

In partnership to
Educate, Nurture & Empower



Abbey Multi Academy Trust

POLICIES & PROCEDURES

**Scheme of Delegation
2022/2023**

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SCHEME OF DELEGATION 2022 - 2023

1. INTRODUCTION

- 1.1. Abbey MAT ("the Trust") is a multi-academy trust which operates as a charity and company limited by guarantee. The Trust is governed by a Board of Trustees ("the Trustees") who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust.
- 1.2. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Company and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3. Where an individual academy is a designated Church of England academy, the Trustees are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure 1991, and to the Trustees (as that term is defined in the Articles) to ensure that the Academy is conducted as a Church of England school.
- 1.4. In order to discharge these responsibilities, the Trustees may appoint people with appropriate skills and knowledge to serve on local governing bodies (LGBs) to assist with the good governance of each academy in accordance with paragraph 4 of this Scheme and Articles 100 - 106.
- 1.5. This Scheme explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of its academies, the respective roles and responsibilities of the Trustees and the members of LGBs and their commitments to each other to ensure the success of the academies.
- 1.6. It is intended that a LGB shall be established for each academy. For the avoidance of doubt a LGB may be delegated responsibility for more than one academy.
- 1.7. This Scheme has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Trust's Articles and it should be read in conjunction with those Articles as well as with:
 - i. the Trustees' strategic plans and policies;
 - ii. any budget set for an Academy; and
 - iii. any directions given or rules and regulations set by the Trustees.
- 1.8. References in this Scheme to numbered Articles shall be to the relevant provision of the Articles.

2. ETHOS AND MISSION STATEMENT

2.1. Abbey MAT's mission statement is: 'In partnership, to educate, nurture and empower'. Our vision is that the academies, supported by Abbey MAT, will provide an environment which is welcoming, caring, calm, disciplined and purposeful and which will stretch our young people academically, support them pastorally and help them develop socially and spiritually. The full value statement for the Trust is set out on the Trust website: <http://www.abbeymat.co.uk/>

3. TRUSTEES' POWERS AND RESPONSIBILITIES

3.1. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of schools. This is exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

3.2. The Trustees have a duty:

- i. to comply with any lawful directions issued to the Trust;
- ii. to act in the fulfilment of the Trust's objects; and
- iii. to have regard to the advice of the DBE generally and in particular in respect of upholding the Trust's objects.

3.3. Trustees will have regard to the interests of all academies for which the Trust is responsible in deciding and implementing any policy or exercising any authority in respect of an academy.

3.4. Abbey MAT's Articles (100) provide for the appointment by the Trustees of committees to whom the Trustees may delegate certain functions of the Trustees, including the appointment of local governing bodies (LGB) to manage the work of each academy.

3.5. As of the effective date of this Scheme, the Trustees have established the following as committees of the Board:

- i. An audit and risk committee (**A & R Committee**);
- ii. A finance and resources committee (**F & R Committee**);
- iii. A standards committee (**Standards Committee**); and
- iv. A performance management and remuneration committee (**PMR Committee**).

3.6. The Trustees have also resolved to establish LGBs for its academies each as a separate committee of the Board. The current list of LGBs and the academies they operate in respect of is set out in the Terms of Reference which sit alongside this Scheme.

- 3.7. In recognition of the Trustees' power under Article 105, the Scheme of Delegation Checklist (Appendix 1) details the functions delegated to each committee and LGB established by this Scheme. It notes that functions can also be de-delegated by the Trustees Board if required, particularly if delegated committees and LGBs fail to fulfil their responsibilities
- 3.8. In accordance with Article 101, the constitution, membership and proceedings of Board committees, including LGBs, are determined by Trustees, taking into account the needs of the Trust and individual academies; such matters are expressed in the Terms of Reference which sit alongside this Scheme.
- 3.9. The Trustees retain overall responsibility and ultimate decision-making authority for all the work of the Trust regardless of delegation outlined within this document, and are therefore ultimately entitled to:
- i. Overrule a decision of a committee or LGB;
 - ii. Remove delegated powers from a committee or LGB;
 - iii. In the most serious of situations, replace or suspend a LGB.

4. APPOINTMENTS TO COMMITTEES AND LOCAL GOVERNING BODIES

- 4.1. All appointments to committees and LGBs will be made by the Trustees in accordance with any policy adopted by the Trustees from time to time. Such arrangements, along with the constitution, membership, and proceedings for committees and LGBs will be published in the relevant Terms of Reference and should be read in conjunction with this Scheme.

5. DELEGATED POWERS

- 5.1. Appendix 1 (Scheme of Delegation Checklist) to this Scheme sets out the general principles and levels of delegation of responsibilities from the Trustees to Committees and LGBs and from there to individuals. The Scheme of Delegation Checklist will be reviewed by the Trustees on an annual basis. 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 LGBs.

6. INTERVENTION

- 6.1. The Trustees may stand down a local governing body (LGB) and appoint Governors' Advisory Board (GAB) in one or more of the following circumstances:
- i. Identification of weak governance;
 - ii. In response to the outcome of an annual review of governance or Ofsted inspection;

- iii. In response to the outcome of an Ofsted inspection where there is a rating decline or an academy moves into a category of serious weakness or requiring improvement;
 - iv. A sudden or unexpected dip in the academies mid-term performance;
 - v. Any identified safeguarding concern within the academy.
- 6.2. On appointment of the GAB, the Local Governing Body is fully disbanded and all delegated responsibilities of the LGB transfer to the GAB with immediate effect. The main function of a Trust-appointed GAB will be to secure governance of the academy, developing a sound basis for improvement and will be in place until the trigger is removed. The Trust School Improvement team will work in partnership with the GAB to determine priorities and set targets.
- 6.3. Abbey MAT does not adopt a one size fits all approach and is committed to appointing GAB's which are small, focused groups. Members will be chosen on a case-by-case basis in accordance with the skill and knowledge and the needs of individual academies.
- 6.4. The Chair of the GAB will be a member of the Board of Trustees or an individual of their choosing approved by the Board of Trustees.
- 6.5. A bespoke Scheme of Delegation, approved by the Trustees may be put in place in accordance with the needs of the school.
- 6.6. In general, the GAB will be responsible for the monitoring the quality of provision and standards of achievement within the academy by:
- i. Monitoring performance against targets set by the GAB;
 - ii. Monitoring the implementation of the policy framework set by the GAB and its impact on standards of achievement;
 - iii. Monitoring the academy self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the GAB;
 - iv. Ensuring the academy complies with statutory requirements;
 - v. Providing robust challenge and support to the principal and SLT;
 - vi. Monitoring and evaluating progress towards post-inspection or review action points.
- 6.7. The GAB will hold the Principal and SLT to account, and be accountable to any interested party for the academy's performance by:
- i. Receiving regular information from the Principal and SLT on the performance of all aspects of the academy;
 - ii. Ensuring that the annual academy prospectus meets statutory requirements;
 - iii. Receiving appeals on issues relating to staff grievance, capability, complaints and exclusions;

- iv. Determining how the academy's relationships with key stakeholders will be managed including what will be communicated, in what medium and how frequently;

6.8. When a school converts and joins the MAT, the CEOs will determine whether it will be allocated a LGB or GAB based on:

- i. Its latest Ofsted Inspection Report; and
- ii. The Trust's own assessment of its historical performance and future prospects, undertaken through 'due diligence' before the school transfers into Abbey MAT;
- iii. Due diligence activities connected with a number of areas, including finance, undertaken before transfer into Abbey MAT.

6.9. The CEOs reserve the right to change the school group at any time if they believe this is in the interests of both the school concerned and the wider MAT family.

7. OPERATIONAL MATTERS

7.1. Committees and LGBs shall comply with the obligations set out in their Terms of Reference/Standing Orders and in Appendix 1 to this Scheme (Scheme of Delegation Checklist) which deal with the day-to-day operation of, and delegation of responsibilities to, each LGB and committee.

7.2. Each LGB will adopt and will comply with all policies of the Trustees communicated to the LGB from time to time.

7.3. Both the Trustees and all LGB members have a duty to act with integrity, objectivity and honesty in the best interests of the Trust and the academies and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

7.4. Each LGB will review its policies and practices on a regular basis, having regard to recommendations made by the Trustees from time to time, in order to ensure that the governance of the academy for which it is responsible is best able to adapt to the changing political and legal environment.

7.5. Each LGB shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.

7.6. The LGB of any Trust designated Church of England Academy shall submit to any inspections by the Trustees, and any inspections pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican and Methodist Schools).

7.7. Each LGB shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees

expressly reserve the unfettered right to review or remove any power or responsibility conferred on a LGB under this Scheme in such circumstances.

8. WORKING TOGETHER AS A TRUST

8.1. In addition to the provisions contained within this Scheme of Delegation, all those involved with governance within the Trust's community will be asked as part of our vision to work in partnership to educate, nurture and empower our students and our employees so that everyone can flourish and live 'life in all its fullness' by contributing to the following:

- i. The development and maintenance of school policies;
- ii. The sharing of best practice through school-to-school support; provision of emergency cover for panels, etc.;
- iii. Mentoring and coaching of staff and governance colleagues; and
- iv. Participation in the recruitment, training and appraisal of themselves and others within our governance community.

9. ANNUAL REVIEW AND TERMINATION

9.1. This Scheme shall operate from the Effective Date.

9.2. This Scheme may be terminated by the Trustees at any time by giving notice in writing to the LGBs.

9.3. The Trustees will have the absolute discretion to review this Scheme at least on an annual basis and to alter any provisions of it.

9.4. In considering any material changes to this Scheme or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the LGBs

9.5. The latest version of this Scheme will be published on the Trust's website at www.abbeytrust.org.

APPENDIX 1: SCHEME OF DELEGATION CHECKLIST 2022/2023

This document sets out the powers Abbey MAT, as the Trust, delegate to its committees, including Local Governing Boards (LGBs), and named people. The CEO, LGB, Board committee or Academy Principal /Executive Principal may choose to delegate further powers as required. It should be remembered that although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation and can de-delegate powers as needed. In academies that have a Governor Advisory Board (GAB), the Trust Board retain all delegated powers unless otherwise stated.

Key and colour coding relating to main decision maker

Key and colour coding related to main decision maker:

Level 1: The Trust Board (company)

Level 2: An Abbey MAT committee: Finance and Resource (F&R), Audit and Risk (A&R), Standards, Performance Management and Remuneration (PMR)

Level 3: The CEOs of the Trust

Level 4: Academy Local Governing Board

Level 5: A named individual endorsed by the Trust

Level 6: Executive Principal or Principal/Head of an academy

✓ Decision Maker

I: Involved in decision

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES	
			1	2	3	4	5	6		
Strategy	1	Set the strategic objectives of the Trust	✓							The Trustees will (following consultation with the CEOs, LGBs and Principals) set the strategic objectives of the Trust.
	2	Set the strategic objectives of the Academies			✓					The CEOs (in consultation with LGBs and Principals) will develop the strategic objectives for each academy ensuring they are in-line with the Trust strategic objectives.
	3	Deliver the strategic objectives for the Trust			✓					The CEOs will ensure that the strategic objectives for the Trust are delivered.
	4	Deliver the strategic objectives for the Academies							✓	The CEOs will hold leaders to account for the delivery of strategic objectives within their academy.
	5	Develop the character, mission and ethos of the Trust and Academies	✓							
	6	Scrutinise the operation of the Trust and Academies against the agreed character, mission and ethos	✓							

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
Leadership and Governance	7	To draw up governance documentation and any amendments thereafter	✓			✓			The Trust will approve the documentation; LGBs are responsible for implementing.
	8	To ensure processes are in place for the appointment of Trustees (including that the Trustees have the skills to run the Trust and the Academies)	✓						Trust Board to determine policies and criteria for the selection of Trustees and Governors. Members to ratify appointments of Trustees (DBE to give consent to appointment of co-opted trustees).
	9	To appoint (and remove) the chair of the LGB	✓						Trust Board will approve the appointment of LGB Chairs and Vice Chairs annually. LGB to make recommendation to Trust Board.
	10	To appoint and dismiss the clerk to the Trust Board and the LGBs	✓						
	11	To hold a full LGB meeting at least 3 times in an academic year				✓			Minimum acceptable - Full LGB meetings are scheduled for each half term (6 per year).
	12	To appoint and remove members of the LGB	✓				✓		Named person jointly accountable is Chair of LGB.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									LGBs to ensure procedures for the election of staff and parent governors are carried out as vacancies arise.
	13	To set up a Register of Business interests						✓	Trust Governance Professional to ensure implementation.
	14	To regulate the LGB procedures (where not set out in law)						✓	Trust Governance Professional to ensure implementation.
	15	To determine the development needs of Trustees and governors and put in place an appropriate training programme.						✓	Trust Governance Professional accountable to CEOs and Board. Chairs to ensure implementation.
	16	To consider requests from other schools to join the Trust	✓		✓				Due Diligence proposed to Board by CEOs.
	17	To ensure compliance with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	✓			✓			LGBs to ensure compliance within their academies.
	18	To ensure that the Trust and Academies have a risk register and that it is reviewed regularly	✓	✓		✓			LGBs to update Academy Risk Register termly. A&R committee to update Trust Risk Register having reviewed Academy registers.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									CEO to manage corporate risk register.
Central Services	19	To determine the scope of core central services to be delivered by the Company on behalf of its Academies	✓						These are set by the Board and are communicated to all schools when they join the Trust and will be reviewed annually
	20	To identify those additional services to be procured on behalf of individual academies		I		✓			Decisions for procurement for individual academies rests with schools, however, in some instances decisions may be taken by a Trust Board committee to procure goods across schools
	21	To ensure centrally procured services provide value for money					✓		Abbey MAT Director of Finance
Finance	22	To agree a funding model across the Trust and develop an individual funding model for the Academies to secure the Trust's financial health in the short and the long term.	✓	I					Confirmed to LGB at point of joining and will be reviewed annually to reflect core service offer. F&R will review model.
	23	To formulate and set the Trust wide budget	✓	I					Director of Finance to prepare Trust budget in consultation with CEO and present to the Trust Board for approval.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									F&R will review budget proposal.
	24	To formulate and determine the proportion of the overall budget to be delegated to each Academy.	✓						Director of Finance to prepare Academy budgets in consultation with the Principal and present to the Trust Board for approval following review by F&R.
	26	To develop and propose the individual Academy budget, including the allocation and use of any ring-fenced resources.				✓			Academy budget planning and spend is delegated to individual academies for all funding minus the retained central funds.
	27	To approve the first formal budget plan each financial year and receive final end of year Education and Skills Funding Agency (ESFA) returns.	✓	I				I	The Trust's Director of Finance will finalise the end of year accounts for ESFA, checking and consolidating the figures provided from each Academy. The Trust F&R committee recommends the budget plan which is then ratified by the full Board.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES	
			1	2	3	4	5	6		
	28	To monitor monthly expenditure and account to the Company for value for money.				✓				This will be the responsibility of the LGB through the monthly management accounts and reports – with the Finance Director also monitoring on behalf of Abbey MAT and reporting to the Trust F&R committee.
	29a	To approve any between budget changes or in-year budget movements between spend headings within the Academy budget which do not result in a budget overspend				✓				LGB do this within the limits set by the Trust – as referred to in the Trust Financial Handbook. Changes must be reported to the Director of Finance to report to the Trust F&R committee.
	29b	To approve any between budget changes or in-year budget movements between spend headings within the Academy budget which are likely to result in a budget overspend		✓						LGB/Principal to discuss these changes with the Director of Finance and propose changes. F&R committee to authorise overspends.
	30	To establish financial decision levels and limits	✓							As advised by the Director of Finance. Reviewed by F&R.
	31	To present financial reports to the Trust Board						✓		Director of Finance to report to Board at each Trust Board

