

|                             |           |                       |                    |
|-----------------------------|-----------|-----------------------|--------------------|
| <b>Date of last review:</b> | July 2026 | <b>Review period:</b> | 1 year             |
| <b>Date of next review:</b> | July 2027 | <b>Owner:</b>         | Head of Governance |



## **Governance Framework and Scheme of Delegation**

*Empowering a future generation*

## Governance Framework and Scheme of Delegation

As a Multi Academy Trust (MAT), Magna Learning Partnership (MLP) is accountable for all major decisions about our academies. This does not mean that the Trust Board will make every decision within the Trust, they will delegate some governance and decision-making responsibilities to:

- Trust Board Committees
- Academy Governance Committees
- The CEO and Executive Team
- Academy Leaders

This Scheme of Delegation defines the lines of responsibility and accountability within MLP that the Trust Board feels is currently appropriate to best meet the needs of all our academies.

**Purpose,** to ensure that:

- There is clarity about the roles of Members, Trustees, CEO, Directors, Academy Leaders and Committees
- MLP's operations are fit for purpose for a Multi Academy Trust
- Communication and trust is strong at all levels and with all stakeholders

The Scheme of Delegation is intended to be a working document that will be reviewed (at least annually) and adapted in response to the context and circumstances of MLP. The detail of the roles and regulations to be followed are in the Academy Trust Handbook, Academy Trust Governance Guide, MLP Financial Controls Manual and job descriptions.

# Roles and Responsibilities

## Members

The Members appoint the Trustees to run MLP. Members help to ensure the Trustees are exercising effective governance by utilising a range of powers including:

- Appointing and removing Trustees
- Appointing and removing Members
- Directing Trustees
- Amending the Trust's Articles of Association
- Appointing and removing External Auditors

There are four MLP Members, of which one represents the Diocese of Salisbury Board of Education (SDBE), one other has foundation status, and two are non-foundation positions. MLP Members meet three times a year.

## Trustees

Trustees are those people who are responsible for the oversight, policy making and decision making of the Trust. They form the statutory governing board for all academies within MLP. The Trust Board must operate and make decisions to further the Trust's charitable object, 'to advance for the public benefit education in the United Kingdom'. As the Trust includes church academies, Trustees must also ensure that the religious character of the church academies are preserved and developed as part of ensuring the charitable objects of the Trust are met.

There are twelve trustees, half of whom hold foundation status. The Trustees are appointed on the basis of their commercial and governance skills which collectively include expertise in finance, legal, HR, project/business management, education and estates. The role of the Trustee is a voluntary one. As academy trusts have charitable status, payments to Trustees are by exception only and subject to very specific legal restrictions.

## Trust Board Committees

In line with the latest Academy Trust Handbook, the Trust Board has a Finance and Operations Committee to which the Trust Board delegates financial scrutiny and oversight and a separate Audit and Risk Committee. The Trust Board has also constituted an Education Committee charged with benchmarking the performance of all academies against national expectations and targets. Admissions, People and Pay and CEO Performance Management Committees are also in place. Decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Trust Board Committees are set out in the Committee Terms of Reference. The Chair and Vice Chair of the Trust Board are deemed to be ex officio members of all Trust Board Committees.

## Academy Governance Committee

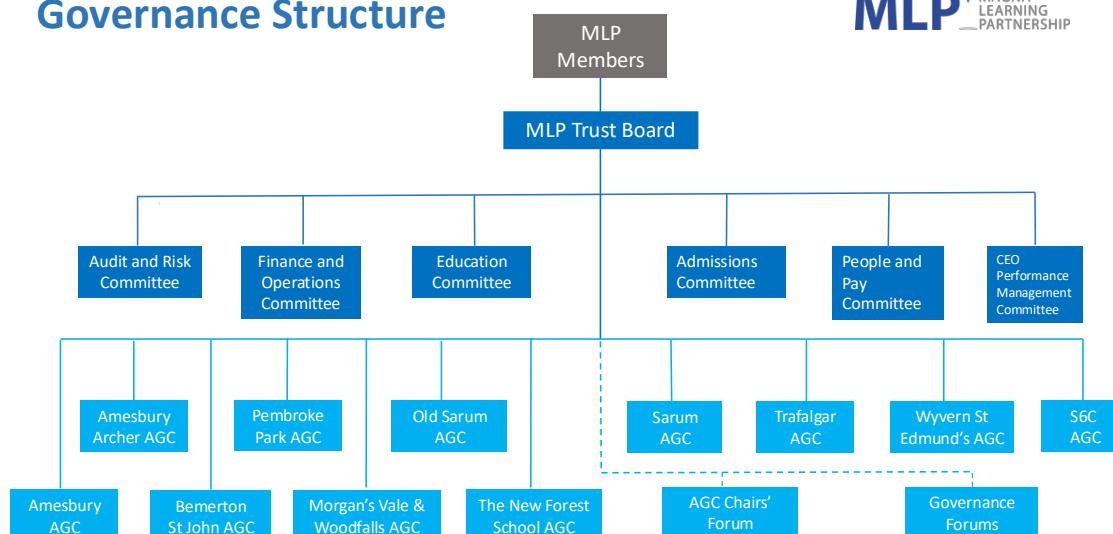
The Academy Governance Committee (AGC) acts as a Committee to the Trust Board and receives delegated powers of governance through the Scheme of Delegation. The role of the AGC is a valuable one in providing local governance as well as offering assistance to the Trustees in the fulfilment of their duties. The AGC focuses on vision, ethos and culture; safeguarding; inclusion; behaviour and attendance; wellbeing and hearing the views of stakeholders. The AGC will act as a critical friend to the Academy Leader, providing challenge where appropriate.

There will be between six and eight Governors (as necessary) in each academy. There are no AGC sub-committees, but ad hoc panels and working groups may be formed (these could be made up of Trustees and Governors).

## Executive Team

The Trust has an operational management structure to lead and support its aspirations. This includes a CEO, who is the Accounting Officer and a Director of Finance and Business (DFB) appointed by the Trust Board (as required by the Academy Trust Handbook). The Trust also has Directors of Education, Safeguarding, SEND/Inclusion and HR.

## Governance Structure



## **Members Terms of Reference**

Members will hold three meetings per annum (one of which will be the Annual General Meeting).

