



**CONNECTED LEARNING
MULTI-ACADEMY TRUST**

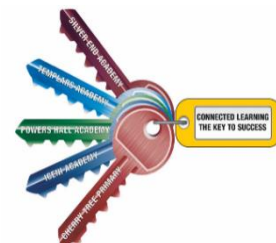
GOVERNANCE HANDBOOK

NOVEMBER 2023

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CL Financial Regulations (please contact COO for latest version)



Connected Learning

MEMBERS

Rowland Costin
Rod Lane
Anthony Welch
Sue Sings from 01.09.2023
Nick Redfern from 25.09.2023

TRUSTEES

Chair of Trustees – Barry Collyer

Chief Executive Officer – Ceri Jones

Ray Gooding from 15.12.2021-14.12.2025

Karen Butler from 26.06.2023-25.06.2027

Matt Ward from 14.07.2023-13.07.2027

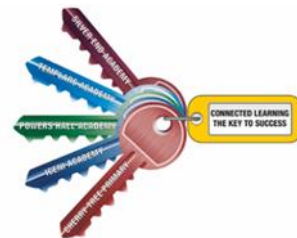
Matthew Fuller 10.10.2023-09.10.2027

Miles Carter 13.11.2023-12.11.2027

Bhavika Gorasia 11.12.2023-10.12.2027

KEY STAFF

Chief Operations Officer – Claire Brazier
HR Manager – Michelle Smith
Finance Manager – Jacqueline Hassler
Safeguarding Lead – Faye Welsher
HT CHE – Charlotte Newley
HoS ICE – Karen Jackson
HT POW – Maxine Harrington
HT POW – Dan Sheehan
HoS SIL – Anna Wightman
HT TEM – Victoria Gooding
Lead Site Manager – Mick Manning



Connected Learning MAT

Vision, Values and Strategy

Vision

Our vision for Connected Learning is to provide each child with an educational, social and emotional offer that engenders them to 'aspire to be the best we can be in all that we do'. This vision is what we strive towards and is relatable to every employee, partner, children, young adults and their families within our Trust.

Mission

In order to achieve our vision, we have the following mission statement:

Our learners and their families are at the centre of what we do;

All children and adults are active positive citizens within the areas they live and the school it serves.

Our employees and partners are passionate about being the best that they can be;

Our Trust is relentlessly focused on improvement;

Providing all with the opportunity to improve and develop, regardless of role or responsibility

Schools within the Academy Trust work together to ensure children receive the best possible provision and opportunities.

Grow the MAT – sharing expertise beyond our borders

Values

Underpinning our vision and mission statement are our core values, defined by our workforce and trustees - Inclusive; Child Centred; Community Focused; Passionate; Nurturing; Enriching; Empowering.

We bring these high expectations to everything we do, and we are really excited to work with partners who share this ethos.

Connected, collaborative learning across all its schools

All school-to-school support is based on creating partnerships, developing mutual respect whilst still challenging underperformance at all levels of teaching and learning. We also believe that, in order to have an outstanding school, all aspects of the school must be

outstanding including the governance, financial structure, catering and premises management.

Strategy of Connected Learning is:

To provide a MAT-led school improvement system

To develop an outstanding leadership team

To be a community

For each academy yet to be judged at least Good

To develop a designated leadership team from the MAT that will have responsibility and accountability for school improvement

For Connected Learning to continue to work closely and positively with the Local Authority

To ensure continuous attention to the need for effective succession management across the MAT

To develop the MAT premises to ensure their fitness for purpose

In return, the MAT will offer the following:-

Career pathways, promotion and research opportunities

Continuous professional development

Staff recruitment and retention

Staff mobility

Education adviser services

Innovative technological links

Shared resources providing economies of scale

Collaborative procurement



CONNECTED LEARNING

Declaration of pecuniary and personal interest

Name:

School:

Position:

I, _____, declare as a Staff Member/Trustee/Member* of
CONNECTED LEARNING MAT that I hold the following personal and/or pecuniary interest(s):

Pecuniary interests	Please provide details of the interest
Current employment and role	
Businesses (of which I am a partner or sole proprietor)	
Company directorships – details of all companies of which I am a director	
Charity trusteeships – details of all companies of which I am a trustee	
Membership of professional bodies, membership organisations, public bodies or special interest groups of which I am a member and have a position of general control or management	
Gifts or hospitality offered to you by external bodies while acting in your position as a governor/trustee and whether this was declined or accepted in the last 12 months	
Contracts offered by you for the supply of goods and/or services to the trust/school	

Any other conflict				
Personal interests	Name	Relationship to me	Organisation	Nature of the interest
Immediate family/close connections to governor/trustee				
Company directorships or trusteeships of family/close connections to governor/trustee				

If you are a governor or trustee of any other schools and/or academies, please provide details below:

Name of school/academy:
Position held:
Date appointed/elected to post:
Date of termination to post:

To the best of my knowledge the information supplied above is correct and complete. I understand that it is my responsibility to declare any conflict of interest/loyalty, business or personal that relates directly or indirectly, to myself or any relation in any contract, proposed contract or other matter when present at a meeting at the school where such contract or matter comes under consideration. I understand that I must withdraw from any meeting during the discussion of such contract or matter and must not vote in respect of it.

I agree to review and update this declaration annually and give consent for the information provided to be used in accordance with the trust/school's conflicts of interest policy.

Signed:

Date:

Guidance notes PLEASE RETAIN FOR YOUR RECORDS

Governors and trustees have a legal duty to act only in the best interests of their schools. Where a situation arises in which they cannot do this due to a personal interest they have, steps should be taken to identify, prevent and record the conflict. This ensures governors or trustees are acting in the best interests of the school. In the declaration above, you must provide details relating to:

- Your ownership or partnership of a company or organisation which may be used by the trust/school to provide goods or services;
- Goods or services you offer which may be used by the trust/school;
- Any close relation you have to someone who satisfies either of the above;
- Any close relationship you have to someone who is employed by the trust/school.

Declaring your conflicts of interest is a legal requirement within the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 and for academies, in the Articles of Association and Academies Financial Handbook. However, making an annual declaration does not remove your requirement to make an oral disclosure of the interest and temporarily leave the meeting, where the interest is relevant to something being discussed.

Pecuniary interests

Generally, governors should not participate in any discussions in which they may directly or indirectly benefit from a pecuniary interest, except where the relevant authority has authorised this i.e. legislation for maintained schools or articles of association for academies. A direct benefit refers to any personal financial benefit and an indirect benefit refers to any financial benefit you may have by virtue of a relationship to someone who stands to gain from a decision of the governing board. Both direct and indirect interests must be declared.

Non-pecuniary interests (Conflicts of loyalty)

There may be a non-pecuniary interest whereby the governor does not stand to gain any benefit but a declaration should still be made. For example, this might be where a governor has a family member working in the school. While the governor might not benefit personally, their judgment could be impaired if something was brought up that would affect the family member.