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									meeting and at each F&R committee meeting.
	32	To establish policies and procedures to ensure compliance with the Trust's financial and reporting requirements.	✓						CEO and Director of Finance to recommend policy and procedure to Trust Board. Reviewed by F&R.
	33	To establish a charging and remissions policy	✓						
	34	Miscellaneous financial expenditure outside and in addition to the agreed budget		✓					F&R committee must approve overspends.
	35	To enter into additional contracts which exceed the agreed annual budget allocation				✓			Initially limited to £1,000 of budgeted surplus without written agreement of the Trust.
	36	To make payments within agreed financial limits					✓		Director of Finance, Finance Manager, and as agreed by LGB.
	37	To enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	✓						Trust Board to set limits. Please refer to limits set out in Scheme of Financial Delegation

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	38	To authorise the establishment of bank accounts and approve bank mandates in the name of the Trust	✓						
	39	To agree the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	✓					I	Director of Finance to recommend policy to Board. F&R to review.
	40	To appoint the Audit and Risk Committee	✓						
	41	To appoint the Accounting Officer and Director of Finance	✓						
	42	To recommend the appointment of External Auditors to the Members	✓	I					A&R to review and make recommendation in their annual report
	43	To appoint the Internal Auditors	✓	I					A&R to review.
	44	To approve and set up a members and Trustees Expenses Scheme	✓						
Performance Management	45	CEO appointment, performance management and dismissal	✓					✓	Appointment made by Board; Performance Management by Chair and another nominated Trustee.
	46	To appoint and manage the Director of Finance			✓			✓	CEOs and a nominated Trustee
	47	To appoint, manage and dismiss and central Trust staff			✓			✓	CEOs and Line Manager

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	48	Executive Principal, Principal, Headteacher and Head of School appointments, performance management, dismissals, and agreement to release and appoint Acting Principals/Heads.	✓						<p>CEO, Chair of the LGB and any Exec. Principal / Trust Director of Education in place must be included as a member of the appointments / selection panel.</p> <p>The Exec. Principal will always be on a Head of School panel. Other LGB members and Trustees may be invited. Panels will normally be around 5 plus a Diocesan Advisor as required.</p> <p>The Board makes the final appointment.</p> <p>Trustees agree the planned release / secondments of Exec. Principal, Principal, Headteacher and Head of School.</p>
	49	Deputy, Assistant Principal and Assistant Head appointments, Performance Management and dismissals (selection panel)				✓			<p>Executive Principal, Chair of the LGB and Principal/Head must be included as a member of the appointments/selection panel and decision panel</p>

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									<p>agreeing to planned release/secondment.</p> <p>The LGB makes the final appointment. The Chair of the LGB must always be informed immediately of a dismissal or suspension.</p>
	50	Appoint/dismiss and performance management of other teachers.				✓			<p>I Principal / Head or nominated representative must be a member of the appointment/selection panel. LGB pre-approves all staffing and budgets. The Chair of the LGB must always be informed immediately of a dismissal or suspension.</p>
	51	Appoint/dismiss and performance management of non-teaching staff.				✓			<p>I Principal / Head or nominated representative must be a member of the appointment/selection panel. LGB pre-approves all staffing and budgets. The Chair of the LGB must always be informed immediately of a dismissal or suspension.</p>

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	52	To ensure that an approved appraisal policy is in place.			✓				
	53	To secure the statutory appraisal of: <ul style="list-style-type: none"> • Executive Principal • Principals / Headteachers • Heads of School • Other Staff 			✓	✓		✓	Executive Principal: CEO Principal / Headteacher: CEO Heads of School: CEO Other Staff: Principal/Headteacher/Head of School and LGB. (Line Manager for Central Staff)
	54	To review annually the Trust appraisal policy	✓						Trust Board to review and approve/
HR and Operations	55	To establish and review Trust wide HR policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations.	✓			I		I	Trust Board (or delegated committee) to review and approve. LGB/Principal to ensure implementation at academy level.
	56	To establish and review Trust wide and academy procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy.	✓						Trust Board (or delegated committee) to review and approve.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	57	To manage school level complaints				✓		✓	LGB/Principal to follow Complaints Procedure. The Trust will only investigate complaints about schools when they have not been resolved at school level and the school has not been found to either breach its funding agreement or has not followed the complaints process. Complainants who are unhappy with responses but do not meet the above criteria should be referred to the ESFA as per the Abbey MAT complaints policy.
	58	To manage school level grievances.				✓		✓	Staff grievances should be routinely dealt with by the line manager in school with a final escalation point of the Principal/Head and Governing Body. In the case where the grievance is directly about the Principal/Head this should be referred to the CEO as per the grievance policy.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	59	To agree any out of normal process HR intervention			✓		✓		The CEO must always be informed at the outset of any out of normal HR process and must be regularly informed. It is likely that the CEO may also inform the Chair of the Trust.
	60	Determining staff complement within agreed budget - including making provision for exceptional staff costs e.g. absence, maternity, paternity payments				✓		✓	Principal/Headteacher/Head of School to recommend staffing complement to LGB.
Pay	61	To agree a Trust pay policy and decision maker regarding adoption of pay rewards proposed by National Unions	✓						Trust to agree overall policy and pay rewards. LGB and Principal/Head to implement in school.
	62a	Pay discretion for all Exec Principals/Principals/Headteachers/Heads of School (or any school based staff member with a salary over £90,000)		✓					PMR committee to agree. CEO to recommend based on performance management and within agreed budget.
	62b	Pay discretion for other staff				✓		✓	Principal/Headteacher/Head of School to agree with LGB within agreed budget.
	62c	Pay discretion for central Trust staff		✓					PMR committee to agree. CEO to recommend based on performance management and with advice of line

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES	
			1	2	3	4	5	6		
									manager and within agreed budget.	
	63	Determining dismissal payments / early retirement	✓		✓					Trust to determine policy. CEO to be informed at outset. LGB and Principal to implement in school in line with allocated budget, as determined by Academy Trust Handbook.
	64	Setting Terms and Conditions of Employment	✓							Trust Board to consider any proposals by LGBs to make amendments.
Curriculum, Performance and Standards	65	To review and challenge progress of the Trust against its strategic objectives and KPIs	✓							Principal/Head to report progress to the Director of Education and LGB. Director of Education to review reports from Principals and report to Standards Committee. LGB to report progress to the CEO and Board. CEO / Director of Education to report progress to the Board.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES	
			1	2	3	4	5	6		
									Trust Board to review progress of the Trust and Academies.	
	66	To hold each academy's leadership to account for academic performance, quality of care and quality of provision.	✓							
	67	To carry out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.				✓			I	
	68	To undertake consultation with students, parents/carers and other stakeholders as part of the programme of regular self-evaluation to assess its performance against its stated aims and objectives.				✓			I	LGB to ensure that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.
	69	To determine an Academy Development Plan that is in line with the strategic aims of the Trust				✓			I	Principal/Head to produce academy development plan and present to LGB.
	70	To review progress against the objectives within the Academy Development Plan.				✓			I	LGB to review academy development plan termly and report any concerns to Trust Board.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	71	To ensure appropriate levels of support, challenge and intervention to support delivery of education outcomes.	✓			✓		✓	Trust Board to review the work of the CEO. CEO to support the academies and intervene where appropriate. LGB to review the work of the Principal/Head. Principal/Head to manage staff to ensure teaching and learning objectives are met.
	72	To ensure that the legal requirements for children with special needs are met and that they are given support for learning.				✓			LGB to review the provision for SEND pupils. Principal/Head to ensure provision is in place.
	73	To review and challenge the value for money of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.	✓			✓			CEO to report to the Board on the effectiveness of use of Pupil Premium across the Trust. LGB to review Pupil Premium spend at academy level.
	74	To determine how Pupil Premium is spent at the Academy				✓			Principal/Head to report to LGB on the effectiveness of use of the Pupil Premium.
	75	To approve a curriculum policy.				✓			

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES	
			1	2	3	4	5	6		
	76	To develop and implement curriculum policy.							✓	Principal/Headteacher/Head of School
	77	Responsible for standards of teaching.							✓	Principal/Headteacher/Head of School
	78	Accountability for standards of teaching.	✓					I	✓	Main responsibility sits with Trust Board with Director of Education reporting to Trust Board.
	79	Responsibility for individual child's education.						✓	✓	Principal and Director of Education. Accountable to LGB and Trust Board.
	80	Accountability for individual child's education.	✓				✓			Principal and Director of Education. Accountable to LGB and Trust Board.
Target Setting	81	To propose targets for pupil achievement.						I	✓	Principal/Head with Director of Education and Trust Assessment Lead
	82	To agree targets for pupil achievement.	✓				✓			
	83	Responsibility for pupil outcomes.							✓	Principal/Headteacher/Head of School

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	84	Accountability for pupil outcomes		✓					The Trust as a whole is responsible to the Secretary of State for standards and pupil outcomes and delegate the monitoring of this to the Standards Committee. They will hold the LGB and Principal/Headteacher/Head of School accountable to them.
Educational Provision	85	To set the opening and closing times for the Academies	✓						Board to determine in consultation with the LGB
	86	To set term dates and length of school day	✓						Board to determine in consultation with the LGB
	87	To ensure school lunches are provided and they meet appropriate nutritional standards				✓			
	88	To ensure provision of free school meals to those who meet the criteria				✓			
	89	To promote partnership working between parents/carers				✓		✓	
	90	To undertake consultation with students, parents/carers and other stakeholders as part of the programme of regular self-				✓		✓	

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
		evaluation to assess its performance against its stated aims and objectives							
	91	To provide support during Ofsted inspections	✓		I				<p>The Board will liaise with Ofsted where MAT is inspected; it will assist with an Academy inspection.</p> <p>CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review.</p> <p>CEO will support LGBs and Principals/Heads for individual Academy inspections.</p>
	92	To establish and review pupil discipline policy	✓						The LGB must ensure this is implemented
	93	To publish proposals to change category / phase and age range of the Academy.	✓						The LGBs can propose changes to the Board and must implement all required consultations
	94	To decide the unexpected and unplanned school closure e.g. for snow or critical equipment breakdowns						✓	The Chair of the LGB and the CEO must be notified as soon as the decision to close is taken.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	95	To prepare and publish the school prospectus				✓		✓	
	96	To ensure the Trust website complies with statutory guidance	✓		✓				
	97	To ensure the Academy website complies with statutory guidance				✓	✓	✓	Principal/Headteacher/Head of School or delegated person to complete website audit termly. LGB to monitor.
	98	To oversee public relations activities to project the activities of the Trust and the Academies to the wider community			✓				
	99	Adoption and review of home-school agreements						✓	
	100	To cease providing extended school provision				✓			LGB must inform Trust Board.
	101	To ensure student issues (including attendance, exclusion, punctuality and disciplinary matters) are dealt with in accordance with Trust and Academy policies						✓	Trust Board and LGB to receive termly KPI reports from the Principal/Headteacher/Head of School.
	102	To establish a pupil behaviour policy	✓			✓			The LGB must ensure it is implemented.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	103	Provision of sex and relationships education – to establish and keep up to date a written policy.				✓			
	104	To prohibit political indoctrination and ensuring the balanced treatment of political issues.							✓
Exclusions	105	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice chair in cases of urgency).				✓			At the point of any decision to exclude the Principal/Headteacher/Head of School must ensure the appropriate documentation is sent to the central Trust office and the LA.
	106	To direct reinstatement of excluded pupils. (Can be delegated to chair/vice chair in cases of urgency).				✓			
	107	To manage the appeal process for an exclusion.	✓						Supported by Governance Professional
Admissions	108	To consult before setting an admissions policy.	✓			✓			The LGB will be responsible for consultation on changes to its admissions policy. The Trust Board must give its written approval for any changes to the admissions policy and

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
									will approve the final arrangements annually.
	109	To administer the admissions process in accordance with the policy.				✓			
	110	To procure an independent appeals process.	✓						
	111	To appeal against LA directions to admit pupil(s).	✓			✓			Although in practice the LGB and Principal/Headteacher/Head of School would normally do this with the support of the Trust
Religious Education	112	Responsibility for ensuring provision of RE in line with the school's basic curriculum.						✓	
Collective Worship	113	To ensure that all pupils take part in a daily act of worship (for Church schools only)						✓	Parents have the right to withdraw their children from collective worship if notified to the Academy in writing. The Principal/Headteacher/Head of School must make appropriate provision if a parent exercises this right.
Premises and Insurance	114	To arrange insurance for the Trust and its academies		✓				✓	Director of Finance to arrange insurance and account to F&R committee.