### **Membership will be:**

Governance Team: Four Members

Quorum: Two (three for special resolution)

### **In attendance will be:**

Governance Team: Chair of Trust Board

Leadership Team: Head of Governance; CEO as appropriate

The role of Members is to:

- Appoint and remove Trustees
- Appoint and remove Members
- Direct Trustees
- Amend the Trust's Articles of Association
- Appoint and remove External Auditors

## Trust Board Terms of Reference

The Trust Board's over-arching aim is to provide the best possible education to all pupils within Magna Learning Partnership and maximise their life chances. The Trust Board (in accordance with its Scheme of Delegation) holds responsibility for strategic management and governance of the Trust.

The Trust Board will hold six meetings per annum.

### **Membership will be:**

Governance Team: Twelve Trustees

Quorum: Three Trustees (excluding decisions in relation to Article 119)

### **In attendance will be:**

Leadership Team: CEO; Head of Governance; Executive team as appropriate

The role of the Trust Board is to:

### **Strategy**

- Establish the vision and ethos of the Trust, ensuring its vision, values and principles are embedded in all of the Trust's activities
- Set the strategic priorities for the Trust
- Provide strategic direction for the Trust, through the creation and monitoring of a strategic plan
- Appointment of the Chief Executive Officer (CEO) and Executive team
- Hold the CEO and Executive team to account for delivering the strategic plan
- Oversee the strategic growth of the Trust and approving free school applications and schools/academies/trusts joining the Trust
- Agree targets for Trust outcomes and holding the CEO and Trust Executive to account for these
- Safeguard and promote the rights and welfare of children and young people
- Seek assurance of compliance with safeguarding statutory guidance
- Operate with corporate social responsibility in the discharge of statutory functions
- Seek assurance that the risks identified are those which may occur, for example, operational risk, financial risk, compliance risk, regulatory and legal risk, major accident

## Governance

- Preparation and approval of the Governance Framework and Scheme of Delegation and ensuring regular review
- Seek assurance that the Trust remains compliant with all regulatory requirements including the Articles of Association, Church School Covenant, Trust Funding Agreements and the latest Academy Trust Handbook
- Undertake a regular review of its own performance and that of its Committees
- Establish and appoint Board Committees and Link Trustee roles
- Appoint the AGC Chairs and Vice Chairs
- Oversight of Board Committees and AGCs work
- Ensure financial viability and the best use of the Trust's funds to ensure it delivers its purpose
- Approve three year and financial budgets for the Trust
- Approve CEO and Executive team (Directors) pay awards
- Communicate and consult with the academies, including the AGCs, on key issues
- Obtain the views of stakeholders

## **Admissions Committee Terms of Reference**

The Trust Board delegates (in accordance with its Scheme of Delegation) to the Admissions Committee the responsibility for overseeing the allocation of admissions for all MLP academies.

The Admissions Committee will hold meetings in January (secondary phase) and March (primary phase) to review main round applications. Further meetings will be convened on an ad hoc basis to review over PAN and in year admission applications.

### **Admissions Committee Membership will be:**

Governance Team: Three Trustees.

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Head of Governance; plus Executive team as appropriate

The role of Admissions Committee is to:

- Make recommendations to the Trust Board on PAN/NOR taking into account the MLP Strategic Plan, Trust Development and individual Academy Development Plans
- Oversee the allocation of admissions in accordance with MLP academy admission arrangements
- Consider over PAN and in year admission applications as needed
- Promote fairness and consistency in admission arrangements and practice
- Seek assurance that arrangements are in place for parents/carers to appeal against the admission authority's decision not to offer a place
- Review and seek assurance of compliance with aligned policies and procedures

## Audit and Risk Committee Terms of Reference

The Trust Board delegates (in accordance with its Scheme of Delegation) to the Audit and Risk Committee the responsibility for risk management processes and internal control and audit arrangements for the Trust.

The Audit and Risk Committee will hold three meetings per annum.

### **Audit and Risk Committee Membership will be:**

Governance Team: Four Trustees. A Member will also be invited.

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Director of Finance and Business; Head of Governance

Auditors: Internal and External Auditors as appropriate.

The role of the Audit and Risk Committee is to:

#### **Internal Audit**

- Oversee and approve the Trust's programme of internal scrutiny
- Receive and then recommend/reject the appointment of the Internal Auditor and, if necessary, agree their resignation or dismissal
- Work with the Internal Auditor to prepare an annual plan of activity to provide assurance as to the robustness of the internal control framework
- Receive and consider the final report of each internal audit assignment, activity or investigation undertaken on behalf of the Trust by the Internal Auditor
- Receive and consider the annual internal audit summary report from the Internal Auditor
- Seek assurance that information submitted to DfE that affects funding, including pupil number returns and funding claims completed by the Trust and by constituent academies, is accurate and in compliance with funding criteria
- Oversee the regularity of funding (including use of pupil and PE premiums) and to obtain assurance that associated expenditure is in accordance with the terms of the funding agreement
- Consider any internal audit matters not specifically covered above
- Review any other assurance activities by third parties and actions taken by the Trust in response to those findings
- Review and seek assurance of compliance with aligned policies and procedures

#### External Audit

- Recommend to Members the appointment of an External Auditor (in accordance with the Trust's Articles of Association)
- Review the External Auditors' annual plan, annual report and accounts and recommend appropriate actions to the Trust Board in response to the findings
- Recommend the annual report and accounts to the Trust Board

#### Risk Management

- Support development and review of the Trust's Risk Management Policy, setting out the framework the Trust has adopted for risk management
- Review the ratings and responses on the risk register to inform contingency and business continuity planning and the programme of work, ensuring risks and control measures are adequately identified and modified as appropriate
- Ensure that the risks are being given sufficient oversight by the Trust Board and its Committees

#### Compliance and Assurance

- Monitor compliance with statutory and regulatory requirement

## Education Committee Terms of Reference

The Trust Board delegates (in accordance with its Scheme of Delegation) to the Education Committee the responsibility for benchmarking the performance of all academies against national expectations and targets.

The Education Committee will hold four meetings per annum.

### **Education Committee Membership will be:**

Governance Team: Four Trustees.