Handling the conflict

The governing board must make a decision as to whether or not they should take steps to remove the conflict by:

- Not pursuing the course of action it relates to; or
- Proceeding with it in an alternative way which does not give rise to conflict; or
- Not appointing the governor in question or seeking to secure their resignation.

In the minutes of the meeting, the following should be recorded:

- The nature of the conflict;
- Which governor(s) it relates to;
- Whether a declaration was made in advance of the meeting;
- A brief overview of what was discussed;
- Whether the governor(s) withdrew from the meeting;
- How the governors made the decision in the best interests of the school.

The School and Early Years Finance (England) Regulations 2013 provide for local authority financing schemes to keep a register of pecuniary interests for the trustees, governors and staff of schools. The register should be reviewed annually by the clerk to the governing body but any new interest or ceased interest, should be reported to the clerk as and when they occur. Upon completion, this signed form should be given to the clerk of governors whose responsibility it is to keep a register of all interests and review it annually. You can find NGA's model conflict register on the [NGA's website](#).



The Charity Commission has produced [guidance on dealing with conflicts of interests](#) which may be useful, even for schools that do not have charitable status.

CONNECTED LEARNING

Code of Conduct for Trustees

We agree to abide by the Principles of Public Life:

Selflessness

We will act solely in terms of the public interest.

Integrity

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work. We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

Objectivity

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

Openness

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

We will be truthful.

Leadership

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will apply the highest standards and will:

Act within our powers

Promote the success of the Trust

Exercise independent judgement

Exercise reasonable care, skill and diligence

Avoid conflicts of interest

Not accept benefits from third parties

Declare interest in proposed transactions or arrangements

This Code provides Trustees with guidelines as to the standards and behaviours that Connected Learning expects from its Trustees (individually and collectively) when acting on behalf of, or representing, the Trust.

This Code should be read in conjunction with:-

The CL Scheme of Governance Management and Delegation

The CL Terms of Reference for the Board of Trustees

The role descriptions for the Chair of the Board

The CL Terms of Reference for the Board's Committees

The Trust's Articles of Association

The Trust's policies and procedures covering conflicts of interests, anti-money laundering and anti-bribery, the declarations of pecuniary interest, acceptance and refusal of gifts and hospitality

The Trust's Mission, Vision and Strategy

The purpose of the Trustees

The Board of Trustees is the Trust's accountable body. It is responsible for the conduct of the Trust and for promoting high standards. The Board of Trustees aims to ensure that children are attending a successful MAT school which provides them with a good education and supports their well-being.

The Board of Trustees has ultimate responsibility for the public funds bestowed upon it by the Education & Skills Funding Agency [ESFA] and any other awarding bodies.

The Board of Trustees is determined to ensure that the Trust inspires confidence and trust amongst its pupils, parents, staff and the wider community by demonstrating integrity and avoiding any potential or real situations of undue bias or influence in the decision-making of the Trust and in its dealings with staff, pupils, parents and volunteers.

The Articles of Association make provision for the appointment of Trustees, practice and procedure of decision-making, tenure of office and ultimately the removal of Trustees. This Code of Conduct complements the Trust's Articles of Association.

We will focus on our core governance functions:

Ensuring that there is clarity of vision, ethos and strategic direction

Holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff

Overseeing the financial performance of the organisation and making sure its money is well spent

Ensuring that the voices of stakeholders are heard

For the Board of Trustees to carry out their role effectively, Trustees must be:

Prepared and equipped to take their responsibilities seriously;

Prepared to accept that their role is strategic and so will focus on the core functions rather than on day to day management;

Acknowledged as the accountable body by the lead professionals;

Supported by the appropriate authorities in that task; and

Willing and able to monitor and review their own performance.

The role of a Trustee

In law the Board of Trustees is a corporate body, which means:

No Trustee can act on her/his own without proper authority from the full Board of Trustees;

All Trustees carry equal responsibility for decisions made, and

Although appointed through different routes (i.e. parents, staff, Members or Trustees), the overriding concern of all Trustees has to be the welfare of the Trust as a whole.

General

We understand the purpose of the Trustees and the role of the CEO / Headteachers and Heads of School as set out above

We are aware of, and accept, the Nolan Seven Principles of Public Life as set out above

We accept that we have no legal authority to act individually, except when the Board of Trustees has given us delegated authority to do so, and therefore we will only speak on behalf of the Board of Trustees when we have been specifically authorised to do so

We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer

We will encourage open government and will act appropriately

We accept collective responsibility for all decisions made by the Board of Trustees or its delegated agents; this means that we will not speak against majority decisions outside the Trustees' meetings

We will consider carefully how our decisions may affect the community and other schools

We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our Trust; our actions within the Trust and the local community will reflect this

In making or responding to criticism or complaints affecting the Trust we will follow the procedures established by the Board of Trustees

We will support the CEO, the Headteachers and Heads of School, and all the senior leadership teams but will challenge their expectations and hold them to account for school performance; we will be candid but constructive and respectful when holding senior leaders to account

We will always use social networking sites responsibly and ensure that neither our personal / professional reputation nor the Trust's reputation is compromised by inappropriate postings

We will promote tolerance of, and respect for, those of different faiths and beliefs, races, genders, ages, disability and sexual orientation. We will not discriminate against anyone and will work to enhance equality of opportunity for all.

Commitment

We acknowledge that accepting office as a Trustee involves the commitment of significant amounts of time and energy

We will each involve ourselves actively in the work of the Trustees, and accept our fair share of responsibilities, including service on committees or working groups

If acting as Trustees, we will not go beyond our duties or act outside of the powers of authority conveyed on us, and acknowledge that, were we to do so, we could be held liable to the Trust and/or third parties

If acting as Members of the Trust, we accept that we may be held responsible up to the limit in the Articles of Association were the Trust to go bankrupt

We will make full efforts to attend all meetings and, where we cannot attend, explain in advance in full why we are unable to

We will get to know the Trust well and respond to opportunities to involve ourselves in Trust activities

Our visits to the Trust schools will be arranged in advance with the staff and undertaken within the framework established by the Board of Trustees and agreed with the Headteachers and Heads of School

We will consider seriously our individual and collective needs for training and development, and will undertake relevant training

We are committed to actively supporting and challenging the CEO / Headteachers and Heads of School, Chief Operations Officer

We understand, agree and promote the Trust's Equal Opportunities Policy in every area of our work. We should not prejudice any part of the community on the grounds of age, disability, gender, gender reassignment, pregnancy and maternity, race, nationality, religion or belief, or sexual orientation. Any actual or perceived prejudicial action, views or comments should be investigated and dealt with in line with the complaints procedure and could result in the Trustee being removed for office

We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the board, attendance records, relevant business and pecuniary interests will be published on the Trust's website.

In the interests of transparency, we accept that information relating to Trustees/ committee members will be collected and logged on the DfE's national database of governors (Get information about schools).