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	115	To manage the assets of the Trust.		✓		1	✓		Director of Finance to co-ordinate and manage and account to F&R committee. LGB's to recommend to the Board any changes to fixed assets used by the Academy.
	116	To determine the allocation and prioritisation of school conditions funding.		✓			✓		Director of Finance to co-ordinate and manage and account to F&R committee who will approve all awards.
	117	To develop school building strategy or plan.				✓			The LGB should take responsibility for producing and implementing a Premises Development Plan, liaising with the Head of IT/Infrastructure and Director of Finance.
	118	Procuring and maintaining buildings, including developing properly funded maintenance plan.				✓			
	119	To determine the use of the Academies' premises and ensure premises are adequately maintained.	✓			✓			LGBs to determine academy plan in accordance with Trust Policy.
	120	To acquire and dispose of Trust land.	✓						

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
Safeguarding and Health and Safety	121	To institute a health and safety policy	✓			✓			Trust to determine model policy; LGBs to modify to ensure appropriateness to context.
	122	To ensure that health and safety regulations and safeguarding are followed.						✓	Principal/Headteacher/Head of School
	123	To ensure each academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of Single Central Record.	✓				I		Trust Board to ensure each academy has a Safeguarding and Child Protection policy and that it is reviewed annually. Head of HR to quality assure maintenance of Single Central Record.
	124	To develop a safeguarding policy in line with statutory requirements and best practice.				✓		I	
	125	To implement the safeguarding policy						✓	
Data Protection	126	Maintain accurate and effective and secure pupil records.						✓	
	127	Maintain accurate and effective and secure employee records.						✓	

FUNCTION	NO	TASKS	DECISION LEVEL						NOTES
			1	2	3	4	5	6	
	128	Comply with all GDPR Data Protection legislation and good practice.					✓	✓	The Trust Governance Professional is the named Data Protection Officer (DPO) for the Trust. Each Academy has a local data protection co-ordinator responsible for managing data at the Academy and reporting concerns or breaches to the Principal/Headteacher/Head of School and the Trust DPO. The Trust will produce all GDPR and Data policies and review these regularly. Each LGB should note the policies available and monitor compliance.
Policy	129	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Academies.			✓				Current policy delegation set out in Annex: Abbey MAT Policy Delegation Matrix
	130	To provide to the Trust, on an annual basis, copies of all policies and procedures and a schedule for their review.			✓				

STANDING ORDERS AND TERMS OF REFERENCE

ABBAY MAT BOARD OF TRUSTEES

1. CONSTITUTION	
	Abbey Multi Academy Trust ("the Trust") is constituted as a multi-academy trust which operates as a charity and company limited by guarantee. The Trustees must act pursuant to the Articles of Association of the Trust. The Trust is governed by a Board of Trustees ("the Trustees") who are responsible for, and oversee, the management and administration of the Trust and its academies.
2. ACCOUNTABILITY	
	<p>The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.</p> <p>Where an individual academy is a designated Church of England academy, the Trustees are also accountable to the DBE, and to the Trustees (as that term is defined in the Articles) to ensure that the Academy is conducted as a Church of England school.</p>
3. MEMBERSHIP	
<ul style="list-style-type: none"> Trustees 	<p>The Board shall have a minimum of 3 trustees but shall not be subject to any maximum. Membership shall be as follows:</p> <ul style="list-style-type: none"> The Members shall appoint no fewer than 5 trustees. The Chief Executive Officer(s) shall be a trustee for as long as they remain in office. The Board may appoint up to 2 Co-opted trustees, subject to the consent of the Diocesan Board of Education (DBE). The number of trustees who are also employees of the Trust (including the Chief Executive Officer(s)) should not exceed one third of the total number of trustees.
<ul style="list-style-type: none"> Term of Office 	<ul style="list-style-type: none"> Member-appointed trustees: 4-year term Co-opted trustees: term as determined by the trustees at appointment Ex-officio (Chief Executive Officer): N/A
<ul style="list-style-type: none"> Re-appointment 	<p>Subject to remaining eligible to serve as a Trustee, any individual may be re-appointed to the Board of Trustees up to the recommended* maximum of three terms (<i>*further terms may be considered by the Board in exceptional circumstances</i>).</p>
<ul style="list-style-type: none"> Chair and Vice Chair 	<p>The Chair and Vice Chair shall be elected at the first meeting of each academic year, unless a vacancy arises before that date, from among the members of the Trust Board.</p> <p>No person may act as Chair if they are an employee of the Trust.</p> <p>The Chair will conduct all meetings of the Board, except In the absence of the Chair, where the chair will be taken by the Vice Chair.</p>

	<p>In the absence of both the Chair and Vice Chair, the Board will elect one of their number to chair the meeting.</p> <p>If both the Chair and Vice Chair resign, the Board of Trustees will convene a meeting within 10 working days to elect their successors.</p>
<ul style="list-style-type: none"> • Clerk and Company Secretary 	<p>The Trust's Head of Governance & Compliance is the Trust's Lead Governance Professional and Company Secretary; they will ensure the services of a professional Clerk to the Trust Board. The term 'Clerk' in this document shall refer to both the Lead Governance Professional and any individual contracted by the Trust to carry out that function.</p>
<ul style="list-style-type: none"> • Meeting Attendees 	<p>The Trust Board may invite attendance at meetings from persons who are not trustees to assist or advise on a particular matter or range of issues, or where they are reporting to an item on the agenda. Such persons shall be entitled to speak with the permission of the Chair but will not be entitled to vote on any matter.</p>
<h4>4. REMIT AND RESPONSIBILITIES</h4>	
<ul style="list-style-type: none"> • General 	<p>The Trust Board shall be responsible for the matters set out in the Scheme of Delegation and summarised in Schedule 1 to these terms.</p>
<ul style="list-style-type: none"> • Chair's action 	<p>The Chair, or in their absence the Vice Chair, has authority to take urgent action between meetings provided that the following conditions exist:</p> <ul style="list-style-type: none"> • Delay in dealing with the matter would be seriously detrimental to a pupil, or a potential pupil, or his or her parents, or to a member of staff, or to a potential member of staff, or to the Trust's reputation or effective operation; and • A meeting could not be called in sufficient time to deal with the matter without being seriously detrimental as described above; or • A vote could not be organised using electronic voting systems (i.e. via the Virtual Office) in sufficient time to deal with the matter without being seriously detrimental as described above. <p>If any urgent action is taken by the Chair between meetings, the facts will be reported to the next meeting of the Board and recorded in the minutes.</p>
<ul style="list-style-type: none"> • Outside of meeting approval 	<p>The Board has determined that the following business may be transacted via electronic voting methods in the Trust's Virtual Office:</p> <ul style="list-style-type: none"> • Policy review and approval. • Time-sensitive proposals where delay until the next meeting would be detrimental to the effective operation of the Trust. <p>In all cases, the outcome of outside of meeting approval will be reported to the next full meeting for ratification.</p> <p>In exceptional circumstances, the Chair might determine that a Special Meeting of the Trust Board should be called.</p>
<h4>5. PROCEEDINGS OF TRUST BOARD MEETINGS</h4>	
<ul style="list-style-type: none"> • Frequency 	<p>The Board will meet as often as is necessary to fulfil its responsibilities (usually once per half term) and not less than three times in each academic year. A schedule of ordinary meetings will be prepared by the Lead Governance Professional annually and convened by the Clerk.</p>

	<p>The Clerk will comply with any request for an extraordinary meeting made by the Chair, or a requisition signed by 3 trustees, and will convene the meeting as soon as reasonably practicable. Extraordinary meetings and meetings rescheduled due to adjournment/being inquorate will levy additional clerking charges.</p>
<ul style="list-style-type: none"> • Timing 	<p>Meetings will start at times which are acceptable to the full Board, having consideration for the workload and well-being of the employees required to be in attendance, and will be limited to 2 hours' duration.</p> <p>Where business has not been concluded within the time specified above, those present at the meeting may resolve to extend the meeting for a given time in order to deal with specified business. Agreement shall include the allocated Clerk to the meeting; a charge will be levied for additional clerking time in excess of 2 hours.</p>
<ul style="list-style-type: none"> • Quorum 	<p>The quorum for a meeting of the Trust Board shall be any three Trustees, or where greater, one third (rounded up) of the total number of trustees.</p> <p>If during the course of a meeting it becomes inquorate it will be adjourned.</p> <p>A meeting may be adjourned at any time by resolution of the Board.</p> <p>When a meeting is adjourned, or is inquorate, any items remaining on the agenda will be placed on the agenda of a subsequent meeting or on the agenda of a further meeting to be convened by the Clerk as soon as is reasonably practicable.</p>
<ul style="list-style-type: none"> • Notice 	<p>The notice and agenda for each Trust Board meeting will be published to the Virtual Office for the attention of the members of the Trust Board, and be sent to any other person attending the meeting, no later than seven days before the meeting.</p> <p>An extraordinary meeting, called by the Chair or on requisition, may be circulated within a shorter timeframe.</p> <p>A quorate meeting and its proceedings shall not be invalidated by reason of any individual not having received the notice and agenda.</p>
<ul style="list-style-type: none"> • Agenda 	<p>The agenda will be organised by the Clerk in consultation with the CEO(s) and Chair as appropriate.</p> <p>Items may be placed on the agenda by individual, or groups of, Trustees by submission in writing to the Clerk.</p> <p>Papers which inform agenda items will be published on the Virtual Office with the agenda and should be submitted via email to the Clerk in advance of the meeting.</p>
<ul style="list-style-type: none"> • Late Items / Any other business 	<p>Following publication of the agenda, and up to 48 hours before the meeting, late items should be notified to the Clerk who will agree whether they are to be included with the Chair/CEO(s) as appropriate.</p> <p>At the relevant point in the agenda (usually 1c in a standard agenda), a trustee should inform the meeting of any item they wish to raise under Any Other Business.</p> <p>The meeting will decide whether any item so identified may be raised under Any Other Business, whether it should be deferred to a subsequent meeting, or whether it should be heard at all.</p>

<ul style="list-style-type: none"> • Attendance 	<p>A record will be kept of all persons attending a meeting of the Board or any of its committees.</p> <p>Absences and apologies should be recorded in the minutes under the following headings:</p> <ul style="list-style-type: none"> • Present: the names of Trustees (eligible to vote) including staff Trustees. • In attendance: the names of others who attend and participate in the meeting but are not Trustees. • Apologies received and whether accepted. • Absent and no apologies received. <p>The time of arrival/departure of any Trustee arriving after the beginning or leaving before the end of a meeting shall be recorded in the minutes.</p>
<ul style="list-style-type: none"> • Declaration of Interests 	<p>Trustees are required to complete a declaration of interest form on joining the Board and at the start of each academic year.</p> <p>Each trustee, if present at a meeting of the Board, must disclose their interest, withdraw from the meeting and not vote on a matter if:</p> <ul style="list-style-type: none"> • There may be a conflict between their interests and the interests of the Trust; • There is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or • They have a personal interest, e.g. where they and/or a close relative will be directly affected by the decision of the Board in relation to that matter. <p>The register of interests will be maintained by the Trust’s Lead Governance Professional and published on the Trust website.</p>
<ul style="list-style-type: none"> • Decision-making 	<p>Decisions will be made after full discussion and by a simple majority by show of hands unless any one Trustee, or more, requires a secret ballot.</p> <p>Each Trustee in attendance shall be entitled to one vote.</p> <p>Where there is an equal division of votes the Chair shall have a casting vote.</p> <p>A decision of the Board is binding upon all its members.</p> <p>Where it is agreed that matters are to be decided via the Virtual Office, the above provisions will apply save that a majority decision of all trustees eligible to vote on the matter will be required. The decision must be reported at the next meeting of the Board.</p> <p>Decisions of the Board may only be amended or rescinded at a subsequent meeting of the Board when the proposal to amend or rescind appears as a separate agenda item</p>
<ul style="list-style-type: none"> • Telephone/ Videoconference 	<p>Any trustee may participate in, and be counted as present for the purposes of the quorum, meetings of the Board by telephone or video conference provided that:</p> <ul style="list-style-type: none"> • Consent has been given by the Chair; and • In the case of hybrid meetings, the Board has appropriate technology to ensure the effective participation of all participants; and

	<ul style="list-style-type: none"> If after all reasonable efforts it does not prove possible for the trustee to participate by these means, the meeting may still proceed with its business provided it is otherwise quorate.
<ul style="list-style-type: none"> Minutes 	<p>Copies of the draft minutes will be produced by the Clerk within 14 days of the meeting and circulated to the Chair and CEO(s) to be checked for accuracy. Minutes will be published on the Virtual Office for all trustees to view as soon as is practicable afterwards but within 21 days of the meeting regardless of whether comments from the above have been received.</p> <p>A dissenting view will be recorded in the minutes of the meeting, if that is the wish of one or more Trustees present.</p> <p>Those matters which by law must remain confidential or which the Board decides shall be confidential (please refer to 'inspection copies' below) will not be published in the minutes of any meeting.</p> <p>The minutes of a meeting will be considered for approval or amendment at the next meeting and will remain draft until that point.</p>
<ul style="list-style-type: none"> Inspection copies 	<p>For each meeting, as soon as is reasonably practicable, the Board will ensure that the following is made available at the Trust's central office for anyone wishing to inspect them subject to making reasonable arrangements with the Clerk: Agenda, draft minutes, signed minutes, and supporting papers.</p> <p>The Board may exclude from any item required to be made available above, any material relating to:</p> <ul style="list-style-type: none"> a named teacher or other person employed, or proposed to be employed, at the Trust or academies; a named pupil at, or candidate for admission to, the Trust's academies; and any matter which, by reason of its nature, the Board is satisfied should remain confidential.
6. SUBCOMMITTEES AND WORKING GROUPS	
<ul style="list-style-type: none"> Subcommittees 	<p>The Board has established the following committees:</p> <ul style="list-style-type: none"> Audit & Risk Finance & Resources Performance Management & Remuneration Standards Local Academy Boards for each academy (please note that the Board reserves the discretion to constitute an LGB to serve more than one academy) <p>The Board may establish any other committee and delegate to it any responsibility as it sees fit to conduct its business save where forbidden by requirement.</p> <p>The minutes of a committee meeting will be approved by the relevant committee, and a copy will be presented to the next meeting of the Board for information and filing.</p> <p>The Board will receive, but not debate, decisions which it has delegated to a committee or an individual. Decisions will be recorded in the minutes.</p>