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Head of Governance; plus Executive team as appropriate

The role of the Education Committee is to:

- Work with the CEO and Executive team to monitor implementation of the Trust Development Plan and progress against
- Work with the CEO and Executive team to set strategic curricular direction, focusing on a broad, balanced curriculum is in place in all Trust academies
- Monitor the Trust Improvement Framework and scrutinise the impact of improvement activities and movement of academies between support levels
- Monitor pupil outcomes across all key stages, including attainment and progress
- Scrutinise performance data, including for disadvantaged pupils, pupils with SEND and other vulnerable groups
- Monitor the Trust's approach to inclusion, with the intention that all pupils have access to high quality education
- Monitor compliance with the SEND Code of Practice and statutory duties
- Monitor and review pupil attendance
- Monitor and review behaviour and pupil movements
- Review and seek assurance of compliance with aligned policies and procedures

## Finance and Operations Committee Terms of Reference

The Trust Board delegates (in accordance with its Scheme of Delegation) to the Finance and Operations Committee the responsibility for ensuring the CEO and Director of Finance and Business are operating within the parameters of the Funding Agreements and Academy Trust Handbook and providing value for money.

The Finance and Operations Committee will hold four meetings per annum.

### **Finance and Operations Committee Membership will be:**

Governance Team: Four Trustees.

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Director of Finance and Business; Head of Governance; plus Head of Estates as appropriate

The role of the Finance and Operations Committee is to:

#### **Financial**

- Work with the CEO and Director of Finance and Business to monitor implementation of the Trust Development Plan and progress against
- Input to the annual report and accounts
- Scrutinise and challenge proposed annual budget, monitoring that resources are allocated in line with the Trust's strategic priorities and Development Plan
- Recommend the annual budget to Trust Board for approval
- Review and approve a realistic three year financial plan, taking into account the Trust's vision, known risks and opportunities
- Receive the Trust's management accounts in order to monitor the Trust's financial position and income and expenditure against the approved budget
- Report back to each meeting of the Trust Board, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity
- Devise and review financial policies and levels of financial delegation, including the determination of an appropriate level of reserves
- Support the CEO and Director of Finance and Business in evaluating potential further income streams for the Trust including the preparation of bids for funding and the development of extended services offered by the Trust within the parameters
- Undertake detailed scrutiny and recommend approval of the School Resources Management Self-Assessment Checklist annually

- Review and act upon any issues identified by benchmarking against similar Trusts, internal or external scrutiny
- Ensure that the Trust follows public sector procurement rules and achieves best value for money when acquiring goods and services
- Review and seek assurance of compliance with aligned policies and procedures

#### Estates

- Scrutinise the Trust estates development strategy
- Oversee compliance with Estates Management Standards
- Review, recommend and monitor annual capital projects
- Review and recommend (based on financial delegations) estates and operations contracts
- Monitor estates compliance and maintenance plans
- Review and seek assurance of compliance with aligned policies and procedures

#### Health and Safety

- Oversee the standards of health and safety within the Trust
- Review and seek assurance of compliance with aligned policies and procedures

#### IT

- Scrutinise the Trust IT development strategy
- Oversee compliance with Digital and Technology Standards
- Review and recommend IT contracts
- Review and seek assurance of compliance with aligned policies and procedures

#### Commercial Operations

- Scrutinise the Trust commercial operations strategy
- Review and seek assurance of compliance with aligned policies and procedures

## People and Pay Committee Terms of Reference

The Trust Board delegates (in accordance with its Scheme of Delegation) to the People and Pay Committee the responsibility for overseeing the Trust's workforce strategy, including recruitment, retention, succession planning and talent development, and for making recommendations to the Trust Board for the annual budget needed for pay.

The People and Pay Committee will hold four meetings per annum.

### **Pay Committee Membership will be:**

Governance Team: Four Trustees

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Director of HR; Head of Governance; plus Executive team as appropriate

The role of the People and Pay Committee is to:

- Make recommendations to the Trust Board on the new people related initiatives
- Monitor effectiveness of recruitment in line with current headcount requirements
- Review and monitor effectiveness of wellbeing policy and practice
- Monitor staffing levels, structure and deployment across the Trust
- Review and monitor succession planning
- Monitor the provision of staff training and CPD, ensuring sufficient budget is allocated
- To be satisfied that a consistent approach has been taken regarding appraisal of staff
- Monitor that the Trust's approach to pay and benefits is transparent, proportionate and justifiable
- Comply with statutory requirements to publish Trust staff rates of pay and benefits
- Ensure compliance with the Public Sector Equality Duty (PSED) and employment legislation
- Review and seek assurance of compliance with aligned policies and procedures

## **CEO Performance Management Committee Terms of Reference**

The Trust Board delegates (in accordance with its Scheme of Delegation) to the CEO Performance Management Committee the responsibility for reviewing CEO performance management.

The Performance Management Committee will hold one meeting at the conclusion of the CEO's appraisal cycle (i.e. September).

### **Performance Management Committee Membership will be:**

Governance Team: Three Trustees (normally Chair of Trust Board and the Chairs of Education and Finance and Operations Committees)

Quorum: Three Trustees

### **In attendance will be:**

Leadership Team: CEO; Head of Governance; External Advisor (optional)

## Academy Governance Committee Terms of Reference

The Trust Board delegates (in accordance with its Scheme of Delegation) to the Academy Governance Committee (AGC) the responsibility for governance at a local level.

The Academy Governance Committee will hold four meetings per annum.

### **Academy Governance Committee Membership will be:**

Governance Team: Up to eight Governors plus Associate Governors (if applicable)

Quorum: Three Governors

### **In attendance will be:**

Leadership Team: Academy Leader and Deputy Academy Leader (or equivalent); Executive leaders as appropriate

Other Staff: AGC Clerk

The role of the Academy Governance Committee is to:

- **Governance:** Ensure integration and compliance with MLP statutory requirements.
- **Strategic Purpose:** Ensure local implementation of MLP vision and strategy whilst maintaining and developing individual academy identity, ethos and culture.
- **Safeguarding:** Support and, where necessary, challenge the implementation of the academy safeguarding policy, including supporting and monitoring audits.
- **SEND & Inclusion:** Support and, where necessary, challenge that all pupils, including those with SEND, are fully included in all parts of academy life, and considered in the work of the AGC. Seek assurance of equality for all across the academy.
- **Attendance:** Support and challenge the Academy Leader to drive attendance standards to support pupil development and learning.
- **Behaviour:** Support and challenge the Academy Leader to ensure behaviour management is effective in encouraging learning, inclusion and welfare. Monitor pupil movements.
- **Staffing:** Support the recruitment and performance management of all staff with particular emphasis on the Academy Leader.

