assist schools with Business Continuity Plans, and create Trust Business Continuity Plan - Make pay recommendations for CEO and Headteachers - Responsible Officer (Accounting Officer - CEO) Report shared with Resource and Finance committee termly 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on Trust Development Plan - 	<ul style="list-style-type: none"> - Review Trust-wide surveys - Monitor school responses to Trust surveys

HT 3	<ul style="list-style-type: none"> - Implement audit and reporting recommendations 	<ul style="list-style-type: none"> - Present Monthly Management Accounts for review by Trustees - Work with schools to develop Annual Budgets and 3-Year Plans - Compile Trust Premises Condition Report and share with Trustees - Trust's audited financial statements for the year ended 31st August are available for review on the Trust's website by 31st January 2020 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on Trust Development Plan 	
HT 4	<ul style="list-style-type: none"> - Implement audit and reporting recommendations - Make pay recommendations for executive leaders 	<ul style="list-style-type: none"> - Present school fundraising opportunities - Present Monthly Management Accounts for review by Trustees - Develop Trust-wide Procurement and Efficiency Strategy and present to Trustees - Create annual Central Service Budget, in consultation with SGBs and to propose top slice contributions to Trust Board. - Agree school Annual Budgets and three-year plans with HTs - Responsible Officer (Accounting Officer - CEO) Report shared with Resource and Finance committee termly - 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on Trust Development Plan (mid-year review) 	<ul style="list-style-type: none"> - CEO's mid-year appraisal of Headteachers in consultation with SGBs - CEO to appraise performance of Executive Leaders - Agree school staffing structures - Review Trust-wide surveys - Monitor school responses to Trust surveys
HT 5	<ul style="list-style-type: none"> - Implement audit and reporting recommendations 	<ul style="list-style-type: none"> - Present Monthly Management Accounts for review by Trustees - Present the 3-year Budget Forecast Return for review and approval - submit audited financial statements to Companies House by 31st May 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on Trust Dev Plan 	

HT 6	<ul style="list-style-type: none"> - Implement audit and Reporting recommendations - Review and propose each committee's Terms of Reference 	<ul style="list-style-type: none"> - Present Monthly Management Accounts for review by Trustees - Responsible Officer (Accounting Officer - CEO) Report shared with Resource and Finance committee termly - Review Financial Limits of Authority and give to SGBs and Head Teachers 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on Trust Development Plan - Draft the Trust Development Plan - Review first draft of school Self-Evaluations and School Dev Plans 	<ul style="list-style-type: none"> - Review Trust-wide surveys - Monitor school responses to Trust surveys

SCHOOL GOVERNING BODY

Half-term				
	Governance	Resource and Finance	Standards and Performance	People, Community and Comms
HT 1	<ul style="list-style-type: none"> - Review any audit reports and required actions - Complete Governor declarations of pecuniary and non-pecuniary interest. - Governors to sign Trust Code of Conduct - Attendance at Chair of Governors working group - Ensure school publishes required details on school governance arrangements on website and GIAS - Implement actions and training from previous term's Self-Evaluation process - HT performance management with CEO 	<ul style="list-style-type: none"> - Receive school monthly management accounts - Review performance against financial KPIs - Review School Risk Register - Convene Pay Committee to approve HT's pay recommendations for teachers - Seek Director of Finance / Trustee approval for unbudgeted commitments 	<ul style="list-style-type: none"> - Discuss progress and attainment data from summer - Receive KPI Dashboard format - Review and comment on draft Self-Evaluation and School Dev Plan 	<ul style="list-style-type: none"> - Receive CEO's Staff Professional Development Plan and ensure implementation - Review DBS register and self-nomination register - Monitor school culture and environment is in line with Trust vision, ethos and values
HT 2	<ul style="list-style-type: none"> - Review any audit reports and required actions - Ensure school publishes required details on school governance arrangements on website and GIAS - Monitor compliance with all Trust Policies 	<ul style="list-style-type: none"> - Receive school monthly management accounts - Review performance against financial KPIs - Review School Risk Register - Seek Director of Finance / Trustee approval for unbudgeted commitments 	<ul style="list-style-type: none"> - Review and approve final draft of Self-Evaluation and School Dev Plan - Monitor progress against the School Development Plan and KPI Dashboard 	<ul style="list-style-type: none"> - Review, Monitor and respond to Trust surveys - Receive Report re safeguarding concerns, GDPR breaches, complaints and exclusions
HT 3	<ul style="list-style-type: none"> - Review any audit reports and required actions 	<ul style="list-style-type: none"> - Receive school monthly management accounts 	<ul style="list-style-type: none"> - Monitor progress against the School Development Plan and KPI Dashboard 	<ul style="list-style-type: none"> - Review progress against the Staff Professional Development Plan