	The CEO(s) and individual trustees have the right to attend any meeting of the Board's committees.
<ul style="list-style-type: none"> Working Groups 	<p>In order to ensure the most efficient use of time and resources, and in some cases to ensure absolute propriety, the Board will, where it is proper and appropriate to do so: set up working parties to provide information and/or make recommendations to the Board; or delegate work to individual members of the Board. In these circumstances the Board will:</p> <ul style="list-style-type: none"> Establish terms of reference for the working party; Determine procedures for reporting back to the Board; Ensure that where the Board establishes working parties to make recommendations or provide information they will be discontinued when their work has been completed; Ensure that the working party presents either written recommendations or progress reports to the next meeting of the Board. <p>Recommendations received from working parties will be recorded in the written minutes.</p> <p>The CEO(s) have the right to attend any meeting of the Board's working parties</p>
7. CONDUCT	
<ul style="list-style-type: none"> Code of Conduct 	All trustees shall observe at all times the provisions of the Trust's code of conduct for governors and trustees.
8. DISQUALIFICATION, REMOVAL AND RESIGNATION	
<ul style="list-style-type: none"> Disqualification 	<p>A person shall be ineligible for appointment to the Trust Board and, if already appointed, shall immediately cease to be a Board member if the relevant individual:</p> <ul style="list-style-type: none"> is or becomes disqualified from holding office under the Articles; is or becomes disqualified from holding office as a governor of a school; is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people; is barred from any regulated activity relating to children; is or becomes bankrupt or makes any arrangement or composition with their creditors generally; or their estate has been sequestered and the sequestration has not been discharged, annulled or reduced; is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974); has been fined for causing a nuisance or disturbance on school premises during the 5 years prior to or since appointment or election as a trustee; refuses an application being made to the Disclosure and Barring Services (DBS) for a criminal records check. <p>Where a trustee becomes disqualified from holding office they must give written notice of the fact to the Clerk.</p>
<ul style="list-style-type: none"> Removal 	A person shall be removed as a member of the Trust Board if the relevant individual:

	<ul style="list-style-type: none"> • Become disqualified from holding office as detailed above; • commits a serious breach of the code of conduct or any standing order or protocol implemented by the trustees; • is absent without the permission of the trustees from all their meetings held within a period of six months and the trustees resolve that their office be vacated; • holds their post ex officio and vacates the relevant role; • their term of office expires and they are not re-appointed; • is removed by the person or persons who appointed them. Co-opted trustees may be removed by resolution of the trustees provided that no Co-opted trustee may vote on the removal of another Co-opted trustee. <p>Where a trustee is removed from office, those removing them shall notify the Clerk in writing.</p>
<ul style="list-style-type: none"> • Resignation 	<p>A trustee shall cease to hold office if they resign their office by giving notice to the Trust (but only if at least three trustees will remain in office when the notice of resignation is to take effect).</p> <p>Where a trustee resigns their office, they shall notify the Clerk in writing.</p>

STANDING ORDERS AND TERMS OF REFERENCE

ABBEY MAT BOARD OF TRUSTEES

Schedule 1 – Purpose, Remit, & Responsibilities

The Trustees are responsible for the governance and supervision of the Trust and its committees including the Local Governing Boards. The Trustees have a number of duties and responsibilities relating to the governance of the Trust and its finances.

The responsibilities of the Trustees are set out in detail in the Scheme of Delegation and include, in summary:

1. Establishing and maintaining the vision, mission and values for the Trust;
2. Carrying on the Trust in accordance with the objects of the Trust as set out in the Articles of Association and safeguarding the assets of the Trust;
3. Determining clear and ambitious strategic priorities and targets for the Trust;
4. Monitoring Trust performance against its strategic objectives via termly CEO reports;
5. Controlling the overall strategic management, development and administration of the Trust's academies;
6. The delegation of the running of the Trust's academies and the direction of the education, pastoral care, financial and other policies of the Trust's academies to the CEOs, Chief Financial Officer and Central Teams;
7. Monitoring and evaluating the work, progress and performance of the Trust's academies;
8. Ensuring sound management and administration of the Trust by the CEOs, Chief Financial Officer, and Central Teams, and ensuring that they are equipped with the relevant skills and guidance;
9. Implementation of effective financial management and other controls across the Trust in accordance with the provisions of the Academy Trust Handbook;
10. Reporting to the Members' with an annual performance report for the Trust;
11. Determining, monitoring, scrutinising and approving the Trust's budgets, and ensuring regularity and propriety and value for money through efficiency, effectiveness and economy;
12. Setting standards of conduct and values, monitoring and evaluating performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;
13. Ensuring compliance with the GDPR across the Trust;
14. Risk management, that is identifying, quantifying and devising systems to minimise the major risks affecting the Trust;
15. Reviewing and determining the admissions arrangements for the Trust's academies as the Admission Authority for all schools within the Trust; and
16. Ensuring the Trust and academies are conducted in compliance with the general law.

STANDING ORDERS AND TERMS OF REFERENCE

ABBEY MAT BOARD COMMITTEES

9. CONSTITUTION	
	<p>The Abbey MAT Board of Trustees ("the Board" has resolved to establish the following Board Committees as committees of the Board to support the effective operation of the Trust and its Academies and ensure that the Trust delivers against the Strategic Plan:</p> <ul style="list-style-type: none"> • Audit and Risk committee (A&R Committee); • Finance and Resources Committee (F&R Committee); • Performance Management and Remuneration Committee (PMR Committee); • Standards Committee (Standards Committee).
10. ACCOUNTABILITY	
	<p>The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.</p> <p>Board Committees may be given delegated authority to make decisions on behalf of the Board only where delegation is not forbidden by requirement. The Board as a whole remains accountable for responsibilities it delegates to its Board Committees.</p> <p>All Board Committees will provide a report of its decisions and action to the next meeting of the full Board.</p>
11. MEMBERSHIP	
<ul style="list-style-type: none"> • Committee Members 	<p>Each Board Committee shall have a minimum of 3 members and a maximum of 5.</p> <p>A majority of the Board Committee members must be trustees.</p> <p>The Board will appoint and remove all Board Committee members.</p> <p>The Board will ensure that Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Board Committee functions.</p> <p>The current Board Committee members are set out in the register of committee members maintained by the Trust's Lead Governance Professional.</p>

<ul style="list-style-type: none"> • Audit & Risk: Special Provisions 	<p>The Board recognises the overriding principles of the Academy Trust Handbook published by the ESFA (the ATH) and that the Audit & Risk Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Audit & Risk Committee the Board will adhere to the principles of the ATH and ensure that:</p> <ul style="list-style-type: none"> • Staff employed by the Trust will not be members of the Committee but may attend meetings to provide information and participate in discussions. • The Trust's Accounting Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out above. • Where members of the A&R Committee also sit on the F&R Committee, the Board will ensure that the A&R Committee has at least one member who does not.
<ul style="list-style-type: none"> • Membership Review 	<p>The Board will review Board Committee membership annually or as vacancies arise.</p>
<ul style="list-style-type: none"> • Chair 	<p>The Chair shall be elected at the first meeting of each academic year, unless a vacancy arises before that date, from among the members of the Board Committee.</p> <p>No person may act as Chair unless they are a trustee.</p> <p>No person may act as Chair if they are an employee of the Trust.</p> <p>The Chair will conduct all meetings of the Board Committee, except in the absence of the Chair, where the Board Committee members in attendance will elect one of their number to chair the meeting.</p>
<ul style="list-style-type: none"> • Clerk and Company Secretary 	<p>The Trust's Head of Governance & Compliance is the Trust's Lead Governance Professional and Company Secretary; they will ensure the services of a professional Clerk to the Board Committees. The term 'Clerk' in this document shall refer to both the Lead Governance Professional and any individual contracted by the Trust to carry out that function.</p>
<ul style="list-style-type: none"> • Meeting Attendees 	<p>The Board Committees may invite attendance at meetings from persons who are not trustees to assist or advise on a particular matter or range of issues, or where they are reporting to an item on the agenda. Such persons shall be entitled to speak with the permission of the Chair but will not be entitled to vote on any matter.</p>
<p>12. REMIT AND RESPONSIBILITIES</p>	
<ul style="list-style-type: none"> • General 	<p>The Board Committees shall be responsible for the matters set out in the Scheme of Delegation and summarised in Schedules 1 and 2 to these terms.</p> <p>Each Committee is authorised by the Board to:</p>

	<ul style="list-style-type: none"> • Carry on any activity authorised by the Scheme of Delegation and these Terms of Reference; and • Seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.
<ul style="list-style-type: none"> • Outside of meeting approval 	<p>The Board has determined that the Board Committees may transact the following business via electronic voting methods in the Trust’s Virtual Office:</p> <ul style="list-style-type: none"> • Policy review and approval. • Time-sensitive proposals where delay until the next meeting would be detrimental to the effective operation of the Trust. <p>In all cases, the outcome of outside of meeting approval will be reported to the next full meeting for ratification.</p> <p>In exceptional circumstances, the Chair might determine that a Special Meeting of the Board Committee should be called.</p>
13. PROCEEDINGS OF TRUST BOARD MEETINGS	
<ul style="list-style-type: none"> • Frequency 	<p>The Board Committees will meet as often as is necessary to fulfil its responsibilities and not less than three times in each academic year. A schedule of ordinary meetings will be prepared by the Lead Governance Professional annually and convened by the Clerk.</p> <p>The Clerk will comply with any request for an extraordinary meeting made by the Chair, or a requisition signed by members of the relevant Board Committee, and will convene the meeting as soon as reasonably practicable. Extraordinary meetings and meetings rescheduled due to adjournment/being inquorate will levy additional clerking charges.</p>
<ul style="list-style-type: none"> • Timing 	<p>Meetings will start at times which are acceptable to the Board Committee members, having consideration for the workload and well-being of the employees required to be in attendance, and will be limited to 2 hours’ duration.</p> <p>Where business has not been concluded within the time specified above, those present at the meeting may resolve to extend the meeting for a given time in order to deal with specified business. Agreement shall include the allocated Clerk to the meeting; a charge will be levied for additional clerking time in excess of 2 hours.</p>
<ul style="list-style-type: none"> • Quorum 	<p>The quorum for a meeting of the Board Committees shall be a majority of the current Board Committee members.</p> <p>If during the course of a meeting it becomes inquorate it will be adjourned.</p>

	<p>A meeting may be adjourned at any time by resolution of the Board Committee.</p> <p>When a meeting is adjourned, or is inquorate, any items remaining on the agenda will be placed on the agenda of a subsequent meeting or on the agenda of a further meeting to be convened by the Clerk as soon as is reasonably practicable.</p>
<ul style="list-style-type: none"> • Notice 	<p>The notice and agenda for each Board Committee meeting will be published to the Virtual Office for the attention of the members of the Trust Board, and be sent to any other person attending the meeting, no later than seven days before the meeting.</p> <p>An extraordinary meeting, called by the Chair or on requisition, may be circulated within a shorter timeframe.</p> <p>A quorate meeting and its proceedings shall not be invalidated by reason of any individual not having received the notice and agenda.</p>
<ul style="list-style-type: none"> • Agenda 	<p>The agenda will be organised by the Clerk in consultation with the CEO(s) and Chair as appropriate.</p> <p>Items may be placed on the agenda by individual, or groups of, Board Committee members by submission in writing to the Clerk.</p> <p>Papers which inform agenda items will be published on the Virtual Office with the agenda and should be submitted via email to the Clerk in advance of the meeting.</p>
<ul style="list-style-type: none"> • Late Items / Any other business 	<p>Following publication of the agenda, and up to 48 hours before the meeting, late items should be notified to the Clerk who will agree whether they are to be included with the Chair/CEO(s) as appropriate.</p> <p>At the relevant point in the agenda (usually 1c in a standard agenda), a trustee should inform the meeting of any item they wish to raise under Any Other Business.</p> <p>The meeting will decide whether any item so identified may be raised under Any Other Business, whether it should be deferred to a subsequent meeting, or whether it should be heard at all.</p>
<ul style="list-style-type: none"> • Attendance 	<p>A record will be kept of all persons attending a meeting of the Board Committee.</p> <p>Absences and apologies should be recorded in the minutes under the following headings:</p> <ul style="list-style-type: none"> • Present: the names of Trustees (eligible to vote) including staff Trustees. • In attendance: the names of others who attend and participate in the meeting but are not Trustees. • Apologies received and whether accepted. • Absent and no apologies received.