Relationships

We will strive to work as a team in which constructive working relationships are actively promoted

We will work to create an inclusive environment where each board member's contributions are valued equally.

We will express views openly, courteously and respectfully in all our communications with other Trustees and other stakeholders

We will support the Chair of Trustees in the role of ensuring appropriate conduct particularly at meetings but at all times when representing the Trust

We will confront malpractice by speaking up against and bringing to the attention of the relevant authorities' any decisions and actions that conflict with the Seven Principles of Public Life or which may place pupils at risk.

We are prepared to answer queries from other members of the Trust in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved

We will seek to develop effective working relationships with the CEO / Headteachers and Heads of School, Trust staff and parents, the Local Authority and other relevant agencies and the community

Confidentiality

We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside Trust

We will exercise the greatest prudence at all times when discussions regarding Trust business arise outside a Trustees' meeting

We will not reveal the details of any Trustee's vote

We will ensure that all confidential papers are held and disposed of appropriately

We should only speak to the media with the express permission of the Chair of Board of Trustees

In situations concerning potential whistleblowing matters, we will adhere to the Trust's Whistleblowing Policy

All allegations of breaches of confidentiality will be investigated under the Trust's complaints procedure and could result in the suspension of a Trustee involved in such a breach

Data Protection

Under the Data Protection Act 2018, accountability is a data protection principle, which makes Trust Boards responsible for complying with the GDPR and states that both Trustees and Governors must be able to demonstrate compliance.

As Trustees, we will therefore: -

strive to ensure the Trust's overall compliance with the Data Protection Regulations (GDPR)

ensure that appropriate technical and organisational measures are in place across the Trust to protect any data that it holds

engage in data protection training at least annually

- monitor compliance with the GDPR in the following ways:

by implementing internal data protection policies

- by ensuring that staff awareness training is delivered on at least an annual basis
- by regularly reviewing internal HR policies
- by maintaining relevant documentation on processing activities
- by appointing a Data Protection Officer (DPO) and an Information Champion
- by implementing measures that meet the principles of data protection by default, including data minimisation and transparency
- by ensuring that data protection impact assessments (DPIAs) are undertaken where appropriate (e.g. if a school within the Trust wishes to use new technologies and the processing is likely to result in a high risk to the rights and freedoms of individuals)
- by taking a 'data protection by design and default' approach
- We will be familiar with, and act in accordance with, the school's Data Protection Policy, conducting reviews with the assistance of the Information Champion and the DPO

Conflicts of interest and being transparent

The Board of Trustees has a legal obligation to act in the best interests of Connected Learning and, in accordance with its Articles of Association, and to avoid situations where there may be a potential, real or perceived, conflict of interest

We should not exert any influence to obtain any preferential treatment for ourselves, our families, or other connected person or organisations. We are aware of, and act in accordance with, the MAT's policy and procedure on identifying and managing conflicts of interest

We will record any pecuniary or other business interest that we have in connection with the Trustees' businesses on the Register of Business Interests and will update this whenever a material change occurs

We will declare any pecuniary interest - or a personal interest which could be perceived as a conflict of interest - in a matter under discussion at a meeting and offer to leave the meeting for the appropriate length of time

We understand that failure to declare an interest, real or perceived, could result in the complaints process being instigated and, depending on the circumstances and severity of the conflict, this may result in being removed from office

We will act as a trustee not as a representative of any group

We understand that the requirements relating to confidentiality will continue to apply after a Trustee leaves office

Breach of this code of practice

If we believe this code has been breached, we will raise this issue with the Chair of the Trustees and the Chair of the Trustees will investigate; the Trustees should only use suspension as a last resort after seeking to resolve any difficulties or disputes in more constructive ways;

Should it be the Chair of the Trustees that we believe has breached this code, another Trustee, such as the Vice Chair will investigate;

We understand that any allegation of a material breach of this code of practice by any Trustee shall be raised at a meeting of the Trustees, and, if agreed to be substantiated by a majority of Trustees, shall be minuted and can lead to consideration of suspension from the Board of Trustees.

The Trustees of Connected Learning adopted this code of Conduct on 11th December 2023.

Trustees will sign the Code at the earliest opportunity each Trust year.

Undertaking:

As a member of the Board of Trustees I will always have the wellbeing of the children and the reputation of the Trust at heart; I will do all I can to be an ambassador for the Trust, publicly supporting its aims, values and ethos; I will never say or do anything publicly that would embarrass the Trust, the Trustees, the CEO, the Headteacher(s) or staff.

Signed

Printed name

Date:

Appendix 1

Legal framework

The Code of Conduct has due regard to all relevant legislation including, but not limited to, the following:

- The Children Act 1998
- The Children Act 2004
- The Education Act 2011
- The Childcare (Disqualification) and Childcare (Early Years Provision Free of Charge) (Extended Entitlement) (Amendment) Regulations 2018
- The Childcare Act 2006
- Protection of Freedoms Act 2012
- The Data Protection Act 2018
- The General Data Protection Regulation (GDPR)
- The School Governance (Constitution) (England) Regulations 2012
- The Charities (Protection and Social Investment) Act 2016

The Code of Conduct also has due regard to guidance including, but not limited to, the following:

- DfE Governance Handbook (2021)
- Keeping Children Safe in Education (2023)
- The constitution of governing bodies of maintained schools (2017)
- Charity Commission CC3 – The Essential Trustee: what you need to know, what you need to do



CONNECTED LEARNING MAT

SCHEME OF GOVERNANCE MANAGEMENT AND DELEGATION

1 Introduction

- 1.1 This Scheme of Governance, Management & Delegation (the “Scheme”) has been made by the Trustees (the “Trustees”) of CONNECTED LEARNING MULTI-ACADEMY TRUST (the “Academy Trust”) in exercise of the powers conferred on them by Articles 105 and 137 of the Academy Trust’s Articles of Association (the “Articles”).
- 1.2 The purpose of the Scheme is to set out a framework under which the Academy Trust is governed and managed, and in particular:
 - 1.2.1 how the Trustees work together effectively
 - 1.2.2 the relationship between the Trustees, the local governing bodies (where relevant) and the senior leadership team
 - 1.2.3 how the Trustees ensure compliance with the various legal and regulatory requirements placed on them
- 1.3 This Scheme shall be reviewed by the Trustees annually, and in the context of such a review, the Trustees shall have regard to any new legislation or guidance affecting the provisions of these documents.
- 1.4 This Scheme may be altered, added to or repealed by a majority resolution of the Trustees or by the members (the “Members”) of the Academy Trust in a general meeting.
- 1.5 A copy of this Scheme shall be given to the Members of the Academy Trust, every Trustee, each Local Governor (where appropriate), the CEO, COO and Finance Manager and the Headteachers and Heads of School of the Academies operated by the Academy Trust, the Clerk and the Responsible Officer (if one is appointed) now and in the future on appointment.