- **Wellbeing:** Promote and support pupil and staff wellbeing.
- **Community:** Engage and promote the academy within the local community.
- **External Assessments:** Support the Trust Board during any inspections by Ofsted or SIAMS.
- **Policies:** Review and seek assurance of compliance with aligned policies and procedures.
- **Reporting to the Trust Board:** Ensure AGC meeting documentation is shared with the Trust Board.
- **Other Groups and Meetings:** Link governors attend the Chairs', Careers, Ethos, SEND & Inclusion and Safeguarding Governance Forums. A Governance Conference is held annually.

The Trust Board reserves the right to exercise directly functions and powers delegated to the AGCs under this Governance Framework and Scheme of Delegation.

## Governance Forum Terms of Reference

The Trust operates the following Governance Forums:

- Chairs/Vice Chairs
- Careers
- Christian Mandate
- Inclusion
- Safeguarding

In accordance with the Scheme of Delegation they hold no delegated responsibility.

The Forums will meet as outlined in the Governance Calendar.

### **Chairs/Vice Chairs' Forum Membership will be:**

Governance Team: Chair and Vice Chair of Trust Board; AGC Chairs and Vice Chairs

### **Governance Forum Membership will be:**

Governance Team: Link Trustee (if applicable); Link Governor from each AGC\*

*\*secondary and post 16 only for Careers*

Quorum: Not applicable

### **In attendance will be:**

Leadership Team: Trust senior leaders as appropriate; Head of Governance or Governance Manager

The role of the Governance Forum is to:

- Provide pertinent topical updates
- Share good practice
- Networking

## Magna Learning Partnership Delegation Framework

|                   | Task                                                                 | Trust Board                                                     | Trust Board Committee | AGC       | CEO                                                     | Directors          | Academy Leader | Time Period | Reference                                                             |
|-------------------|----------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------|-----------|---------------------------------------------------------|--------------------|----------------|-------------|-----------------------------------------------------------------------|
| <b>GOVERNANCE</b> |                                                                      |                                                                 |                       |           |                                                         |                    |                |             |                                                                       |
| 1                 | Ensure compliance with the Articles of Association*                  | Accountable<br>(Responsibility delegated to Head of Governance) |                       |           |                                                         |                    |                | Ongoing     | Articles of Association                                               |
| 2                 | Ensure compliance with Funding Agreements                            | Accountable                                                     |                       |           | Responsible (DFB)                                       | Responsible (DFB)  |                | Ongoing     | Funding Agreements                                                    |
| 3                 | Ensure compliance with Church School Covenant                        | Accountable                                                     |                       |           | Responsible<br>(in conjunction with Head of Governance) | Responsible (LCSF) |                | Ongoing     | SDBE MOU<br>Church Supplemental Funding Agreements                    |
| 4                 | Approve changes to the Governance Framework and Scheme of Delegation | Accountable<br>(Responsibility delegated to Head of Governance) |                       | Informed  | Consulted                                               | Informed           | Informed       | As needed   | Articles of Association                                               |
| 5                 | Appointment and removal of Trustees                                  | Accountable<br>(Co-opted)                                       |                       |           | Informed                                                |                    |                | As needed   | Articles of Association/SDBE<br>Foundation Trustee Appointment Policy |
| 6                 | Appointment of Chair and Vice-Chair of Trust Board                   | Accountable                                                     |                       | Informed  | Informed                                                |                    |                | July        | Articles of Association                                               |
| 7                 | Appointment of Board Committees and Chairs                           | Accountable                                                     |                       |           | Informed                                                | Informed           |                | July        | AGC Chair and Vice-Chair Appointment Policy                           |
| 8                 | Appointment and removal of AGC Chairs and Vice Chairs                | Accountable                                                     |                       | Consulted | Informed                                                | Informed           | Informed       | May         | AGC Chairs and Vice-Chairs Appointment Policy                         |

|    | Task                                                    | Trust Board                                   | Trust Board Committee      | AGC                         | CEO         | Directors       | Academy Leader | Time Period | Reference                                                           |
|----|---------------------------------------------------------|-----------------------------------------------|----------------------------|-----------------------------|-------------|-----------------|----------------|-------------|---------------------------------------------------------------------|
| 9  | Appointment and removal of Governors                    | Accountable (SDBE consent for CM appointment) |                            | Consulted                   |             |                 | Consulted      | As needed   | Articles of Association/SDBE Foundation Governor Appointment Policy |
| 10 | Appointment of a Safeguarding Link Governor/Trustee     | Accountable (Link Trustee)                    |                            | Accountable (Link Governor) |             | Informed        | Informed       | As needed   | Academy Trust Governance Guide                                      |
| 11 | Appointment of a SEND & Inclusion Link Governor/Trustee | Accountable (Link Trustee)                    |                            | Accountable (Link Governor) |             | Informed        | Informed       | As needed   | Academy Trust Governance Guide                                      |
| 12 | Appointment of a Careers Link Governor/Trustee          | Accountable (Link Trustee)                    |                            | Accountable (Link Governor) |             | Informed        | Informed       | As needed   | Academy Trust Governance Guide                                      |
| 13 | Appointment and removal of External Auditor*            |                                               | Responsible (Audit & Risk) |                             | Consulted   | Consulted (DFB) |                | As needed   | Articles of Association                                             |
| 14 | Appointment and removal of Head of Governance           | Accountable                                   |                            |                             | Consulted   |                 |                | As needed   | Articles of Association                                             |
| 15 | Ensuring compliance with equalities legislation         | Accountable                                   |                            |                             | Responsible | Responsible     | Responsible    | Ongoing     | Academy Trust Governance Guide                                      |