	<p>The time of arrival/departure of any Board Committee member arriving after the beginning or leaving before the end of a meeting shall be recorded in the minutes.</p>
<ul style="list-style-type: none"> • Declaration of Interests 	<p>Board Committee members are required to complete a declaration of interest form on joining the Board Committee and at the start of each academic year.</p> <p>Each Board Committee member, if present at a meeting of the Board Committee, must disclose their interest, withdraw from the meeting and not vote on a matter if:</p> <ul style="list-style-type: none"> • There may be a conflict between their interests and the interests of the Trust; • There is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or • They have a personal interest; e.g. where they and/or a close relative will be directly affected by the decision of the Board in relation to that matter. <p>The register of interests will be maintained by the Trust's Lead Governance Professional and published on the Trust website.</p>
<ul style="list-style-type: none"> • Decision-making 	<p>Decisions will be made after full discussion and by a simple majority by show of hands unless any one Board Committee member, or more, requires a secret ballot.</p> <p>Each Board Committee member in attendance shall be entitled to one vote.</p> <p>Where there is an equal division of votes the Chair shall have a casting vote.</p> <p>A decision of the Board Committee is binding upon all its members.</p> <p>Where it is agreed that matters are to be decided via the Virtual Office, the above provisions will apply save that a majority decision of all trustees eligible to vote on the matter will be required. The decision must be reported at the next meetings of the Board Committee and, as appropriate, the Trust Board.</p> <p>Decisions of the Board Committee may only be amended or rescinded at a subsequent meeting of the Board Committee when the proposal to amend or rescind appears as a separate agenda item</p>
<ul style="list-style-type: none"> • Telephone/ Videoconference 	<p>Any Board Committee member may participate in, and be counted as present for the purposes of the quorum, meetings of the Board Committee by telephone or video conference provided that:</p> <ul style="list-style-type: none"> • Consent has been given by the Chair; and • In the case of hybrid meetings, the Board Committee has appropriate technology to ensure the effective participation of all participants; and

	<ul style="list-style-type: none"> If after all reasonable efforts it does not prove possible for the trustee to participate by these means, the meeting may still proceed with its business provided it is otherwise quorate.
<ul style="list-style-type: none"> Minutes 	<p>Copies of the draft minutes will be produced by the Clerk within 14 days of the meeting and circulated to the Chair and CEO(s) to be checked for accuracy. Minutes will be published on the Virtual Office for all trustees to view as soon as is practicable afterwards but within 21 days of the meeting regardless of whether comments from the above have been received.</p> <p>A dissenting view will be recorded in the minutes of the meeting, if that is the wish of one or more Board Committee members present.</p> <p>Those matters which by law must remain confidential or which the Board Committee decides shall be confidential (please refer to 'inspection copies' below) will not be published in the minutes of any meeting.</p> <p>The minutes of a meeting will be considered for approval or amendment at the next meeting and will remain draft until that point.</p>
<ul style="list-style-type: none"> Inspection copies 	<p>For each meeting, as soon as is reasonably practicable, the Board Committee will ensure that the following is made available at the Trust's central office for anyone wishing to inspect them subject to making reasonable arrangements with the Clerk: Agenda, draft minutes, signed minutes, and supporting papers.</p> <p>The Board Committee may exclude from any item required to be made available above, any material relating to:</p> <ul style="list-style-type: none"> a named teacher or other person employed, or proposed to be employed, at the Trust or academies; a named pupil at, or candidate for admission to, the Trust's academies; and any matter which, by reason of its nature, the Board is satisfied should remain confidential.
14. SUBCOMMITTEES AND WORKING GROUPS	
<ul style="list-style-type: none"> Subcommittees 	<p>Board Committees may not establish any other subcommittee without the consent of the Board of Trustees.</p>
<ul style="list-style-type: none"> Working Groups 	<p>In order to ensure the most efficient use of time and resources, and in some cases to ensure absolute propriety, the Board Committees may, where it is proper and appropriate to do so: set up working parties to provide information and/or make recommendations to the Board Committee; or delegate work to individual members of the Board Committee.</p> <p>In these circumstances the Board will:</p> <ul style="list-style-type: none"> Establish terms of reference for the working party; Determine procedures for reporting back to the Board Committee;

	<ul style="list-style-type: none"> • Ensure that where the Board Committee establishes working parties to make recommendations or provide information they will be discontinued when their work has been completed; • Ensure that the working party presents either written recommendations or progress reports to the next meeting of the Board Committee. <p>Recommendations received from working parties will be recorded in the written minutes of the Board Committee.</p> <p>The CEO(s) have the right to attend any meeting of the Board Committees' working parties.</p>
15. CONDUCT	
<ul style="list-style-type: none"> • Code of Conduct 	<p>All Board Committee members shall observe at all times the provisions of the Trust's code of conduct for governors and trustees.</p>
16. DISQUALIFICATION, REMOVAL AND RESIGNATION	
<ul style="list-style-type: none"> • Disqualification 	<p>A person shall be ineligible for appointment to a Board Committee and, if already appointed, shall immediately cease to be a Board Committee member if the relevant individual:</p> <ul style="list-style-type: none"> • is or becomes disqualified from holding office under the Articles; • is or becomes disqualified from holding office as a governor of a school; • is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people; • is barred from any regulated activity relating to children; • is or becomes bankrupt or makes any arrangement or composition with their creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; • is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974); • has been fined for causing a nuisance or disturbance on school premises during the 5 years prior to or since appointment or election as a trustee; • refuses an application being made to the Disclosure and Barring Services (DBS) for a criminal records check; • Becomes an employee of the Trust, save that this shall only apply to members of the A&R Committee. <p>Where a Board Committee member becomes disqualified from holding office they must give written notice of the fact to the Clerk.</p>

<ul style="list-style-type: none"> • Removal 	<p>A person shall be removed as a member of a Board Committee if the relevant individual:</p> <ul style="list-style-type: none"> • Becomes disqualified from holding office as detailed above; • commits a serious breach of the code of conduct or any standing order or protocol implemented by the trustees; • is absent without the permission of the trustees from all Board Committee meetings held within a period of six months and the trustees resolve that their office be vacated; • their term of office expires and they are not re-appointed. • is removed by the Board of Trustees. <p>Where a Board Committee member is removed from office, those removing them shall notify the Clerk in writing.</p>
<ul style="list-style-type: none"> • Resignation 	<p>A Board Committee member shall cease to hold office if they resign their office by giving notice to the Trust.</p> <p>Where a Board Committee member resigns their office, they shall notify the Clerk in writing.</p>

STANDING ORDERS AND TERMS OF REFERENCE

ABBEY MAT BOARD COMMITTEES

Schedule 1 – Purpose, Remit, & Responsibilities

Strategic Plan Responsibilities

The Board has determined that responsibility for oversight and monitoring of the Trust’s Strategic Plan shall be delegated as follows for the current academic year:

	Strategic Plan Section	Delegation
1.	Strategic Planning and Vision	Reserved to Full Board
2.	Performance Data and Outcomes	Standards Committee
3.	Accountability – Roles and Responsibilities	PMR Committee
4.	Governance	Reserved to Full Board
5.	Financial Stability, Business Efficiencies and Effectiveness	F&R Committee

To fulfil these duties, responsibility for the monitoring of Key Performance Indicators (KPIs) as set out in the Strategic Plan shall be delegated as follows for the current academic year:

No	KPI Theme	Committee
1	Attainment and Progress	Standards
2	Attendance	
3	Inspection Outcomes	
4	Curriculum	
5	Exclusions	
6	Collaboration and Partnerships	
7	Pupil Numbers	Finance and Resources
8	Reserves Position and Income	Audit and Risk
9	Audit	Finance and Resources
10	Procurement	PMR
11	Recruitment	
12	Employee Value Proposition	
13	Talent Management / Succession	Trust Board or relevant sub- committee
14	HR policies / processes	
15	Health and Wellbeing	PMR
16	HR Provision	
17	Procurement and Management of Repairs	Finance and Resources
18	Academy Environments and Sustainability	
19	Health and Safety	

20	Trustee and Governor Attendance	Trust Board
21	External Review of Governance	
22	Trustee and Governor Induction	
23	Local Governance	
24	Governance Arrangements	

The powers and functions delegated by the Board to the Board Committees, reviewed annually and aligned with the Strategic Plan, are set out in detail in the Trust's Scheme of Delegation as approved by the Board and specifically include the responsibilities in the following Terms of Reference for each established Board Committee.

Audit & Risk Committee

The Audit & Risk Committee of Abbey Multi Academy Trust shall be responsible for the matters set out below:

Overall Purpose

- To assist the Board of Trustees in fulfilling its corporate governance and oversight responsibilities in relation to the Trust's financial reporting, internal control systems, risk management systems, regulatory compliance procedures and internal and external audit functions.

Overall Responsibilities

- To keep under review, the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from the Trust's Executives, Leadership and Management, the External Auditor and any other relevant independent assurances or reports.
- To review and approve the statements to be included in the annual report concerning internal control, risk management and the viability statement.
- To review all risk and control related disclosure statements, in particular the Trust's annual Governance Statement, Statement on Regularity, Propriety and Compliance and Value for Money Statement, together with any associated reports and opinions from management, and the External Auditor prior to endorsement by the Trust Board.

Delegated Powers and Duties

The specific powers and functions delegated by the Board of Trustees to the Audit & Risk Committee are as set out below:

Internal Scrutiny

1. To annually direct and review the Trust's programme of internal scrutiny programme, ensuring that the internal audit function is adequately resourced and has appropriate standing within the Trust. The Committee shall identify on a risk-basis (with reference to its risk register) the areas it will review each year and modify its checks accordingly.
2. To consider and ensure that the programme of internal scrutiny takes account of, outputs from other assurance activities by third parties including external audit, ESFA, financial management and governance reviews, funding audits and investigations.
3. To ensure that direct reporting lines from internal assurance providers to the Audit & Risk Committee, and ultimately to the Trust Board, are established. Reporting lines must not be through the Chief Financial Officer.
4. To ensure that risks are being addressed appropriately through internal scrutiny and that findings are reported promptly to the Trust Board.
5. To keep the Trust's approach to internal scrutiny under review and report to the Board on the adequacy of its internal control framework. If it changes in

size, complexity or risk profile, the Committee should consider whether its approach remains suitable.

6. To ensure that the Trust submits its annual summary report of the areas reviewed, key findings, recommendations and conclusions to ESFA by 31 December each year when the Trust submits its audited annual accounts (first applies December 2020). The Committee will also ensure that the Trust provides the ESFA with any other internal scrutiny reports if requested.

External Audit

7. To consider and make recommendations to the Board in relation to the appointment/re-appointment of the external auditor.
8. To assess the effectiveness, resources and independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals, and to review the performance of the external auditor on an annual basis.
9. To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.
10. To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
11. To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
12. To review the annual report and accounts.
13. To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
14. To produce an annual report of the Committee's conclusions to advise the Board and Members in respect of the above, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

Financial Management and Reporting

15. To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - critical accounting policies and practices, and any changes in them
 - decisions requiring a major element of judgement
 - the extent to which the financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
 - the clarity and transparency of disclosures
 - significant adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards

- compliance with DfE and legal requirements.

16. To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

Risk Management

17. To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.

18. To review the adequacy and robustness of risk registers.

19. To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (eg from the National Audit Office).

20. To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.

Compliance, Whistleblowing and Fraud

21. To review the Trust's policy and procedures for handling allegations from whistleblowers.

22. To review the Trust's policies and procedures for handling allegations of fraud, bribery and corruption.

23. To receive reports on the outcome of investigations of suspected or alleged impropriety.

24. To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.

25. To ensure that any significant losses are investigated and reported to the DfE/EFA where required.

General

26. To review or investigate any other matters referred to the Committee by the Board.

27. To draw any significant recommendations and matters of concern to the attention of the Trust Board.

28. Members of staff are not permitted to be audit committee members, but the accounting officer and chief financial officer should attend meetings to provide information and participate in discussions.

29. The chair of the board should not be chair of the Audit & Risk Committee.

Strategic Plan Areas of Responsibility:

N/A - The Audit & Risk Committee shall be responsible for directing and undertaking additional scrutiny of areas of the Strategic Plan as identified through the Trust's Risk Management processes.

Key Performance Indicator (KPI) Category Responsibility:
9. Audit

Finance & Resources Committee

The Finance & Resources Committee of Abbey Multi Academy Trust shall be responsible for the matters set out below:

Overall Purpose

- To assist the Board of Trustees in fulfilling its oversight responsibilities with respect to the monitoring and oversight of the Trust's financial plans, key enabling resources and strategies.

Overall Responsibilities

- To ensure the Board of Trustees is fully aware of the financial position of the Trust and how the financial position of the Trust might change in the foreseeable future.
- To advise the Board of Trustees on whether the Trust is holding a prudent level of unspent funds, and:
 - If the Trust holds funds above the level of prudence, to recommend how these could be best reinvested to meet the Trust's strategic aims; or
 - If the Trust has insufficient funds, to advise on what could be done to improve funding without damaging the Trust's strategic aims
- To provide assurance that all key enabling resources and strategies (e.g. personnel, IT, estates and procurement) are optimised and aligned with the Trust's strategic aims and objectives.

Delegated Powers and Duties

The specific powers and functions delegated by the Board of Trustees to the Finance & Resources Committee are as set out below:

Funding

1. To consider each of the academies indicative funding, notified annually by the DfE/ESFA and to assess its implications for the academies. This will be in consultation with the Director of Finance together with the Co-CEOs, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board.
2. To monitor pupil numbers at each of the academies, including projected numbers and area demographics, and make assessments of the financial implications, including future funding projections, financial stability and viability, to inform the Trust's strategic decision-making.

Budgeting

3. To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out by the Board of Trustees and in the academies' strategic plans.
4. To recommend to the Board of Trustees approval of the annual budget plan and

cashflow forecasts for the forthcoming financial year.

5. To be responsible for ensuring that financial performance is actively measured against budget.
6. To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
7. To consider for approval requests for supplementary expenditure falling within the delegated limits and make appropriate recommendations to the Board.
8. To consider for approval any between budget changes or in-year budget movements between spend headings within the Academy budget which are likely to result in a budget overspend.
9. To monitor and hold academy leaders and governing body to account for progress against the agreed recovery plan at academies subject to an internal financial notice to improve

Expenditure

10. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Board.
11. To authorise the writing off of debts falling within the delegated limits. Investment
12. To be responsible for ensuring that the Trust has an investment policy in place to manage and track its financial exposure, and ensure value for money
13. To oversee investments made in furtherance of the Trust's charitable aims, ensuring that care and skill is exercised in investment decisions, taking advice as appropriate from a professional adviser.
14. To ensure exposure to investment products is tightly controlled so security of funds takes precedence over revenue maximization.
15. To ensure investment decisions are in the trust's best interests.
16. To review the trust's investments and investment policy regularly.

Financial Strategy

17. To be responsible for the development of the financial strategy of Abbey MAT, through the consideration of financial priorities and proposals, in consultation
18. with the Co CEOs, Director of Finance and Senior Leaders.
19. To monitor the financial implications of enabling strategies and capital investments (e.g. personnel, marketing, IT, estates, and procurement).