2 The Academy Trust

- 2.1 The Academy Trust is responsible for Powers Hall Academy, Icení Academy, Cherry Tree Academy, Silver End Academy and Templars Academy and any schools that join the Academy Trust in the future (the “Academies”).
- 2.2 The Academy Trust has entered into a Master Funding Agreement and separate supplementary funding agreements for each Academy under Section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the Academies (together, the “Funding Agreement”).
- 2.3 The Funding Agreement places a number of requirements on the Academy Trust including the requirement to comply with the Education & Skills Funding Agency’s (the “ESFA”) Academy Trust Handbook.
- 2.4 There are a number of roles involved in the running of a MAT and these are as follows:
 -
 - 2.4.1 the Members
 - 2.4.2 the Trustees

- 2.4.3 the LGBs: each Academy will have either an LGB. The members of the LGBs are called “Local Governors” – **at this time there are no LGBs – but they are being reinstated.**
- 2.4.4 the Chief Executive Officer (CEO)
- 2.4.5 the Chief Operations Officer (COO)
- 2.4.6 the Headteachers and Heads of School of each Academy who have responsibility for the day to day running of that Academy

3 Members

3.1 The role of the Members

- 3.1.1 The Members are members of the Academy Trust for the purposes of the Companies Act
- 3.1.2 In simple terms, the Members “own” the Academy Trust. They have a number of statutory rights including the right to remove Trustees in accordance with the Articles of Association, the right to amend the Articles, the right to appoint the Trust’s auditors and the right to receive (but not approve) the annual accounts. They also have the right to appoint up to 12 Trustees under the Articles.
- 3.1.3 The Members do not have any specific duties imposed on them but they are required to provide a guarantee that, if the Academy Trust is wound up and its assets do not meet all of its liabilities, they will contribute £10 each.
- 3.1.4 The Members will often meet just once a year (at an Annual General Meeting if one is required), if the Academy Trust decides that one is necessary or they may just meet as and when required (for example if any amendments to the Articles are required).
- 3.1.5 Members are not expected to attend any other meetings unless specifically requested by the Trustees.

3.2 The appointment of the Members

- 3.2.1 Members are appointed in accordance with Articles 12 and 18 of the Articles.
- 3.2.2 On appointment, all Members shall be required to complete a consent to be a member form (attached at Appendix 1). The Trust Company Secretary shall update the register of Members as appropriate. Companies House does not need to be notified of appointments or removals/resignations of Members but the ESFA must be notified within 14 days of the change.

4 Trustees

4.1 Capacity of Trustees

- 4.1.1 Each Trustee is:
 - (a) a trustee of the Academy Trust at company law. The Trustees are responsible for the governance and supervision of the Academy Trust and its committees and executives (including Headteachers / Heads of School)
 - (b) a charity trustee with responsibility for protection of the assets of the Academy Trust

- 4.1.2 The Trustees manage the affairs of the Academy Trust and are responsible for its day-to-day operation.

4.2 The appointment of Trustees

- 4.2.1 The Trustees shall be appointed in accordance with Articles 45 to 80 of the Articles.
- 4.2.2 On appointment, all Trustees shall be required to:
 - (a) complete a Trustee declaration (attached at Appendix 2)
 - (b) complete an AP01 form for submission by the Company Secretary to Companies House (either in paper form or electronically)
- 4.2.3 The Company Secretary shall update the register of Trustees in the statutory books.
- 4.2.4 The term of office for individual Trustees is four years after which period the Trustee may be able to stand for re-appointment by the Board

4.3 Constitution of the Board of Trustees (the “Board”)

- 4.3.1 The Articles require there to be a minimum of three Trustees although the number is not subject to any maximum.
- 4.3.2 The constitution of the Board is set out in the Articles. The Board is constituted as follows: -
 - (a) up to 12 Trustees appointed by Members
 - (b) the Chief Executive Officer
 - (c) a minimum of 2 Parent Trustees unless the Local Governing Bodies each include at least two Parent Governors
 - (f) co-opted Trustees (appointed by Trustees who are not themselves co-opted Trustees): The Trustees may not co-opt an employee of the Company as a Co-opted Trustee if thereby the number of Trustees who are employees of the Company would exceed one-third of the total number of Trustees (including the Chief Executive Officer)
- 4.3.3 The Trustees may, with reference to the size of the Board of Trustees, co-opt Academy Headteachers to the Board as Trustees; this decision may be dependent on an Academy achieving, and maintaining, a category of Good or Outstanding.
- 4.3.4 In accordance with the Articles, the Trustees shall elect a Chair and Vice Chair from among their number each academic year.

4.4 Meetings of the Board

- 4.4.1 The Trustees shall hold at least three meetings in every school year. Meetings will be held as agreed by the Board and the dates published at the beginning of each academic year.
- 4.4.2 All meetings of the Trustees shall be convened and conducted as provided by the Articles.
- 4.4.3 Trustees have a responsibility to attend meetings of the Board. When this is not possible they should submit an apology to the Clerk to the Board in advance of the meeting. Trustees are expected to attend for the duration of each meeting.

- 4.4.4 Absence from Board meeting without good reason established to the satisfaction of the Board could result in the individual being removed from office
- 4.4.5 Non-attendance of four consecutive Board meetings will result in a Trustee being deemed to have resigned their position unless the grounds of absence are regarded as satisfactory by the Board.
- 4.4.6 If a Trustee wants to submit an item for inclusion on the Board's agenda, they should forward their request to the Clerk at least seven working day in advance of the meeting. Late items of an urgent nature may be added to the list of any other business, at the discretion of the Chair, in discussion with the Clerk.
- 4.4.7 Meetings of the Board shall be held in private, and in accordance with the Trust's meeting etiquette. The Board may decide to invite named staff and other individuals to all or part of a meeting to discuss a particular item. Due consideration will be given to the handling of any confidential or sensitive items.
- 4.4.8 Each meeting of the Trustees shall, in respect of each Academy and the Academy Trust, cover the following (such matters may be delegated to the Trust's Finance & Premises Committee [with Audit & Risk], the Trust's Personnel Committee and/or the Trust's Standards Committee – minutes from these meetings should be circulated in advance of the next Board of Trustees meeting – where these committees exist):-
 - (a) a report on the financial position, including income and expenditure and financial commitments against agreed budgets
 - (b) whether adequate financial monitoring of budgets and activities is being undertaken
 - (c) progress on any action identified to improve financial arrangements
 - (d) significant contracts proposed to be entered into
 - (e) details of any significant matters affecting:-
 - (i) staff
 - (ii) pupil welfare or education
 - (iii) educational standards
 - (iii) assets
 - (iv) premises
- 4.4.4 In consultation with the Chair, the Clerk to the Board of Trustees and any other interested party shall prepare an annual plan for the meetings of the Trustees.