|    | Task                                                                                                | Trust Board                                   | Trust Board Committee                | AGC                                  | CEO       | Directors         | Academy Leader | Time Period | Reference                                                     |
|----|-----------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------|--------------------------------------|-----------|-------------------|----------------|-------------|---------------------------------------------------------------|
| 16 | Review and evaluate governance performance                                                          | Responsible                                   |                                      | Responsible (Academy)                |           |                   |                | June/ July  | Academy Trust Handbook                                        |
| 17 | Review governance membership to ensure a diverse, appropriate skill set                             | Responsible (Trust)                           |                                      | Responsible (Academy)                |           |                   |                | July        | Academy Trust Governance Guide and Competency Framework       |
| 18 | Approve the MLP governance calendar                                                                 | Accountable                                   |                                      | Informed                             | Consulted | Consulted         | Informed       | June        | Articles of Association/Academy Trust Handbook/Trust Governor |
| 19 | Maintenance of register of interests                                                                | Responsible (delegated to Head of Governance) |                                      | Responsible (delegated to AGC Clerk) |           | Informed (DFB)    |                | Ongoing     | Academy Trust Handbook                                        |
| 20 | Oversight of related party transactions (prior to DfE application)                                  | Accountable                                   |                                      |                                      |           | Responsible (DFB) |                | Ongoing     | Academy Trust Handbook                                        |
| 21 | Approve plan to enter into indemnities outside normal course of business (prior to DfE application) |                                               | Accountable (Finance and Operations) |                                      |           | Responsible (DFB) |                | As needed   | Academy Trust Handbook                                        |

|                  | Task                                                                                                            | Trust Board | Trust Board Committee | AGC                    | CEO         | Directors | Academy Leader | Time Period | Reference                                                      |
|------------------|-----------------------------------------------------------------------------------------------------------------|-------------|-----------------------|------------------------|-------------|-----------|----------------|-------------|----------------------------------------------------------------|
| 22               | Approve MLP statutory policies in line with Trust ethos and values and in accordance with MLP policy guidance   | Accountable | Responsible           | Informed               | Consulted   | Consulted | Informed       | Ongoing     | DfE Statutory Policies for Academy Trusts/ MLP Policy Guidance |
| 23               | Approve Academy statutory policies in line with Academy ethos and values in accordance with MLP policy guidance | Accountable |                       | Responsible            |             | Consulted | Consulted      | Ongoing     | DfE Statutory Policies for Academy Trusts/ MLP Policy Guidance |
| 24               | Participate in panels as required                                                                               | Accountable |                       | Responsible            |             |           |                | As needed   | Academy Trust Governance Guide/MLP policies and procedures     |
| <b>STRATEGIC</b> |                                                                                                                 |             |                       |                        |             |           |                |             |                                                                |
| 25               | Approve and develop Trust vision, values and strategy                                                           | Accountable |                       | Consulted (AGC Chairs) | Responsible | Consulted | Informed       | Ongoing     | Articles of Association/ Academy Trust Governance Guide        |
| 26               | Approve and develop Academy ethos and values ensuring alignment with Trust vision and values                    |             |                       | Accountable            | Consulted   | Consulted | Responsible    | Ongoing     | Articles of Association/ Academy Trust Governance Guide        |

|                  | Task                                                                                      | Trust Board | Trust Board Committee                             | AGC       | CEO                 | Directors       | Academy Leader        | Time Period | Reference                                      |
|------------------|-------------------------------------------------------------------------------------------|-------------|---------------------------------------------------|-----------|---------------------|-----------------|-----------------------|-------------|------------------------------------------------|
| 27               | Approve strategic development planning                                                    | Accountable |                                                   | Informed  | Responsible         | Consulted       | Informed              | Ongoing     | Academy Trust Governance Guide                 |
| 28               | Approve and monitor Trust Development Plan, ensuring alignment with Trust priorities      | Accountable |                                                   |           | Responsible         | Consulted       |                       | Ongoing     | Academy Trust Governance Guide                 |
| 29               | Approve admission of new academies                                                        | Responsible |                                                   |           | Consulted           |                 |                       | As needed   | Articles of Association/Academy Trust Handbook |
| 30               | Develop stakeholder engagement to ensure the voice of parents, pupils and staff are heard | Accountable |                                                   | Consulted | Responsible (Trust) | Consulted       | Responsible (Academy) | Ongoing     | Academy Trust Governance Guide                 |
| <b>FINANCIAL</b> |                                                                                           |             |                                                   |           |                     |                 |                       |             |                                                |
| 31               | Approve annual accounts and reports to funding and regulatory bodies                      | Accountable | Consulted (Finance and Operations/Audit and Risk) |           | Responsible         | Consulted (DFB) |                       | Dec         | Articles of Association/Academy Trust Handbook |

|    | Task                                                               | Trust Board | Trust Board Committee                           | AGC | CEO         | Directors            | Academy Leader | Time Period               | Reference                 |
|----|--------------------------------------------------------------------|-------------|-------------------------------------------------|-----|-------------|----------------------|----------------|---------------------------|---------------------------|
| 32 | Completion and submission of other accounting returns              |             | Accountable<br>(Finance and Operations)         |     | Consulted   | Responsible<br>(DFB) |                | March<br>(SRMA Checklist) | Academy Trust Handbook    |
| 33 | Approve Payment Practices Report                                   |             | Accountable<br>(Finance and Operations Trustee) |     |             |                      |                |                           | Financial Controls Manual |
| 34 | Approve Trust budget                                               | Accountable | Consulted<br>(Finance and Operations)           |     | Responsible | Consulted<br>(DFB)   |                | August<br>(BFR)           | Academy Trust Handbook    |
| 35 | Submit Academy level budget                                        |             |                                                 |     |             | Consulted<br>(DFB)   | Responsible    |                           | Financial Controls Manual |
| 36 | Monitor Trust budget                                               |             | Accountable<br>(Finance and Operations)         |     |             | Responsible<br>(DFB) |                | Ongoing                   | Academy Trust Handbook    |
| 37 | Monitor Academy level budget                                       |             |                                                 |     |             | Consulted<br>(DFB)   | Responsible    |                           | Financial Controls Manual |
| 38 | Monitor management accounts                                        | Informed    | Accountable<br>(Finance and Operations)         |     |             | Responsible<br>(DFB) |                | Monthly                   | Academy Trust Handbook    |
| 39 | Ensure financial solvency to maintain the Trust as a going concern | Accountable | Consulted<br>(Finance and Operations)           |     | Responsible | Consulted<br>(DFB)   |                | Ongoing                   | Academy Trust Handbook    |