Financial Procedures and Controls

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

Academies Financial Handbook).

22. To review financial policies including the Financial Scheme of Delegation and make recommendations to the Trust Board.

Asset Management

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

Property Management and Insurance

25. To determine the allocation and prioritisation of school conditions funding.
26. To ensure that Trust premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
27. To ensure appropriate insurance is arranged for the Trust and its academies.

Health & Safety

28. To maintain oversight of the Trust Health and Safety reports and advise as necessary.
29. To monitor compliance with the Trust's Health and Safety policies and statutory obligations under the Health and Safety at Work Act 1974.

Key Enabling Resources and Strategies

30. To advise the Board of Trustees as appropriate on HR, procurement, marketing, estates, and IT strategies, ensuring alignment with the Trust's overall strategic plan.
31. To monitor the Trust's compliance with statutory regulations and best practice in these sector areas.
32. To monitor major corporate projects as required.

General

33. To review or investigate any other matters referred to the Committee by the Board.
34. To draw any significant recommendations and matters of concern to the attention of the Trust Board.

Strategic Plan Areas of Responsibility:

5. Financial Stability, Business Efficiencies and Effectiveness

Key Performance Indicator (KPI) Category Responsibility:

7. Pupil Numbers
8. Reserves Position and Income
10. Procurement
17. Procurement and Management of Repairs
18. Academy Environments and Sustainability
19. Health and Safety

Performance Management and Remuneration Committee

The powers and functions delegated by the Board to the Performance Management and Remuneration Committee are as set out below.

Overall Purpose

- To assist the decision making of the Trust Board, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board responsibility for reviewing and agreeing matters in relation to staffing

Overall Responsibilities

- To determine the staffing complement for the Trust in line with the Trust Development Plan and oversee any staffing reduction or appointment procedures as necessary, including consultation with teacher associations and trade unions as appropriate
- To ensure safeguarding procedures are in place and that Trustees have completed safeguarding training
- To conduct agreed arrangements for recruitment and selection of all Trust staff (unless delegated to a separate committee, governing board or CO-CEOs/Executive Principal (Secondary) & (Primaries)
- Agree and oversee the application of the whole Trust pay policy
- To formulate and review staffing and personnel policies, adopt and implement these policies as necessary
- To make recommendations/report as appropriate to the Finance & Resources Committee or Trust Board
- To ensure the Trust complies with legislation in relation to personnel matters
- To ensure proper arrangements are in place to consider any appeal against a decision on pay issues

Delegated Powers and Duties

The specific powers and functions delegated by the Board of Trustees to the PMR Committee are as set out below:

Pay and Performance Management

1. To ensure the Trust operates in accordance with the Appraisal Policy.
2. To secure the appraisal of the CO-CEOs, and select an external adviser to support the Chair of the Trust in undertaking the appraisal of the CO-CEOs
3. To determine whether the outcome of the CO-CEOs appraisal meets the criteria for pay progression as covered under the pay policy and make recommendations to the Trust Board regarding movement along the pay spine
4. To moderate pay decisions across the Trust
5. To determine annually the salaries of teaching and support staff, in accordance with the School Teachers' Pay and Conditions Document or any appropriate regulations and agreements as appropriate, the Appraisal and Pay Policies adopted by the Trust and the salaries budget.

6. To annually review/realign the Individual School Range
7. To consider pay discretion (where not otherwise delegated) including progression to the upper pay range and applications for re-grading, and pay discretion for the CO-CEOs, all Exec Principals/Principals/Headteachers/Heads of School, Central Trust Staff, and any school based staff member with a salary over £90,000 (the CO-CEOs should not advise on their own pay).
8. To ensure that the Trust publishes statutory pay equality information
9. To analyse any gender pay gaps and any challenges in achieving pay equality in the Trust and any success on closing the gender pay gap.
10. To deal with any other matters relating to pay, appraisal and employment as may be referred by the Board.

Grievances

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

Staff Discipline & Dismissals

13. To consider formal action where there is a referral under the disciplinary or capability procedures adopted by the Trustees. A panel convened by the Committee will make a determination as provided for under either procedure.
14. To investigate irregularities and conduct personnel procedures regarding suspension/ending of staff contracts including dismissal procedures as provided for under the relevant procedure.

Staff Appeals

15. To convene a panel to consider appeals under the disciplinary or other relevant procedures (e.g. relating to capability, redundancy or incapability due to ill health) adopted by the Trustees.
16. To convene a panel to consider appeals under other procedures as may from time to time be delegated by the Trustees, including appeals under the Trust's Pay Policy. The appeals panel will not consist of any trustees or governors who have been involved in the decision-making process e.g. those governors who sit on the academy's pay committee.

Personnel

17. To regularly review the Trust's single central record.
18. Unless otherwise delegated, to consider secondment, early release and early retirement requests (with the exception of the CO-CEOs for whom the Trust Board retain authority).
19. To consider work/life balance, working conditions and well-being, including the monitoring of absence levels.

20. To advise on the strategic planning of human resources and carry out a review of the staffing establishment at least once per year in relation to the staffing element of the Trust development plan.
21. To receive reports, monitor the status of, and make recommendations to the Board on all aspects of matters relating to staff in the Trust.

Policy Development and Consultation

22. To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay, and adopt and implement those policies as necessary.
23. To monitor the communication and consultation of those policies and processes to staff and review feedback.
24. To advise on the means of achieving active participation by staff in policy development.

General

25. To review or investigate any other matters referred to the Committee by the Board.
26. To draw any significant recommendations and matters of concern to the attention of the Trust Board

Strategic Plan Areas of Responsibility:

3. Accountability – Roles and Responsibilities

Key Performance Indicator (KPI) Category Responsibility:

11. Recruitment
12. Employee Value Proposition
13. Talent Management / Succession
15. Health and Wellbeing
16. . HR Provision

Standards Committee

The powers and functions delegated by the Board to the Standards Committee are as set out below.

Overall Purpose

The Purpose of the Committee is to:

- Support the Board of Trustees in fulfilling statutory duties relating to curriculum, quality of education, standards and safeguarding;
- Support the Board in understanding the unique context of each academy whilst ensuring a consistent approach to reporting;
- Support the Board in understanding relevant data, including performance, progress, outcomes, behaviour, attendance and other key indicators.

Overall Responsibilities

- To monitor the academic progress of the academies and to support the strategic role of Trust leadership through a framework for effective self-evaluation, monitoring and evaluation, educational innovation and mutually beneficial partnerships.

Delegated Powers and Duties

The specific powers and functions delegated by the Board of Trustees to the Standards Committee are as set out below:

1. Identify any areas of concern in respect of standards and performance and to implement an action plan with the CEO.
2. Ensure that the Trust's curriculum is balanced and meets the needs of all children/young people.
3. Scrutinise and review relevant Trust policies for recommendation to the Trust Board.
4. Ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Trust.
5. Support the CEO in the creation, implementation and monitoring of the Trust's development plan and any post-Ofsted action plan.
6. Advise the Trust Board with respect to targets for pupil/student achievement across the Trust.
7. To review and challenge progress of the Trust against its strategic objectives

and KPIs.

8. Ensure that effective arrangements are in place across the Trust for pupil/student support and representation, for monitoring attendance and for behaviour management.
9. Ensure the suitability and effectiveness of the Trust's external partnerships, relationships and collaboration.

Reporting procedures

10. The minutes of meetings of the Committee will be circulated to all members of the Trust Board.

General

11. To review or investigate any other matters referred to the Committee by the Board.
12. To draw any significant recommendations and matters of concern to the attention of the Trust Board

Strategic Plan Areas of Responsibility:

2. Performance Data and Outcomes

Key Performance Indicator (KPI) Category Responsibility:

1. Attainment and Progress
2. Attendance
3. Inspection Outcomes
4. Curriculum
5. Exclusions
6. Collaboration and Partnerships

STANDING ORDERS AND TERMS OF REFERENCE

LOCAL GOVERNING BOARDS

1. CONSTITUTION	
	<p>The Abbey MAT Board of Trustees ("the Trust Board" has resolved to establish a Local Governing Board ("LGB") for each of its academies as committees of the Board to support the effective operation of the Trust and its Academies and ensure that the Trust delivers against the Strategic Plan.</p> <p>The Trust Board reserves the right to establish a Local Governing Board to serve two or more academies or replace an LGB with a Governors' Advisory Board ("GAB").</p>
2. ACCOUNTABILITY	
	<p>The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.</p> <p>Local Governing Boards may be given delegated authority to make decisions on behalf of the Trust Board only where delegation is not forbidden by requirement. The Trust Board as a whole remains accountable for responsibilities it delegates to its Local Governing Boards.</p> <p>All Local Governing Boards will provide reports of its decisions and action to the Board of Trustees.</p>
3. MEMBERSHIP	
<ul style="list-style-type: none"> Governors 	<p>LGBs shall have a minimum of 5 governors but shall not be subject to any maximum unless the Trustees resolve otherwise. Membership shall be as follows:</p> <ul style="list-style-type: none"> Up to 4 governors appointed by the Trust Board known as "Trust Governors"; The Headteacher/Principal of the academy, known as the "Ex Officio Governor - Headteacher"; At least 2 "Parent Governors"; 2 "Staff Governors"; In the Trust's Church academies only, the incumbent or Principal Officiating Minister of the Parish in which the academy is sited or their delegated representative, known as the "Ex Officio Governor - Incumbent"; Up to 3 persons co-opted by the LGB, subject to the consent of the Board of Trustees. <p>The number of governors who are also employees of the Trust/Academy (including the Headteacher/Principal should not exceed one third of the total number of governors.</p>

<ul style="list-style-type: none"> • Ex Officio Governor – Headteacher Appointment 	<p>The Headteacher/Principal will automatically become a governor on commencement of their role and will hold the post Ex Officio for as long as they remain in post.</p> <p>In academies operating under an Executive Principal/Head of School model, the CEOs may determine that the Ex Officio role is held by the Executive Principal. In these circumstances, the respective Head of School will be required to attend all LGB meetings as an Associate.</p>
<ul style="list-style-type: none"> • Trust Governor Appointment 	<p>The Trust Board will appoint the Trust Governors.</p> <p>The LGB shall be responsible for identifying candidates for Trust Governor roles, ensuring that they have the necessary skills, background and experience to properly fulfil the functions of the LGB.</p>
<ul style="list-style-type: none"> • Parent Governor Appointment 	<p>The 2 Parent Governors of the LGB shall be elected in accordance with the procedure for appointing parent members of LGBs as set out in Articles 54-56 of the Trust's Articles of Association. To be eligible as a governor, the person must be a parent/carer of a child who attends the Academy the LGB serves or one of the other schools within the MAT.</p>
<ul style="list-style-type: none"> • Staff Governor Appointment 	<p>The LGB may appoint up to 2 persons, excluding the Headteacher/Principal) who are employed at the Academy to serve on the LGB through such process as they may determine, provided that the total number of such persons (including the Headteacher/Principal) does not exceed one third of the total number of persons on the LGB. The positions held by those employed at the Academy (e.g. teaching and non- teaching) may be taken into account when considering appointments.</p>
<ul style="list-style-type: none"> • Ex Officio Governor – Incumbent Appointment 	<p>In the Trust's designated Church academies, the incumbent or Principal Officiating Minister of the Parish in which the Academy is sited (or their designated representative) will automatically become entitled to be a governor on commencement of their role and hold the post Ex Officio for as long as they remain in post.</p>
<ul style="list-style-type: none"> • Co-opted Governor Appointment 	<p>The LGB may appoint up to 3 Co-opted Governors. Consent to the appointment must be obtained from the Trust Board.</p>
<ul style="list-style-type: none"> • Term of Office 	<ul style="list-style-type: none"> • Trust Governors: 4-year term • Staff and Parent Governors: 4-year term • Co-opted Governors: term as determined by LGB/trustees at appointment, not to exceed 4 years • Ex-officio Posts: N/A
<ul style="list-style-type: none"> • Re-appointment 	<p>Subject to remaining eligible to serve as a particular category of governor any individual may seek re-election or re-appointment via the relevant process up to the recommended* maximum of three terms (<i>*further terms may be considered by the Trust Board in exceptional circumstances</i>).</p>

<ul style="list-style-type: none"> • Chair and Vice Chair 	<p>The Chair and Vice Chair shall be nominated at the first meeting of each academic year, unless a vacancy arises before that date, from among the members of the LGB.</p> <p>The appointment of the Chair and Vice Chair will be subject to the approval of the Trust Board. The Trust Board has the right to appoint a Chair and/or Vice Chair of its choosing should a suitable candidate not be identified or if it does not approve the nominations of the LGB.</p> <p>No person may act as Chair if they are an employee of the Trust.</p> <p>The Chair will conduct all meetings of the LGB except in the absence of the Chair, where the chair will be taken by the Vice Chair.</p> <p>In the absence of both the Chair and Vice Chair, the LGB will elect one of their number to chair the meeting.</p> <p>If both the Chair and Vice Chair resign, the LGB will convene a meeting within 10 working days to nominate their successors.</p>
<ul style="list-style-type: none"> • Clerk and Company Secretary 	<p>The Trust's Head of Governance & Compliance is the Trust's Lead Governance Professional and Company Secretary; they will ensure the services of a professional Clerk to the LGB. The term 'Clerk' in this document shall refer to both the Lead Governance Professional and any individual contracted by the Trust to carry out that function.</p>
<ul style="list-style-type: none"> • Meeting Attendees 	<p>The LGB may invite attendance at meetings from persons who are not trustees to assist or advise on a particular matter or range of issues, or where they are reporting to an item on the agenda. Such persons shall be entitled to speak with the permission of the Chair but will not be entitled to vote on any matter.</p> <p>The Trustees (all or any of them) shall also be entitled to attend any meetings of the LGB. Any Trustee attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.</p>
<h4>4. REMIT AND RESPONSIBILITIES</h4>	
<ul style="list-style-type: none"> • General 	<p>The LGB shall be responsible for the matters set out in the Scheme of Delegation and summarised in Schedule 1 to these terms.</p>
<ul style="list-style-type: none"> • Chair's action 	<p>Subject to obtaining the prior consent of the Trust Board through the Lead Governance Professional, the Chair, or in their absence the Vice Chair, has authority to take urgent action between meetings provided that the following conditions exist:</p> <ul style="list-style-type: none"> • Delay in dealing with the matter would be seriously detrimental to a pupil, or a potential pupil, or his or her parents, or to a member of staff, or to a potential member of staff, or to the Academy/Trust's reputation or effective operation; and • A meeting could not be called in sufficient time to deal with the matter without being seriously detrimental as described above; or. • A vote could not be organised using electronic voting systems (i.e. via the Virtual Office) in sufficient time to deal with the