4.5 Accountability of Trustees

- 4.5.1 The Trustees are chiefly accountable to:
 - (a) the beneficiaries of the Academy Trust (pupils at the Academies and their parents) and to the local community for the quality of education and pastoral care at the Academies, for matters of health and safety and for safeguarding and promoting the welfare of the pupils
 - (b) the DfE, the ESFA and specifically the Secretary of State for Education under the terms of the Funding Agreement

- (c) the Secretary of State (in his role as principal regulator in respect of charity matters) for operating the Academy Trust for the public benefit, for the prudent management of the Academy Trust and its financial efficiency, and for compliance with legislation including charities legislation
- (d) the employees of the Academy Trust for their working environment, and for compliance with the contract of employment and employment law requirements and matters of health and safety
- (e) other regulatory authorities for compliance with regulated responsibilities to which the Academy Trust and the Academies are subject.

4.6 Powers, functions and responsibilities of Trustees

4.6.1 The business of the Academy Trust shall be managed by the Trustees, fulfilling a largely strategic role, who may exercise all of the powers of the Academy Trust, as set out in the Articles of Association.

However, Trustees are not expected to play a role in the day to day management of the MAT schools (see CL Scheme of Delegation below).

4.6.2 As Trustees of the company and charity trustees, the Trustees have a number of duties as responsibilities towards the management of the Academy Trust and its finances. In summary, the Trustees are responsible for:-

- (a) carrying on the Academy Trust in accordance with the objects of the Academy Trust as set out in the Articles of Association and safeguarding its assets
- (b) running the Academies and directing the education, pastoral care, financial and other policies of the Academies in accordance with the Articles and the Funding Agreement (including the Academy Trust Handbook)
- (c) ensuring sound management and administration of the Academy Trust and ensuring that managers are equipped with the relevant skills and guidance
- (d) financial controls and the financial management of the Academy Trust in accordance with the provisions of the Academy Trust Handbook which sets out in detail provisions for the financial management of each Academy including guidance on financial systems and controls and accounting and reporting requirements
- (e) setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon
- (f) risk management, that is identifying, quantifying and devising systems to minimise the major risks affecting the Academy Trust
- (g) ensuring safeguarding practices are in accordance with the Trust responsibilities and Section 175 of the Education Act 2002 (as amended)
- (h) ensuring that the MAT schools support sensible health and safety management and to challenge as appropriate

- (g) ensuring the Academy Trust and the Academies are conducted in compliance with the general law
- 4.6.3 The Trustees are required to:
 - (a) act together and in person and not delegate overall responsibility for the Academy Trust to others
 - (b) act strictly in accordance with the Academy Trust's Articles of Association and Code of Conduct
 - (c) act in the Academy Trust's interests only and without regard to their own private interests
 - (d) manage the Academy Trust's affairs prudently
 - (e) not take personal benefit from the Academy Trust unless expressly authorised by the Articles of Association or the Charity Commission
 - (f) take professional advice on matters on which they are not themselves competent
- 4.6.4 The Trustees should also hold the Headteachers and Heads of School accountable. They should offer support, constructive advice, be a sounding board for ideas, a second opinion on proposals and help where needed, but will also challenge, ask questions, seek information and improve proposals where appropriate and at all times act in the best interests of the Academy Trust.
- 4.6.5 The Trustees shall have regard to the common framework for inspecting schools in England under Section 5 of the Education Act 2005 (as amended) issued by the Office for Standards in Education, Children's Services and Skills (Ofsted).
- 4.6.6 The Trustees shall have regard to the Academy Trust Handbook which shall be circulated to all Trustees.
- 4.7 **Delegation of powers of Trustees**
 - 4.7.1 The Trustees may delegate such of their powers or functions that they can legally delegate and which they consider would be desirable to delegate.
 - 4.7.2 The Trustees must not delegate any of their powers listed in Appendix 3 (the "Reserved Matters").
 - 4.7.3 Delegation can be made to
 - (a) Academy Trust committees (committees with functions related to the Academy Trust) including a Finance & Premises [with Audit & Risk] Committee whose remit includes the usual auditing functions and a Personnel Committee (where relevant)
 - (b) the LGBs /JLGBs (where relevant)
 - (c) any Trustee holding executive office
 - (d) the Headteachers and Heads of School
 - 4.7.4 However, every act of delegation shall be a delegation of powers and duties and not a delegation or shedding of responsibilities
- 4.8 **Risk management**
 - 4.8.1 The Charities Statement of Recommended Practice (SORP FRS 102) (the statement of accounting practice which charities must comply with) and the Academies Accounts Directions require the Trustees to make a statement in

their annual report that confirms the major risks to which the Academy Trust is exposed (as identified by the Trustees) have been reviewed and that systems have been established to mitigate those risks.

4.8.2 The Trustees are therefore responsible for:

- (a) identifying the major risks that apply to the Academy Trust including
 - Operational risk (employment issues, health and safety, fraud, service quality and development etc)
 - Financial risks (accuracy of financial information, cash flow, reserves, over-reliance on funding sources etc)
 - External risks (changes in government policy, economic factors, demographic changes, adverse publicity etc)
 - Regulatory risks (compliance with legislation, changes in policies of the regulators etc)
- (b) making decisions (based where appropriate on advice from professional advisors) as to how to respond to those risks
- (c) making appropriate statements regarding the management of risks in the annual report

4.8.3 The Board of Trustees shall prepare and approve:

- (a) a risk management policy
- (b) a contingency and business continuity plan
- (c) a fraud policy
- (d) a whistleblower policy

4.8.4 The Finance & Premises [with Audit & Risk] Committee (where it exists, otherwise the Board of Trustees) shall prepare a risk register for approval by the Board of Trustees, together with nominated Trustees and the Chief Operations Officer; along with a procedure by which the risk register shall be subject to regular review and made available to all staff. The risk register shall have named individuals assigned to manage each area.

4.9 The management of conflicts of interest

4.9.1 All Trustees are required to complete a declaration of pecuniary and personal interests form on appointment and on an annual basis (including a nil return). Such declarations shall include:

- All business and financial interests such as trusteeships, shareholdings and other appointments of influence within a business or other organisation
- Interests of related persons such as parents, spouses, children personal and business partners where influence could be exerted by that person over a Trustee or member of staff

4.9.2 The Chief Operations Officer shall be responsible for maintaining a register of business interests including nil returns.

4.9.3 Each meeting of the Trustees shall include a standing agenda item for those attending to declare any changes to their declarations of interest and the giving and/or receipt of gifts and/or hospitality. There should be a Gifts & Hospitality Register for the Board and for the individual schools within the Trust.

- 4.9.4 No Trustees shall receive any payment for their work as a member of the Board, other than payment of reasonable out of pocket travel, accommodation and other expenses which shall be subject to the prior written approval from Chief Executive Officer or the Board Chair.
- 4.9.5 Trustees must be aware that the Trust must obtain ESFA's prior approval, using ESFA's on-line form, for contracts for the supply of goods or services to the trust by a related party where any of the following limits arise:
 - a contract exceeds £20,000
 - a contract of any value if there have been contracts exceeding £20,000 individually or cumulatively with the related party in the same financial year ending 31 August.