|    | Task                                                                                                             | Trust Board | Trust Board Committee                                    | AGC | CEO                             | Directors                             | Academy Leader                  | Time Period | Reference                                        |
|----|------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------|-----|---------------------------------|---------------------------------------|---------------------------------|-------------|--------------------------------------------------|
| 40 | Ensure allocation of the Trust's resources are aligned with the identified priorities in the strategic plan      | Accountable |                                                          |     | Responsible                     | Consulted                             |                                 | Ongoing     | Academy Trust Handbook                           |
| 41 | Determine delegated authority limits for financial transactions                                                  |             | Accountable (Finance and Operations)                     |     | Informed                        | Responsible (DFB)                     | Informed                        | As needed   | Academy Trust Handbook/Financial Controls Manual |
| 42 | Placing orders for goods and services, entering into contracts based upon framework in Financial Controls Manual | Accountable | Responsible (Finance and Operations) (subject to limits) |     | Responsible (subject to limits) | Responsible (subject to limits)       | Responsible (subject to limits) | As needed   | Financial Controls Manual                        |
| 43 | Open a bank account and approve signatories                                                                      |             | Accountable (Finance and Operations)                     |     |                                 | Responsible (DFB)                     |                                 | As needed   | Financial Controls Manual                        |
| 44 | Write-off bad debts in accordance with Financial Controls Manual                                                 | Accountable | Responsible (Finance and Operations) (subject to limits) |     | Responsible (subject to limits) | Responsible (DFB) (subject to limits) |                                 | As needed   | Financial Controls Manual                        |

|                       | Task                                                                                    | Trust Board | Trust Board Committee        | AGC | CEO                                                 | Directors                 | Academy Leader        | Time Period | Reference                                                             |
|-----------------------|-----------------------------------------------------------------------------------------|-------------|------------------------------|-----|-----------------------------------------------------|---------------------------|-----------------------|-------------|-----------------------------------------------------------------------|
| <b>AUDIT AND RISK</b> |                                                                                         |             |                              |     |                                                     |                           |                       |             |                                                                       |
| 45                    | Appointment of internal auditors                                                        |             | Accountable (Audit and Risk) |     | Consulted                                           | Responsible (DFB)         |                       | As needed   | Audit and Risk Committee Terms of Reference                           |
| 46                    | Assurance over adequacy of systems of internal financial control                        |             | Accountable (Audit and Risk) |     |                                                     | Responsible (DFB)         |                       | Ongoing     | Financial Controls Manual/Audit and Risk Committee Terms of Reference |
| 47                    | Oversight of internal audit summary report                                              |             | Accountable (Audit and Risk) |     |                                                     | Responsible (DFB)         |                       | Dec         | Audit and Risk Committee Terms of Reference/Academy Trust Handbook    |
| 48                    | Oversee management of risk                                                              | Accountable |                              |     | Responsible                                         | Responsible (DFB) (Trust) | Responsible (Academy) | Ongoing     | Audit and Risk Committee Terms of Reference/Risk Management Policy    |
| 49                    | Ensure adequate insurance cover is in place including relevant approvals on indemnities | Accountable |                              |     |                                                     | Responsible (DFB)         |                       | Ongoing     | Academy Trust Handbook                                                |
| 50                    | Ensure compliance with DfE requirements                                                 | Accountable | Informed (Audit and Risk)    |     | Responsible (Accounting Officer/Head of Governance) | Responsible (DFB)         |                       | Ongoing     | Academy Trust Handbook                                                |

|                | Task                                                                        | Trust Board | Trust Board Committee                   | AGC      | CEO         | Directors                                   | Academy Leader           | Time Period | Reference                                                            |
|----------------|-----------------------------------------------------------------------------|-------------|-----------------------------------------|----------|-------------|---------------------------------------------|--------------------------|-------------|----------------------------------------------------------------------|
| <b>ESTATES</b> |                                                                             |             |                                         |          |             |                                             |                          |             |                                                                      |
| 51             | Oversight of Trust estate including health and safety of staff and students | Accountable | Informed<br>(Finance and Operations)    |          |             | Responsible                                 | Responsible<br>(Academy) | Ongoing     | Academy Trust Governance Guide/Health and Safety Policy              |
| 52             | Ensure suitable health and safety policies and procedures are in place      |             | Accountable<br>(Finance and Operations) |          |             | Responsible<br>(DFB)<br>(Trust)             | Responsible<br>(Academy) | Ongoing     | Academy Trust Governance Guide/Health and Safety Policy              |
| 53             | Approve temporary closure of academy for health and safety reasons          |             |                                         |          | Accountable | Consulted                                   | Responsible<br>(Academy) | As needed   | Health and Safety Policy                                             |
| 54             | Oversight estates compliance                                                |             | Accountable<br>(Finance and Operations) |          | Consulted   | Responsible<br>(DFB)                        | Responsible<br>(Academy) | Ongoing     | Academy Trust Governance Guide                                       |
| 55             | Approve estates development strategy and priorities                         |             | Accountable<br>(Finance and Operations) | Informed | Consulted   | Responsible<br>(DFB)                        | Consulted                | Jan         | Resources Committee Terms of Reference                               |
| 56             | Approve and monitor annual capital projects                                 |             | Accountable<br>(Finance and Operations) | Informed | Consulted   | Responsible<br>(DFB)<br>(subject to limits) |                          | Ongoing     | Resources Committee Terms of Reference/<br>Financial Controls Manual |

|                        | Task                                                                                          | Trust Board | Trust Board Committee                                    | AGC       | CEO         | Directors             | Academy Leader | Time Period | Reference                                                     |
|------------------------|-----------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------|-----------|-------------|-----------------------|----------------|-------------|---------------------------------------------------------------|
| <b>HUMAN RESOURCES</b> |                                                                                               |             |                                                          |           |             |                       |                |             |                                                               |
| 57                     | Approve Trust senior staffing structure                                                       | Accountable |                                                          |           | Responsible | Consulted             | Informed       | March       | Academy Trust Handbook/Resources Committee Terms of Reference |
| 58                     | Determining approach to staff appointment and dismissal with regard to statutory requirements |             | Accountable<br>(People and Pay)                          |           |             | Responsible<br>(DoHR) | Informed       | As needed   | Academy Trust Governance Guide                                |
| 59                     | Recruitment and appointment of CEO/Accounting Officer                                         | Accountable | Responsible                                              |           |             |                       |                | As needed   | Articles of Association/Academy Trust Handbook                |
| 60                     | Recruitment and appointment of direct reports to the CEO (Executive)                          | Accountable | Responsible<br>(Delegated to Committee Chair)            |           | Responsible |                       | Informed       | As needed   | Academy Trust Handbook                                        |
| 61                     | Recruitment and appointment of Academy Leaders                                                | Accountable | Responsible<br>(Delegated to Link Trustee or equivalent) | Consulted | Responsible | Consulted             |                | As needed   | Articles of Association                                       |