	<ul style="list-style-type: none"> - Attendance at Chair of Governors Working group - Ensure school publishes required details on school governance arrangements on website and GIAS 	<ul style="list-style-type: none"> - Review performance against financial KPIs - Review School Risk Register - Seek Director of Finance / Trustee approval for unbudgeted commitments - Review and recommend income generating opportunities to Executive - Monitor School Premises Condition report 		<ul style="list-style-type: none"> - Review DBS register and self-nomination register - Monitor school culture and environment is in line with Trust vision, ethos and values
HT 4	<ul style="list-style-type: none"> - Review any audit reports and required actions - Ensure school publishes required details on school governance arrangements on website and GIAS - Monitor compliance with all Trust Policies 	<ul style="list-style-type: none"> - Convene Pay Committee to approve HT's pay recommendations for non-teachers - Receive school monthly management accounts - Review performance against financial KPIs - Review School Risk Register Review - Seek Director of Finance / Trustee approval for unbudgeted commitments 1st draft of Annual Budget and 3-year Plan in late February - Approve final Annual Budget and 3-year Plan in late March 	<ul style="list-style-type: none"> - Monitor progress against the School Development Plan and KPI Dashboard 	<ul style="list-style-type: none"> - Review, Monitor and respond to Trust surveys - Receive Report re safeguarding concerns, GDPR breaches, complaints and exclusions
HT 5	<ul style="list-style-type: none"> - Review any audit reports and required actions - Attendance at Chair of Governors Working Group 	<ul style="list-style-type: none"> - Receive school monthly management accounts - Review performance against financial KPIs - Review School Risk Register 	<ul style="list-style-type: none"> - Monitor progress against the School Development Plan and KPI Dashboard 	<ul style="list-style-type: none"> - Review DBS register and self-nomination register - Monitor school culture and environment is in line

	<ul style="list-style-type: none"> - Ensure school publishes required details on school governance arrangements on website and GIAS 	<ul style="list-style-type: none"> - Seek Director of Finance / Trustee approval for unbudgeted commitments 		with Trust vision, ethos and values
HT 6	<ul style="list-style-type: none"> - Review any audit reports and required actions - Ensure school publishes required details on school governance arrangements on website and GIAS - Complete SGB skills audit - Undertake annual Self-Evaluation of the SGB and plan training requirements for following year - Monitor compliance with all Trust Policies 	<ul style="list-style-type: none"> - Receive school monthly management accounts - Review performance against financial KPIs - Review School Risk Register - Seek Director of Finance / Trustee approval for unbudgeted commitments 	<ul style="list-style-type: none"> - Monitor progress against the School Development Plan and KPI Dashboard - Review and approve HT's first draft of Self-Evaluation and School Dev Plan 	<ul style="list-style-type: none"> - Review, Monitor and respond to Trust surveys - Receive Report re safeguarding concerns, GDPR breaches, complaints and exclusions

HEADTEACHERS

Half-term				
	Governance	Resource and Finance	Standards and Performance	People, Community and Comms
HT 1	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Review and update School Risk Register and present to SGB - Recommendations for teaching staff pay progression to SGB Pay Committee based on Trust Pay Policy (must be done by end of first ½ term) - Present monthly finance accounts to SGB 	<ul style="list-style-type: none"> - Finalise Self -Evaluation and School Dev Plan, including KPIs (in synch with Trust DP) - Report on KPI Dashboard and take action as necessary - Report to SGB on progress 	<ul style="list-style-type: none"> - End of year appraisals of teaching staff - Receive and implement CEO's Staff Professional Development Plan

HT 2	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Develop School Business Continuity Plan with Trust team - Present monthly finance accounts to SGB - Start reviewing long-term financial strategy ahead of budget process in Spring term 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on School Dev Plan (inc Action Plan) - Report to SGB on progress 	<ul style="list-style-type: none"> - Monitor Trust surveys and add actions to School Dev Plan where necessary - Report to SGBs re safeguarding concerns, complaints and exclusions
HT 3	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Develop Annual Budget and 3-year Plan - Review and report to SGB on Premises Condition - Appraisal of non-teaching staff - Present monthly finance accounts to SGB - Report to Executive potential school fundraising opportunities for approval 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on School Dev Plan (inc Action Plan) - Report to SGB on progress 	
HT 4	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Recommendations for non-teaching staff pay progression to SGB Pay Committee based on Trust Pay Policy - Propose 1st draft of Annual Budget and 3-year Plan to SGB by late February - Propose school staffing structure to SGB and CEO - Present monthly finance accounts to SGB 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on School Dev Plan (inc Action Plan) - Report to SGB on progress 	<ul style="list-style-type: none"> - Mid-year appraisals of teaching staff - Monitor Trust surveys and add actions to School Dev Plan where necessary - Report to SGBs re safeguarding concerns, complaints and exclusions

HT 5	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Present monthly finance accounts to SGB 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on School Dev Plan (inc Action Plan) - Report to SGB on progress 	
HT 6	<ul style="list-style-type: none"> - Report on matters of compliance as per the Audit Schedule. Add actions to School Dev Plan where necessary - Report to SGBs 	<ul style="list-style-type: none"> - Review premises and report to SGB - Present monthly finance accounts to SGB - Agree budget allocations for curriculum areas for the next year 	<ul style="list-style-type: none"> - Report on KPI Dashboard and take action as necessary - Report on School Dev Plan (inc Action Plan) - First draft of Self-Evaluation and School Dev Plan, for approval by SGB - Report to SGB on progress 	<ul style="list-style-type: none"> - Monitor Trust surveys and add actions to School Dev Plan where necessary - Report to SGBs re safeguarding concerns, complaints and exclusions