5 **The Clerk to the Board**

- 5.1 The Clerk is appointed and removed by the Trustees
- 5.2 The Clerk shall not be a Trustee or a Headteacher or Head of School of an Academy. However, if the Clerk fails to attend a meeting of the Trustees, the Trustees may appoint any one of their number or any other person to act as Clerk for the purposes of that particular meeting.

6 **Committees**

- 6.1 The Trustees may appoint committees with functions related to the Academy Trust. The constitution, membership and proceedings of any committee shall be determined by the Trustees under terms of reference.
- 6.2 Each committee shall be chaired by a Trustee
- 6.3 Membership of a committee may include persons who are not Trustees provided that a majority of the committee are Trustees.
- 6.4 No vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of the members of the committee are Trustees.
- 6.5 The Trustees shall ensure that they receive adequate feedback on the work of any committees; this should be, in the majority of cases, a set of approved minutes.
- 6.6 Committees will act in an advisory capacity to the Trustees except where powers have been specifically delegated to them by the Trustees. The specific committees to be appointed are as follows: -
 - 6.6.1 Trust Finance & Premises [with Audit & Risk] Committee
 - 6.6.2 Trust Personnel Committee (As required)
 - 6.6.3 (Where relevant) Local Governing Bodies of each academy or Joint Local Governing Bodies (currently under reinstatement)
 - 6.6.4 Trust Pay Committee (Annually)
 - 6.6.5 Trust Pay Appeals Committee (As required)
 - 6.6.6 Trust Standards Committee (subsumed within the Full Trust board)
- 6.7 The terms of reference of each committee of the Trustees must be approved by the full Board of Trustees and reviewed at least annually. They provide the sole agreed framework within which each committee operates.

- 7 **Local Governing Bodies (NB at this time – October 2023 – the Trust has no LGBs – however we are working towards re-introducing them)**

- 7.1 The Articles of Association states that the Board of Trustees may establish an LGB in respect of each Academy or a JLGB for two academies to provide advice to the Trustees on the functioning of that Academy.
- 7.2 Membership of the LGB / JLGB must include a minimum of two elected parents of pupils per academy in an LGB and one elected parent per academy in an JLGB
- 7.3 The LGB / JLGB is a committee of the Board and it operates under terms of reference. These terms of reference will confirm those powers the Trustees have delegated to the LGB.
- 7.4 The LGB is made up of individuals who may nor may not also be Trustees.
- 7.5 Each LGB shall compromise as a minimum:
 - 7.5.1 the Headteacher of the Academy(ies)
 - 7.5.2 2 elected parents/carers of pupils at the Academy(ies)
 - 7.5.3 1 elected member of staff employed by the Academy(ies)
 - 7.5.4 a minimum of 6 Trust governors appointed by the Trustees
- 7.6 Each LGB shall have a chairman and a vice chairman appointed by the Trustees (as recommended by the LGB).
- 7.7 The length of service of all Local Governors (including the Chair and the Vice Chairs) shall be four years, renewable for a further term of four years; this may be set at less but only with the approval of the Board of Trustees. Existing governors at a school before it converts to an Academy within the Academy Trust may be permitted (at the discretion of the Trustees) to serve out the balance of their term as a Local Governor. It is, however, common practice for the terms of all governors to start again as of the date of conversion to academy status
- 7.8 The functions and proceedings of the LGBs shall be subject to regulations (the constitution and terms of reference) made by the Trustees. The constitution and terms of reference of the LGBs are set out in a separate document which may be amended by the Trustees at any time.

8 Chief Financial Officer

- 8.1 The Trustees shall appoint a Chief Financial Officer in accordance with the Academy Trust Handbook (also known as the Trust's Chief Operations Officer).
- 8.2 In accordance with the Handbook, the Chief Financial Officer is responsible for, along with a wider remit, the following responsibilities:-
 - 8.2.1 the day to day management of financial issues of the Trust
 - 8.2.2 the preparation and management of the Academy Trust's annual budget
 - 8.2.3 the maintenance of effective systems of internal control
 - 8.2.4 ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the Academy Trust

9 Financial regulations manual

- 9.1 The Finance Regulations, which shall be prepared by the Chief Operations Officer, shall be adopted by the Trustees, normally on the recommendation of the Finance & Premises [with Audit & Risk] Committee.
- 9.2 The purpose of the Finance Regulation is to ensure that the Academy Trust maintains and develops systems of financial control which conform with the requirements both of propriety and of good financial management.
- 9.3 The Finance Regulations shall include:

- 9.3.1 finance authorisation levels which shall confirm the delegation of authority to key individuals up to a specified value
- 9.3.2 appropriate procedures to monitor cash requirements to ensure that the Academy Trust will not become overdrawn
- 9.3.3 a competitive tendering policy for larger purchases in accordance with the Academy Trust Handbook
- 9.3.4 a capitalisation limit for assets
- 9.4 The Chief Operations Officer shall be responsible for preparing a policy for the disposal of assets for approval by the Board of Trustees with a view to ensuring the best possible value which is obtained from any disposal.

10 Budget approval

- 10.1 The Trustees shall be presented with a balanced budget for the year to 31 August for submission to the ESFA by 31 July or within six weeks of receipt of the final funding letter (NB the ESFA's deadlines and requirements are subject to change).
- 10.2 The Chief Operations Officer shall be responsible for:
 - 10.2.1 establishing a written procedure and timetable for setting a budget in advance of each academic year
 - 10.2.2 setting the annual budget (including the assumptions on which it is based) for approval by the Trustees and for monitoring progress against during the year
 - 10.2.3 ensuring that all significant on year amendments to budgets are properly notified to the Trustees for approval (the Finance & Premises [with Audit & Risk] Committee shall determine the appropriate thresholds and procedures for this)
 - 10.2.4 reporting to the Trustees on the accuracy of the assumptions which had been used
 - 10.2.5 reporting to the Trustees on the key financial performance indicators included in the budget
- 10.3 The Trustees shall be responsible for approving the final audited accounts and the Academy Trust's accounting policies as set out therein.
- 10.4 The Trustees shall ensure that they put in place procedures to review their own effectiveness and skills available in overseeing the Academy Trust's financial performance, and the soundness of its internal control.

11 The Headteachers and Heads of School of the Academies

- 11.1 The Trustees shall appoint the Headteachers and Heads of School of each Academy.
- 11.2 The Headteachers and Heads of School are responsible to the Trustees for:
 - 11.2.1 the internal organisation, management and control of his or her respective Academy
 - 11.2.2 the implementation of all policies approved by the Trustees that relate to his or her respective Academy
 - 11.2.3 the direction of the teaching and implementation of the curriculum at his or her respective Academy
- 11.3 The Trustees may delegate such additional powers and functions as they consider are required by each of the Headteachers and Heads of School to enable them to carry out the above responsibilities.