|    | Task                                                         | Trust Board | Trust Board Committee                                        | AGC                                | CEO         | Directors                                  | Academy Leader                | Time Period                            | Reference                                                                      |
|----|--------------------------------------------------------------|-------------|--------------------------------------------------------------|------------------------------------|-------------|--------------------------------------------|-------------------------------|----------------------------------------|--------------------------------------------------------------------------------|
| 62 | Recruitment and appointment of all other Trust/Academy staff |             |                                                              |                                    | Accountable | Accountable/ Responsible (subject to role) | Responsible (subject to role) | As needed                              | Financial Controls Manual                                                      |
| 63 | Determining approach to appraisal and performance management |             | Accountable (People and Pay)                                 |                                    | Responsible | Consulted (DoHR)                           | Informed                      | As needed                              | Academy Trust Governance Guide                                                 |
| 64 | Undertake CEO performance management                         | Accountable | Responsible (CEO Performance Management)                     |                                    |             |                                            |                               | July                                   | Academy Trust Handbook/CEO Performance Management Committee Terms of Reference |
| 65 | Undertake Executive performance management                   |             | Accountable (Delegated to Chairs of Committee/Link Trustees) |                                    | Responsible |                                            |                               | October                                | Appraisal Policy                                                               |
| 66 | Undertake Academy Leader performance management              |             |                                                              | Consulted (Delegated to AGC Chair) | Accountable | Responsible                                |                               | Sept (end of year)<br>March (mid year) | Appraisal Policy (Teaching Staff)                                              |

|    | Task                                                                                | Trust Board | Trust Board Committee                                         | AGC      | CEO                               | Directors                         | Academy Leader                   | Time Period | Reference                                    |
|----|-------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------|----------|-----------------------------------|-----------------------------------|----------------------------------|-------------|----------------------------------------------|
| 67 | Review and approve CEO and Executive pay awards                                     | Accountable | Responsible                                                   |          |                                   |                                   |                                  | Nov         | Academy Trust Handbook                       |
| 68 | Review and approve staff performance and pay awards                                 |             | Accountable<br>(People and Pay)                               |          | Responsible<br>(subject to role)  | Responsible<br>(subject to role)  | Responsible<br>(subject to role) | Nov         | Pay Policy/Pay Committee Terms of Reference  |
| 69 | Authorised to evaluate jobs, grades and pay ranges                                  |             | Accountable/<br>Responsible<br>(subject to role)              |          | Responsible<br>(subject to role)  | Responsible<br>(subject to role)  | Consulted                        | As needed   | STRB Guidance/Local and National Comparators |
| 70 | Approve formal restructure plans and severance/ settlement or redundancy agreements | Accountable | Responsible<br>(Finance and Operations)<br>(subject to level) |          | Responsible<br>(subject to level) | Responsible<br>(subject to level) | Consulted                        | As needed   | Academy Trust Handbook/ Redundancy Policy    |
| 71 | Oversee staff wellbeing, workload and working conditions                            | Accountable | Informed<br>(People and Pay)                                  | Informed | Responsible                       | Responsible                       | Responsible                      | Ongoing     |                                              |
| 72 | Approve and monitor support offered to organisations outside of the Trust           |             |                                                               |          | Accountable                       | Responsible                       |                                  | As needed   |                                              |

|           | Task                                                                                                       | Trust Board | Trust Board Committee   | AGC       | CEO                 | Directors   | Academy Leader        | Time Period | Reference                                             |
|-----------|------------------------------------------------------------------------------------------------------------|-------------|-------------------------|-----------|---------------------|-------------|-----------------------|-------------|-------------------------------------------------------|
| EDUCATION |                                                                                                            |             |                         |           |                     |             |                       |             |                                                       |
| 73        | Determine Academy Targets                                                                                  |             | Accountable (Education) | Informed  | Responsible         | Consulted   | Consulted             | Sept        | Academy Trust Governance Guide                        |
| 74        | Monitor Academy Targets                                                                                    |             | Accountable (Education) | Informed  | Responsible (Trust) | Consulted   | Responsible (Academy) | Ongoing     | Academy Trust Governance Guide                        |
| 75        | Approve Academy Development Plan ensuring alignment with priorities                                        |             | Informed (Education)    | Consulted | Consulted           | Accountable | Responsible           | Ongoing     | Academy Trust Governance Guide/AGC Terms of Reference |
| 76        | Determining Trust approach to curriculum and assessment, with regard to statutory requirements (inc. EYFS) |             | Accountable (Education) |           | Responsible         | Consulted   | Informed              | Ongoing     | DfE National Curriculum Framework                     |
| 77        | Setting and delivering academy curriculum and assessment in line with Trust approach                       |             |                         |           |                     | Accountable | Responsible           | Ongoing     | Academy Trust Governance Guide                        |
| 78        | Approve external professional support                                                                      |             | Informed                |           | Accountable         | Responsible | Informed              | As needed   |                                                       |