	<p>matter without being seriously detrimental as described above.</p> <p>If any urgent action is taken by the Chair between meetings, the facts will be reported to the next meeting of the LGB and recorded in the minutes.</p>
<ul style="list-style-type: none"> • Outside of meeting approval 	<p>The Trust Board has determined that the following business may be transacted via electronic voting methods in the Trust's Virtual Office:</p> <ul style="list-style-type: none"> • Policy review and approval; • Time-sensitive proposals where delay until the next meeting would be detrimental to the effective operation of the Academy. <p>In all cases, the outcome of outside of meeting approval will be reported to the next full meeting for ratification.</p> <p>In exceptional circumstances, the Chair might determine that a Special Meeting of the LGB should be called.</p>
<p>5. PROCEEDINGS OF TRUST BOARD MEETINGS</p>	
<ul style="list-style-type: none"> • Frequency 	<p>The LGB will meet as often as is necessary to fulfil its responsibilities (usually once per half term) and not less than three times in each academic year. A schedule of ordinary meetings will be prepared by the Lead Governance Professional annually and convened by the Clerk.</p> <p>The Clerk will comply with any request for an extraordinary meeting made by the Chair, or a requisition signed by 3 governors, and will convene the meeting as soon as reasonably practicable. Extraordinary meetings and meetings rescheduled due to adjournment/being inquorate will levy additional clerking charges.</p>
<ul style="list-style-type: none"> • Timing 	<p>Meetings will start at times which are acceptable to the full LGB, having consideration for the workload and well-being of the employees required to be in attendance, and will be limited to 2 hours' duration.</p> <p>Where business has not been concluded within the time specified above, those present at the meeting may resolve to extend the meeting for a given time in order to deal with specified business. Agreement shall include the allocated Clerk to the meeting; a charge will be levied for additional clerking time in excess of 2 hours.</p>
<ul style="list-style-type: none"> • Quorum 	<p>The quorum for a meeting of the LGB shall be any three governors, or where greater, one third (rounded up) of the total number of governors, provided that that at least one of them is a Trust Governor.</p> <p>If during the course of a meeting it becomes inquorate it will be adjourned.</p> <p>A meeting may be adjourned at any time by resolution of the LGB.</p> <p>When a meeting is adjourned, or is inquorate, any items remaining on the agenda will be placed on the agenda of a subsequent</p>

	meeting or on the agenda of a further meeting to be convened by the Clerk as soon as is reasonably practicable.
<ul style="list-style-type: none"> • Notice 	<p>The notice and agenda for each LGB meeting will be published to the Virtual Office for the attention of the members of the LGB, and be sent to any other person attending the meeting, no later than seven days before the meeting.</p> <p>An extraordinary meeting, called by the Chair or on requisition, may be circulated within a shorter timeframe.</p> <p>A quorate meeting and its proceedings shall not be invalidated by reason of any individual not having received the notice and agenda.</p>
<ul style="list-style-type: none"> • Agenda 	<p>The agenda will be organised by the Clerk in consultation with the Headteacher/Principal and Chair as appropriate.</p> <p>Items may be placed on the agenda by individual, or groups of, governors by submission in writing to the Clerk.</p> <p>Papers which inform agenda items will be published on the Virtual Office with the agenda and should be submitted via email to the Clerk in advance of the meeting.</p>
<ul style="list-style-type: none"> • Late Items / Any other business 	<p>Following publication of the agenda, and up to 48 hours before the meeting, late items should be notified to the Clerk who will agree whether they are to be included with the Chair/Headteacher/Principal as appropriate.</p> <p>At the relevant point in the agenda (usually 1c in a standard agenda), a governor should inform the meeting of any item they wish to raise under Any Other Business.</p> <p>The meeting will decide whether any item so identified may be raised under Any Other Business, whether it should be deferred to a subsequent meeting, or whether it should be heard at all.</p>
<ul style="list-style-type: none"> • Attendance 	<p>A record will be kept of all persons attending a meeting of the LGB or committees.</p> <p>Absences and apologies should be recorded in the minutes under the following headings:</p> <ul style="list-style-type: none"> • Present: the names of governors (eligible to vote) including staff governors; • In attendance: the names of others who attend and participate in the meeting but are not governor; • Apologies received and whether accepted. • Absent and no apologies received. <p>The time of arrival/departure of any governor arriving after the beginning or leaving before the end of a meeting shall be recorded in the minutes.</p>
<ul style="list-style-type: none"> • Declaration of Interests 	<p>Governors are required to complete a declaration of interest form on joining the LGB and at the start of each academic year.</p> <p>Each governor, if present at a meeting of the LGB, must disclose their interest, withdraw from the meeting and not vote on a matter if:</p>

	<ul style="list-style-type: none"> • There may be a conflict between their interests and the interests of the Trust/Academy; • There is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required; or • They have a personal interest; e.g. where they and/or a close relative will be directly affected by the decision of the LGB in relation to that matter. <p>The register of interests will be maintained by the Trust's Lead Governance Professional and published on the Trust website.</p>
<ul style="list-style-type: none"> • Decision-making 	<p>Decisions will be made after full discussion and by a simple majority by show of hands unless any one governor, or more, requires a secret ballot.</p> <p>Each governor in attendance shall be entitled to one vote.</p> <p>Where there is an equal division of votes the Chair shall have a casting vote.</p> <p>A decision of the LGB is binding upon all its members.</p> <p>Where it is agreed that matters are to be decided via the Virtual Office, the above provisions will apply save that a majority decision of all governors eligible to vote on the matter will be required. The decision must be reported at the next meeting of the LGB.</p> <p>Decisions of the LGB may only be amended or rescinded at a subsequent meeting of the LGB when the proposal to amend or rescind appears as a separate agenda item</p>
<ul style="list-style-type: none"> • Telephone/ Videoconference 	<p>Any governor may participate in, and be counted as present for the purposes of the quorum, meetings of the LGB by telephone or video conference provided that:</p> <ul style="list-style-type: none"> • Consent has been given by the Chair; and • In the case of hybrid meetings, the LGB has appropriate technology to ensure the effective participation of all participants; and • If after all reasonable efforts it does not prove possible for the governor to participate by these means, the meeting may still proceed with its business provided it is otherwise quorate.
<ul style="list-style-type: none"> • Minutes 	<p>Copies of the draft minutes will be produced by the Clerk within 14 days of the meeting and circulated to the Chair and Headteacher/Principal to be checked for accuracy. Minutes will be published on the Virtual Office for all governors to view as soon as is practicable afterwards but within 21 days of the meeting regardless of whether comments from the above have been received.</p> <p>A dissenting view will be recorded in the minutes of the meeting, if that is the wish of one or more governors present.</p> <p>Those matters which by law must remain confidential or which the LGB decides shall be confidential (please refer to 'inspection copies' below) will not be published in the minutes of any meeting.</p>

	The minutes of a meeting will be considered for approval or amendment at the next meeting and will remain draft until that point.
<ul style="list-style-type: none"> • Inspection copies 	<p>For each meeting, as soon as is reasonably practicable, the LGB will ensure that the following is made available at the school for anyone wishing to inspect them subject to making reasonable arrangements with the Clerk: Agenda, draft minutes, signed minutes, and supporting papers.</p> <p>The LGB may exclude from any item required to be made available above, any material relating to:</p> <ul style="list-style-type: none"> • a named teacher or other person employed, or proposed to be employed, at the Trust or academies; • a named pupil at, or candidate for admission to, the Trust's academies; and • any matter which, by reason of its nature, the LGB is satisfied should remain confidential.
<ul style="list-style-type: none"> • Reporting 	<p>LGBs shall arrange for the production and delivery of such other reports or updates as requested by the Trust Board from time to time.</p> <p>Each LGB shall conduct an annual review of its work and the powers and functions delegated to it under the Scheme of Delegation and Terms of Reference and shall report the outcome and make recommendations to the Trust Board.</p>
6. SUBCOMMITTEES AND WORKING GROUPS	
<ul style="list-style-type: none"> • Subcommittees 	Unless the Trust Board resolve otherwise, LGBs may not establish any formal subcommittees but may, with the consent of Trustees, establish working groups to deliver a specific project or support the work of the LGB.
<ul style="list-style-type: none"> • Working Groups 	<p>In order to ensure the most efficient use of time and resources, and in some cases to ensure absolute propriety, the Board will allow the LGB to, where it is proper and appropriate to do so: set up working parties to provide information and/or make recommendations to the LGB; or delegate work to individual members of the LGB. In these circumstances the LGB will:</p> <ul style="list-style-type: none"> • Establish terms of reference for the working party; • Determine procedures for reporting back to the full LGB; • Ensure that where the LGB establishes working parties to make recommendations or provide information they will be discontinued when their work has been completed; • Ensure that the working party presents either written recommendations or progress reports to the next meeting of the full LGB Board. <p>Recommendations received from working parties will be recorded in the written minutes.</p> <p>The Headteacher/Principal has the right to attend any meeting of the LGBs working parties</p>
7. CONDUCT	

<ul style="list-style-type: none"> • Code of Conduct 	<p>All governors shall observe at all times the provisions of the Trust's code of conduct for governors and trustees.</p>
<p>8. DISQUALIFICATION, REMOVAL AND RESIGNATION</p>	
<ul style="list-style-type: none"> • Disqualification 	<p>A person shall be ineligible for appointment to the LGB and, if already appointed, shall immediately cease to be a LGB member if the relevant individual:</p> <ul style="list-style-type: none"> • is or becomes disqualified from holding office under the Articles; • is or becomes disqualified from holding office as a governor of a school; • is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people; • is barred from any regulated activity relating to children; • is or becomes bankrupt or makes any arrangement or composition with their creditors generally; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; • is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974); • has been fined for causing a nuisance or disturbance on school premises during the 5 years prior to or since appointment or election as a trustee; • refuses an application being made to the Disclosure and Barring Services (DBS) for a criminal records check. <p>Where a governor becomes disqualified from holding office they must give written notice of the fact to the Clerk.</p>
<ul style="list-style-type: none"> • Removal 	<p>A person shall be removed as a member of the LGB if the relevant individual:</p> <ul style="list-style-type: none"> • Becomes disqualified from holding office as detailed above; • serves on the LGB in their capacity as an employee of the academy and ceases to be associated with the academy in the capacity in which they were appointed; • is an ex officio member of the LGB and vacates the relevant office; • commits a serious breach of the code of conduct or any standing order or protocol implemented by the trustees; • is absent without the permission of the trustees from all their meetings held within a period of six months and the trustees resolve that their office be vacated; • their term of office expires and they are not re-appointed. • is removed by the person or persons who appointed them, except in the case of Parent Governors who may only be removed by the Trust Board.

	<p>A Co-opted governor may be removed by resolution of the LGB provided that no Co-opted governor may vote on the removal of another Co-opted governor.</p> <p>The Trust Board reserve the right to remove any member of the LGB.</p> <p>Where a governor is removed from office, those removing them shall notify the Clerk in writing.</p>
<ul style="list-style-type: none"> • Resignation 	<p>A governor shall cease to hold office if they resign their office by giving notice to the LGB.</p> <p>Where a governor resigns their office, they shall notify the Clerk in writing.</p>

STANDING ORDERS AND TERMS OF REFERENCE

LOCAL GOVERNING BOARDS

Schedule 1 – Purpose, Remit, & Responsibilities

The functions of a LGB include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - Managing its finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the Trust Board

The powers and functions delegated by the Board to the LGBs are set out in detail in the Trust's Scheme of Delegation as approved by the Board. Whilst the Trust Board is the accountable body, LGBs will monitor and deliver governance for their academy and they will achieve this by:

1. Carrying out their delegated responsibilities and reporting to the Trust Board on the activities undertaken at each meeting
2. Monitoring and reporting to the Trust Board on the overall performance of the academy, to include monitoring and evaluating educational outcomes, admissions, future pupil numbers, capital and development, effectiveness of leadership and management, strategic goals, policy review, Data Protection and Freedom of Information, safeguarding, SEND, equality and pupil welfare – ensuring that they recommend any areas of concern to the Trust Board to ensure an agreed action plan can be implemented.
3. Holding academy leadership to account for academic performance, quality of care and quality of provision.
4. Carrying forward the Trust's vision, in a way appropriate to the specific qualities and characteristics of the academy.
5. Monitoring of the academy's development plan
6. Monitoring school targets, actions and progress
7. Working with the Trust and academy in readiness for inspection planning, monitoring actions and progress of plans.
8. Reviewing the implementation and effectiveness of policies and practices for the academy in line with the Trust schedule. Where policies allow, informed by local need and Headteacher/Principal reports, approve any school specific elements of Trust policies.
9. Supporting the monitoring of the academy's curriculum.
10. Reviewing safeguarding in the school and making necessary reports or recommendations to the Headteacher/Principal, CEOs, or Trust Board.
11. Keeping informed on all safeguarding elements to ensure compliance with regulations and Trust policy and practice, including drawing on any reviews or audits of safeguarding and monitoring of the academy's single central register
12. Appointing a member of the LGB to the safeguarding lead role.
13. Supporting the monitoring of provision for pupils with SEND in school, including