12 The Accounting Officer

12.1 The Chief Executive Officer shall have the role of Accounting Officer as set out in the Academy Trust Handbook.

12.1.1 The Accounting Officer is personally responsible to the Trustees for ensuring:

- (a) regularity and propriety, that is dealing with money in accordance with applicable legislation, authority and rules and with fairness and integrity (including avoidance of personal gain)
- (b) prudent and economical administration which is concerned with securing value for money
- (c) avoidance of waste and extravagance
- (d) efficient and effective use of available resources
- (e) the day to day organisation, staffing and management of the Trust

12.1.2 Included in the responsibilities of the Accounting Officer is a duty to take appropriate action if the Board of Trustees (or an LGB/JLGB) or the Chair is contemplating a course of action that the Accounting Officer considers would infringe the requirements of propriety or regularity (including the provisions of the Funding Agreement or other documents setting out the financial duties of the Trustees or of any other rules governing the conduct of the Trustees) or would not represent prudent or economic administration, or the efficient or effective discharge of the Trustees' functions.

12.1.3 The Accounting Officer shall be required to provide a statement on governance, regularity, propriety and compliance in the Academy Trust's annual report. The format of the statement is included within the Accounts Directions which is issued annually.

12.1.4 The Accounting Officer may delegate or appoint others, such as the Chief Financial Officer, to assist in carrying out these responsibilities.

12.1.15 The Accounting Officer, under the guidance of the Board and the COO, must ensure that there is appropriate oversight of financial transactions. In doing so, he or she must:

- ensure that bank accounts, financial systems and financial records are operated by more than one person
- ensure that the Trust's property is under the control of the Trustees and that measures are in place to prevent loss or misuse
- keep full and accurate accounting records
- prepare accruals accounts giving a true and fair view of the MAT's incoming resources during the year and the state of affairs at year end in accordance with existing accounting standards

13 Staff appointments and performance management

13.1 The Chief Executive Officer, Chief Operations Officer and the Headteachers and Heads of School shall be appointed by the Trustees

13.2 The Senior Leadership Team at each Academy shall be appointed by the Trustees, following consultation with the respective Headteacher.

13.3 The teaching staff at the Academies shall be appointed by the respective Headteacher

13.4 The non-teaching staff at the Academies shall be appointed by the respective Headteacher

- 13.5 The performance management of the Headteachers and Heads of School shall be carried out by the Trust Performance Management Review panels at their respective Academies. The panels shall include the CEO and a Trustee.
- 13.6 The Headteachers and Heads of School salaries will be determined by the Trust's Pay Committee.
- 13.7 The performance management of all other employees will be carried out by the Headteachers and Heads of School who may delegate to appropriate managers. They shall be responsible for making pay recommendations to the Trust Pay Committee. No notification of any salary progression decisions may be made to staff until the Trust's Pay Committee has met and approved the recommendations.
- 13.8 The Academy Trust is responsible for establishing a written performance management policy to govern implementation of teacher and support performance management following consultation with staff. Such consultation may be carried out by the CEO, COO, HR Manager, Headteachers and Heads of School on behalf of the Academy Trust.
- 13.9 The Academy Trust must review the performance management and pay policies annually.
- 13.10 The Academy Trust must make a copy of the policy available to each Academy, any of the staff, anyone inspecting the Academies' performance management system or to an authorised external advisor.

14 Interpretation

- 14.1 Words and expressions defined in Article 1 of the Articles shall have the same meaning in this Scheme unless the context requires otherwise.
- 14.2 No provision of this Scheme may be inconsistent with or shall repeal anything contained in the Articles of the Academy Trust.
- 14.3 The Articles of the Academy Trust and any lawful amendment of them shall take precedence in the event of an inconsistency with this Scheme.
- 14.4 Any reference to a statute includes an amendment or re-enactment of that statute or regulations made under it.
- 14.5 Words in the masculine include the feminine gender and vice versa; words in the singular include the plural and vice versa; headings are for ease of reading and do not form part of the Scheme.

15 Approved version

- 15.1 This Scheme of Governance, Management and Delegation was approved and adopted by a resolution of the Trustees passed at a meeting held on 9th November and takes effect from that same date.

16 Date of next review

- 16.1 This Scheme shall be reviewed by the Trustees annually.

APPENDIX 1 Consent to be a Member

CONNECTED LEARNING MULTI-ACADEMY TRUST

I hereby consent to being a Member of the Company

As a Member of the Company, I hereby undertake to contribute to:

1. the assets of the Company in the event of it being wound up whilst I am a Member or within one year after I cease to be a Member
2. payment of the debts and liabilities of the Company contracted before I cease to be a Member and of the costs, charges and expenses of winding up; and
3. the adjustment of the rights of the contributories among themselves, such amount as may be required;

Provided that such amount does not exceed £10.

I therefore give an undertaking to the Foundation Members to uphold the object of the Trust

Signed

Full name

Address

.....

Date

Please sign and retain a copy of this document with your records.

CONNECTED LEARNING MULTI-ACADEMY TRUST: a company limited by guarantee

Company Registration Number: 08579939

Registered Office: Powers Hall Academy, Spa Road, Witham, Essex, CM8 1NA

APPENDIX 2 Trustee Declaration

CONNECTED LEARNING MULTI-ACADEMY TRUST (the “Company”)

I confirm that I am willing to act as a Trustee of the Company (a “Trustee”). I further confirm that I am not disqualified from so acting by virtue of any provisions of the Company’s Articles of Association including, but not limited to, the requirement that I am not disqualified from acting as a charity trustee or director by virtue of section 178 of the Charities Act 2011 (extract included below).

Signed

Full name

Address

.....

Date

Please sign and retain a copy of this document with your records.

CONNECTED LEARNING MULTI-ACADEMY TRUST: a company limited by guarantee

Company Registration Number: 08579939

Registered Office: Powers Hall Academy, Spa Road, Witham, Essex, CM8 1NA

Persons disqualified from being charity trustees or trustees of a charity

- (1) A person (“P”) is disqualified from being a charity trustee or trustee for a charity in the following cases—

Case A P has been convicted of any offence involving dishonesty or deception.

Case B P has been adjudged bankrupt or sequestration of P's estate has been awarded and (in either case)—

- (a) P has not been discharged, or
- (b) P is the subject of a bankruptcy restrictions order or an interim order.

Case C P has made a composition or arrangement with, or granted a trust deed for, creditors and has not been discharged in respect of it.

Case D P has been removed from the office of charity trustee or trustee for a charity by an order made—

- (a) by the Commission under section 79(2)(a) or by the Commission or the Commissioners under a relevant earlier enactment (as defined by section 179(5)), or
- (b) by the High Court,
on the ground of any misconduct or mismanagement in the administration of the charity for which P was responsible or to which P was privy, or which P's conduct contributed to or facilitated.