|    | Task                                                                                   | Trust Board | Trust Board Committee        | AGC                   | CEO         | Directors           | Academy Leader        | Time Period | Reference                                                             |
|----|----------------------------------------------------------------------------------------|-------------|------------------------------|-----------------------|-------------|---------------------|-----------------------|-------------|-----------------------------------------------------------------------|
| 79 | Approve internal professional support                                                  |             |                              |                       | Accountable | Responsible         | Consulted             | As needed   |                                                                       |
| 80 | Monitor Pupil Premium expenditure and impact                                           |             | Accountable (Audit and Risk) | Informed              |             | Responsible         | Responsible           | Sept        | DfE Pupil Premium: Effective Use and Accountability                   |
| 81 | Monitor PE and Sports Premium expenditure and impact                                   |             | Accountable (Audit and Risk) |                       |             |                     | Responsible           |             | Academy Trust Governance Guide                                        |
| 82 | Monitor achievement and outcomes                                                       |             | Accountable (Education)      | Informed              |             | Responsible (Trust) | Responsible (Academy) | Ongoing     | Academy Trust Governance Guide/Education Committee Terms of Reference |
| 83 | Monitor and review student attendance                                                  |             | Accountable (Education)      | Accountable (Academy) |             | Responsible (Trust) | Responsible (Academy) | Ongoing     | Academy Trust Governance Guide/Education Committee Terms of Reference |
| 84 | Ensure that academies fulfil their duties in accordance with the SEND Code of Practice |             | Accountable (Education)      | Accountable (Academy) |             | Responsible (DoSI)  | Responsible           | Ongoing     | SEND Code of Practice                                                 |

|    | Task                                         | Trust Board                                        | Trust Board Committee    | AGC         | CEO         | Directors          | Academy Leader | Time Period | Reference                         |
|----|----------------------------------------------|----------------------------------------------------|--------------------------|-------------|-------------|--------------------|----------------|-------------|-----------------------------------|
| 85 | Approve admission arrangements               | Accountable                                        | Responsible (Admissions) | Consulted   | Consulted   | Consulted          | Consulted      | Feb         | DfE School Admissions Code        |
| 86 | Approve out of age group applications        |                                                    | Accountable (Admissions) |             |             |                    | Responsible    | As needed   | DfE School Admissions Code        |
| 87 | Review allocation of places                  |                                                    | Accountable (Admissions) |             |             | Consulted          | Responsible    | As needed   | DfE School Admissions Code        |
| 88 | Manage admission appeals                     | Responsible (Delegated to Admission Appeals Clerk) |                          |             |             |                    | Consulted      | As needed   | DfE School Admission Appeals Code |
| 89 | Keeping admission and attendance registers   |                                                    |                          |             | Accountable |                    | Responsible    | Ongoing     | Academy Trust Governance Guide    |
| 90 | Approval of alternative curriculum provision |                                                    |                          |             |             | Accountable (DoI)  | Responsible    | As needed   | DfE Statutory Guidance            |
| 91 | Issues fixed term exclusions                 |                                                    |                          |             |             | Accountable (DoSC) | Responsible    | As needed   | Suspensions and Exclusions Policy |
| 92 | Issues permanent exclusions                  |                                                    |                          | Consulted   | Accountable | Consulted          | Responsible    | As needed   | Suspensions and Exclusions Policy |
| 93 | Holds exclusion review meetings              | Accountable                                        |                          | Responsible |             |                    | Consulted      | As needed   | DfE Statutory Guidance            |

|                     | Task                                                              | Trust Board         | Trust Board Committee | AGC                   | CEO         | Directors          | Academy Leader        | Time Period | Reference                                                                   |
|---------------------|-------------------------------------------------------------------|---------------------|-----------------------|-----------------------|-------------|--------------------|-----------------------|-------------|-----------------------------------------------------------------------------|
| 94                  | Holds off-site direction review meetings                          |                     |                       |                       |             | Accountable        | Responsible           |             | DfE Statutory Suspensions and Exclusions Guidance                           |
| 95                  | Monitor and review pupil movements                                |                     |                       | Accountable           |             | Consulted          | Responsible           | As needed   | DfE Statutory Suspensions and Exclusions Guidance                           |
| 96                  | Approve term dates                                                |                     |                       |                       | Accountable | Consulted          | Consulted             | Annual      | Wiltshire Council/DfE Guidance                                              |
| 97                  | Approve length/organisation of academy day                        |                     |                       |                       | Accountable | Consulted          | Responsible           | As needed   | DfE Guidance                                                                |
| <b>SAFEGUARDING</b> |                                                                   |                     |                       |                       |             |                    |                       |             |                                                                             |
| 98                  | Ensure suitable safeguarding policies and procedures are in place | Accountable (Trust) |                       | Accountable (Academy) |             | Responsible (DoSC) | Responsible (Academy) | Sept        | Keeping Children Safe in Education Statutory Guidance/Safeguarding Policies |
| 99                  | Ensure a designated safeguarding lead is in post in all academies |                     |                       | Informed              |             | Accountable (DoSC) | Responsible           | Ongoing     | Keeping Children Safe in Education Statutory Guidance                       |
| 100                 | Ensure annual safeguarding audits take place and are              |                     |                       | Informed              |             | Accountable (DoSC) | Responsible           | Jan         | Keeping Children Safe in Education Statutory Guidance                       |

|     | Task                                                                                   | Trust Board                                                           | Trust Board Committee | AGC | CEO         | Directors                                                            | Academy Leader                                | Time Period | Reference                                                                  |
|-----|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------|-----|-------------|----------------------------------------------------------------------|-----------------------------------------------|-------------|----------------------------------------------------------------------------|
|     | appropriately reported                                                                 |                                                                       |                       |     |             |                                                                      |                                               |             |                                                                            |
| 101 | Ensure SCR is compliant including completion of enhanced DBS and other relevant checks |                                                                       |                       |     | Accountable | Responsible (DoHR and DoS) (for central staff and trustees/ members) | Responsible (for Academy staff and governors) | Ongoing     | Keeping Children Safe in Education Statutory Guidance                      |
| 102 | Ensure staff/trustees/ governors receive training and induction appropriate to role    | Responsible (delegated to Head of Governance for trustees/ governors) |                       |     |             | Responsible (DoSC/DoHR) (for central staff)                          | Responsible (for Academy staff)               | Ongoing     | Keeping Children Safe in Education Statutory Guidance/Induction Programmes |

Note:

Accountable: Power of approval (\*Members)

Responsible: Responsible for completing the task

Consult: Consulted during task or decision making process

Informed: Informed on completion of the task or decision taken

| Financial Delegations |                                                  |
|-----------------------|--------------------------------------------------|
| Purchase Amount       | Authorisation Limit                              |
| Up to £5000           | Budget holder (within limit)                     |
| £5000 - £10000        | Academy Leader, Director or CEO                  |
| £10000 - £50000       | DFB and Academy Leader/Director of Education/CEO |
| £50000 - £75000       | DFB and CEO                                      |
| Above £75000          | Trustees                                         |