- drawing on any reviews or audits of SEND.
14. Overseeing the effectiveness of the use of pupil premium funding to include interventions and measurable successes.
 15. Where applicable, monitoring the effectiveness of PE Sport funding, to include the impact of activities and measurable successes
 16. Monitoring the use and added value of enrichment activities for pupils
 17. Monitoring the school's effectiveness of ensuring British Values are promoted and understood in the academy.
 18. Where applicable, reviewing and monitoring school practices regarding post 16 education, careers education, work related learning and pupil destinations.
 19. In line with Trust Policy, reviewing and implementing admission arrangements, recommending any changes to the Headteacher/Principal and Trust Board, including establishing any admission panels in line with agreed policy.
 20. Informed by school need and reports from the Headteacher/Principal, reviewing and monitoring exclusion arrangements and establishing exclusion panels in line with agreed policy.
 21. Carrying out stakeholder engagement informed by academy, local context and Trust practice, to include outreach events, website content and soliciting parent/carer feedback in relation to the academy on a regular basis to highlight positive aspects of the academy and potential areas of improvement.
 22. Receiving and monitoring the annual budget for the academy.
 23. Considering the academy's staffing structure in line with budget.
 24. Approving or making recommendations regarding financial decisions in line with Trust Policy, observing the Trust's levels of delegation and protocols.
 25. On being informed of any material issues or non-compliance actions in relation to the academy arising from internal or external audits, carrying out any monitoring directed by the Trust towards identified actions.
 26. Participating in consultation on long term estate management strategy and improvement, including accessibility plans and monitoring plans.
 27. Monitoring health and safety and premises management, in accordance with Trust Policy, including the academy's compliance.
 28. Responding to DfE statutory requirements and Ofsted requirements / reports as necessary.
 29. Monitoring local HR activity and policy, including the process for local performance reviews for members of staff, in line with the Scheme of Delegation. LGB members may be asked to sit on relevant panels in relation to staff disciplinary/grievance
 30. Contributing to the process of Headteacher recruitment through the Chair of the LGB and being informed of the process and appointment decision by the Trust.
 31. Being informed on staff development at the academy.
 32. Considering complaints in line with the Trust Complaints Policy
 33. Participating in the appointment of members of the LGB in accordance with the relevant procedures.
 34. Ensuring the academy's resources are applied appropriately.
 35. Seeking value for money and being able to demonstrate that value for money has been achieved.
 36. Monitoring and reviewing expenditure on a regular basis and ensuring compliance with the overall financial plan and annual budget (determined by the Trustees) for the academy.
 37. Ensuring appropriate arrangements for the maintenance of the academy estate

are in place in accordance with the guidelines established by the Trust

38. Implementing the Trust's procurement policies insofar as they impact on the academy.

39. Monitoring and reviewing the academy Risk Register

The LGB is expected to have in place named leads for safeguarding, SEND, Pupil Premium and Health and Safety. They may also decide and approve other lead roles relevant to the monitoring of the School Development Plan.

POLICY DELEGATION MATRIX

Title	Stat. Policy	Approver	Level	Review	Owner	Web	Notes
<u>Document:</u>							
Absence Management Policy		TB	Trust	3 years	Head of HR		
Acceptable Use Policy for Information and Communication Technology		TB	Trust	3 years	Head of IT/I		
Access to Providers of Technical Education and Apprenticeships Statement	✓	LGB	School	Annually	Head of School	✓	Secondary schools only. Follow DfE Model.
Accessibility Plan	✓	LGB	School	Annually	Head of School	✓	
Administration of Medicines Policy	✓	LGB	School	3 Years	Head of School		
Admissions Appeals Information and Timeline	✓	N/A	School	Annually	Head of GC	✓	
Admissions Arrangements	✓	TB	School	Annually	Head of GC	✓	LGB review in Autumn term and notify Head of GC if changes are required to implement consultation between 01 October and 31 January. TB approve final arrangements.
Adoption Leave Policy		TB	Trust	3 Years	Head of HR		
Allegations of Abuse Against Staff Procedures	✓	LGB	School	Annually	Head of School		Follow local safeguarding board model - can be within Safeguarding policy at school level.
Anti-bullying Policy	✓	LGB	School	3 Years	Head of School	✓	Can be combined with behaviour policy.
Appraisal Policy - Support Staff		TB	Trust	3 Years	Head of HR		
Appraisal Policy - Teachers	✓	TB	Trust	3 Years	Head of HR		
Behaviour Policy and Behaviour Principles	✓	LGB	School	Annually	Head of School	✓	Can be combined with anti-bullying strategy.
BTEC Policies (Various)		Head	School	Annually	BTEC Nominee		
Capability of Staff Policy	✓	TB	Trust	Annually	Head of HR		
Capital Allocation Policy		TB	Trust	3 Years	Director of Finance		
Careers Programme Information (Years 7 to 13 only)	✓	Head	School	Annually	Head of School	✓	

Title	Stat. Policy	Approver	Level	Review	Owner	Web	Notes
Catering and Food Safety Policy		TB	Trust	3 Years	Director of Finance		
CCTV Policy		TB	Trust	3 Years	Head of IT/I		
Charging & Remissions Policy	✓	TB	Trust	Annually	Head of GC		
Collective Worship Policy		LGB	School	3 Years	Head of School		
Children with Health Needs who cannot attend School	✓	LGB	School	Annually	Head of School		
Communications Policy		TB	Trust	3 Years	CEO		
Competitive Tendering Policy		TB	Trust	3 Years	Director of Finance		
Complaints Policy and Procedure	✓	TB	Trust	Annually	Head of GC	✓	
Curriculum Information	✓	Head	School	Annually	Head of School		For each academic year.
Data Protection/ GDPR Policy (including protection of children's biometric information)	✓	TB	Trust	Annually	Head of GC		
Drug-related Incident Policy		TB	Trust	3 Years	CEO		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Early Career Teacher Induction Policy	✓	LGB	School	Annually	Head of School		Only applicable to academies offering statutory induction.
Early Years Foundation Stage (EYFS) Policies (where applicable)	✓	LGB	School	N/A	Head of School		Can be incorporated into relevant school policies.
eBay and PayPal Policy		TB	Trust	3 Years	Director of Finance		
Equalities Information and Objectives Statement for Publication	✓	LGB	School	Annually	Head of School		Equality information (including details of how you comply with the public sector equality duty) updated and published at least every year Equality objectives updated at least every 4 years
Exams Policies		Head	School	Annually	Exams Officer		To include: examination contingency plan, non-examination assessment, exam access arrangements and others as required
Exclusions Policy	✓	LGB	School	Annually	Head of School		
Family Friendly Policy		TB	Trust	3 Years	Head of HR		

Title	Stat. Policy	Approver	Level	Review	Owner	Web	Notes
Financial Regulations/Financial Scheme of Delegation	✓	TB	Trust	Annually	Director of Finance		
First Aid Policy	✓	TB	School	Annually	CEO		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Flexible Working Policy		TB	Trust	3 Years	Head of HR		
Freedom of Information (FOI) Policy and Publication Scheme	✓	TB	Trust	3 Years	Head of GC		
Gender Pay Gap Information	✓	TB	Trust	Annually	Head of HR	✓	
Grievance Policy	✓	TB	Trust	Annually	Head of HR		
Health & Safety Statement	✓	TB	Trust	3 Years	Trust HS Lead		
Health & Safety Policy and Procedures	✓	TB	School	Annually	Trust HS Lead		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Investment Policy		TB	Trust	3 Years	Director of Finance		
Key Stage 2 Performance Data	✓	Head	School	Annually	Head of School	✓	You don't need to publish KS2 results for 2021/2022, because these results won't be published as performance measures. You should continue to publish your 2018/19 measures until new ones are published.

Title	Stat. Policy	Approver	Level	Review	Owner	Web	Notes
Key Stage 4 Performance Data	✓	Head	School	Annually	Head of School	✓	You need to publish performance data for the 2021/2022 academic year. However, the DfE suggests you include the following statement: "Given the uneven impact of the pandemic on school and college performance data, the government has said you should not make direct comparisons between the performance data for one school or college and another, or to data from previous years."
Key Stage 5 Performance Data (16 to 18)	✓	Head	School	Annually	Head of School	✓	
Leave of Absence and Annual Leave Policy		TB	Trust	3 Years	Head of HR		
Managing Change Policy (Restructure and Redundancy)		TB	Trust	3 Years	Head of HR		
Menopause Policy		TB	Trust	3 Years	Head of HR		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Mobile and Smart Technology Policy		TB	Trust	3 Years	CEO		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Modern Slavery Statement		TB	Trust	Annually	Head of HR	✓	
Offsite Visits Policy		TB	Trust	3 Years	CEO		
Online Safety Policy		TB	Trust	3 Years	CEO		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Pay Policy	✓	TB	Trust	Annually	Head of HR		
PE and Sport Premium (Primary Only)	✓	Head	School	Annually	Head of School	✓	Publish by 31 July.
Privacy Notices	✓	TB	Trust	3 Years	Head of GC	✓	

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Procurement Policy		TB	Trust	3 Years	Director of Finance		
Pupil Premium and Recovery Premium Strategy Statement	✓	Head	School	Annually	Head of School	✓	Publish by 31 December.
Record Retention Policy		TB	Trust	3 Years	Head of GC		
Records Management Policy		TB	Trust	3 Years	Head of GC		
Recruitment of Ex-Offenders Policy		TB	Trust	3 Years	Head of HR		
Relationships, Sex and Health Education Policy	✓	LGB	School	3 Years	Head of School		
Reserves Policy		TB	Trust	3 Years	Director of Finance		
Risk Management Policy		TB	Trust	3 Years	CEO		
Safeguarding and Child Protection Statement	✓	TB	Trust	Annually	CEO		
Safeguarding and Child Protection Policy and Procedures	✓	LGB	School	Annually	Head of School		Follow local Safeguarding Board model at school level.
Safer Recruitment Policy	✓	TB	Trust	Annually	Head of HR		
Scheme of Delegation	✓	TB	Trust	Annually	Head of GC	✓	
School Visits Policy for Governors and Trustees		TB	Trust	3 Years	Head of GC		
SEND Information Report and SEND Policy	✓	LGB	School	Annually	Head of School/ SENDCO	✓	The SEND information report is a statutory requirement, but there is no statutory requirement to have a SEND policy, large parts of the information report and policy will overlap. The SEND Information Report, also known as the school offer, is a report about the implementation of SEND (policy and) procedures.
Shared Parental Leave Policy		TB	Trust	3 Years	Head of HR		
Smoke Free Policy		TB	Trust	3 Years	CEO		
Staff Code of Conduct Policy	✓	TB	Trust	Annually	Head of HR		Includes policies on acceptance of gifts, hospitality, awards, prizes or benefits, dress code, etc.
Staff Digital Device Policy		TB	Trust	3 Years	Head of IT/I		
Staff Disciplinary Policy	✓	TB	Trust	Annually	Head of HR		

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Staff Expenses Policy		TB	Trust	Annually	Director of Finance		
Staff Well-being Policy		TB	Trust	3 Years	Head of HR		Model Policy provided by Trust. Head to amend to reflect school context; LGB to adopt.
Student Digital Device Policy		TB	Trust	3 Years	Head of IT/I		
Supporting Pupils with Medical Conditions Policy	✓	LGB	School	3 Years	Head of School		
Time Off for Antenatal Appointments Policy		TB	Trust	3 Years	Head of HR		
Time Off for Trade Union Officials	✓	TB	Trust	Annually	Head of HR	✓	
Governor and Trustee Expenses Policy	✓	TB	Trust	Annually	Head of GC		
Uniform Policy	✓	LGB	School	Annually	Head of School	✓	You are now required to publish your school's uniform policy online, and should also publish information on second-hand uniforms (e.g. where they can be bought). This is set out in the DfE's statutory guidance on the cost of school uniform . If you already have details of this on your school website, a separate policy document is not required.
Whistleblowing Policy	✓	TB	Trust	3 Years	CEO	✓	
<u>Live Documents</u>							
Admission Register	✓	LGB	School	Live	Head of School		
Attendance Register	✓	LGB	School	Live	Head of School		
School Information Published on a Website	✓	LGB	School	Live	Head of School		
Single Central Record	✓	LGB/TB	School/ Trust	Live	Head of School/ Head of HR		
Register of Business Interests	✓	LGB/TB	School/ Trust	Live	Head of GC	✓	All governors/trustees to make annual declaration and notify Head of GC immediately of any changes in-year.

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Minutes of, and papers considered at, meetings of the governing/trust board	✓	LGB/TB	School/Trust	Live	Head of GC		Electronic copies will be stored in the Virtual Office. Head of School to ensure signed hard copies are retained onsite in school.
Risk Register	✓	TB	School/Trust	Live	Head of School/CEO		LGBs, committees, and Trust Board to review at least once per half term. CEOs/Heads of School responsible for updating.
<u>Governance and Financial Information:</u>							
Structure, remit, including full names of Chair of relevant board	✓	TB	Trust	Annually	Head of GC	✓	
Current memorandum of association/articles of association	✓	Members	Trust	Annually	Head of GC	✓	
Funding agreement/supplemental funding agreement	✓	Secretary of State	Trust	Annually	Head of GC	✓	
Annual audited accounts/Annual Report	✓	TB	Trust	Annually	Director of Finance	✓	At least 2 years' worth should remain on the Trust website. Constituent academies within a MAT should include a prominent link on their website to the accounts published on the Trust's website
Notice to improve (previously financial notice to improve) (if issued with one from the ESFA)	✓	Secretary of State	Trust	Annually	CEO	✓	This must be published within 14 days of being issued and you can take this down when the ESFA lifts it
The amount paid by the trust for someone's work who has an off-payroll arrangement, where the payment exceeds £100,000	✓	TB	Trust	Annually	Director of Finance	✓	
Number of employees (and payees with off-payroll arrangements) whose gross annual salary and benefits exceed £100k, in £10k bandings, for the previous year that ended on 31 August	✓	TB	Trust	Annually	Director of Finance	✓	

Title	Stat. Policy	Approver	Level	Review	Owner	Web	Notes
Governor/Trustee Details	✓	N/A	School/ Trust	Annually	Head of GC	✓	For anyone serving at any point over the last 12 months.