Case E P has been removed, under section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (asp 10) (powers of the Court of Session) or the relevant earlier legislation (as defined by section 179(6)), from being concerned in the management or control of any body.

Case F P is subject to—

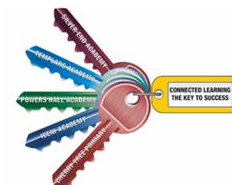
- (a) a disqualification order or disqualification undertaking under the Company Trustees Disqualification Act 1986 or the Company Trustees Disqualification (Northern Ireland) Order 2002 (S.I. 2002/3150 (N.I.4)), or
- (b) an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of county court administration order).

Appendix 3 Reserved Matters (refers to 4.7.2 Delegation of Powers of Trustees)

The Trustees **must not** delegate any of their powers listed in the following:-

The Reserved Matters are:-

1. To change the name of the Academies or the Academy Trust
2. To change the Objects (which would require Charity Commission and Secretary of State consent in any event)
3. To determine the educational character, mission or ethos of the Academies
4. To change the structure of the Board of Trustees or the constitution and terms of reference of any committee of the Board of Trustees
5. To alter or amend the Articles of Association or this Scheme
6. To pass a resolution to wind up an Academy or the Academy Trust
7. To establish a trading company
8. To sell, purchase, mortgage or charge any land in which the Academy Trust has an interest
9. To approve the annual estimates of income and expenditure (budgets) and major projects
10. To sign off the annual accounts
11. To appoint or dismiss the Chief Executive Officer, the Chief Operations Officer or the Clerk to the Trustees
12. To settle the division of executive responsibilities between the Trustees on the one hand and the CEO/ Headteachers and Heads of School and the Chief Operations Officer on the other hand, and to settle the division of executive responsibilities between those individuals
13. To do any other act which the Funding Agreement expressly reserves to the Board of Trustees or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part thereof)
14. To do any other act which the Articles expressly reserve to the Board of Trustees or to another body
15. To do any other act which the Board of Trustees determine to be a Reserved Matter from time to time



Connected Learning Academy Trust Role Descriptor for Trustees

Overall purpose

Trustees are responsible for the strategic direction, broad policy framework and oversight of the Trust and all its academies. They take decisions that are in the best interests the MAT as a whole and are not representative of any one of the constituent academies. The Trustees are also Directors of the Academy which is a company limited by guarantee and registered as such at Companies House.

Main duties and responsibilities

1. To ensure that the activities of the Trust fulfil the objectives as described in the Articles of Association and the Memorandum of Understanding
2. To ensure compliance with the Trust's duties under company and charity law
3. To ensure the academies are compliant with all statutory obligations (eg curriculum, SEND, safeguarding)
4. To safeguard the assets of the Trust
5. To ensure the solvency of the Trust and to abide by the agreements made with the Department for Education and the Education & Skills Funding Agency including the Master Funding Agreement and the Supplemental Funding Agreement and as defined in the current issue of the Academy Trust Handbook
6. To determine the overall strategic direction and development of the Trust through good governance and clear strategic planning
7. To approve the Trust's Strategic Plan
8. To commit to, and promote, the strategy, aims and objectives of the Trust to the wider education community.
9. To challenge and support the Trust's CEO and the Executive Team, senior staff and academy leaders to achieve the outcomes of the Strategic Plan
10. To oversee the performance of the Trust and its academies and direct change where performance falls short of expectation
11. To agree policies across the academies within the Trust
12. To ensure that risks are mitigated where possible and otherwise effectively managed
13. To review the Trust Board's terms of reference on a regular basis
14. To approve the terms of reference of the Board's committees
15. To approve the terms of reference of the Local Governing Bodies for the academies (where relevant)
16. To approve the Trust's annual budget and monitor progress through the receipt of regular reports and to commission auditors
17. To approve the annual accounts and other statutory reports
18. To agree and review from time to time the Scheme of Delegation to the academies
19. To review the effectiveness and skills set of the Board and recommend appropriate changes to the Board of Trustees

20. To appoint, and if deemed necessary, to remove the Chief Executive Officer, the Chief Operations Officer and the Clerk to the Board
21. To be accountable for ensuring that the schools within the Trust meet their statutory responsibilities for safeguarding and that all policies and procedures are in place and are effective
22. To recognise and accept their responsibility for providing a safe and healthy environment for the staff across the Trust, for the pupils attending the academies and for visitors and contractors who are on site. All reasonable steps will be taken to fulfill these responsibilities within the framework of the Health and Safety at Work Act 1974 (and any subsequent revisions) and the Management of Health and Safety at Work Regulations 1999 as well as those other Regulations, Approved Codes of Practice, Guidance etc made under this legislation.
23. To hold the executive leaders to account for the educational performance of the Trust
24. To hold the academies to account for the behavior of their pupils and their attendance



CONNECTED LEARNING ACADEMY TRUST

BOARD OF TRUSTEES – TERMS OF REFERENCE

1. Overview

These terms of reference reflect and reinforce the Articles of Association which, with statutes and funding agreements, guide the aims and scope of this Academy Trust. They should also be read in conjunction with the Scheme of Governance Management and Delegation.

2. Core Purpose

The Board will act as a corporate body, with objectivity, creditability and honesty, and with the best interests of the Connected Learning Academy Trust at all times. The Board will work within DfE/ESFA guidance, remain compliant with standards of public scrutiny and report any irregularities to the Chief Executive Officer.

3. Composition of the Board of Trustees (as per the Articles of Association)

The Board shall be constituted as follows:

- ◆ up to 12 Trustees appointed by Members
- ◆ the Chief Executive Officer
- ◆ a minimum of 2 Parent Trustees (unless, where relevant, the Local Governing Bodies each include at least two Parent Governors
- ◆ co-opted Trustees (appointed by Trustees who are not themselves co-opted Trustees): The Trustees may not co-opt an employee of the Company as a Co-opted Trustee if thereby the number of Trustees who are employees of the Company would exceed one-third of the total number of Trustees (including the Chief Executive Officer)

4. Quoracy

- ◆ The quorum shall be any 3 Trustees, or where greater, any one half (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting (under Article 117)
- ◆ Subject to Article 121, where there is an equal division of votes, the Executive Chair shall have a casting vote in addition to any other vote they may have
- ◆ The quorum for the purposes of:-
 - ◆ (a) appointing a Parent Trustee under Articles 56;
 - ◆ (b) any vote on the removal of a Trustee in accordance with Article 66;
 - ◆ (c) any vote on the removal of the chairman of the Trustees in accordance with Article 90

shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Trustees entitled to vote on those matters above.

5. Terms of Office

The term of office for any Trustee shall be four years. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected.

6. Safeguarding

The appointment of all Trustees will not be confirmed until they have been subject to an enhanced disclosure and barring record check through the relevant school administrative officer, with the certificate number recorded; such check should be carried out within 21 working days of appointment to the Board.

7. Clerking

Each meeting must be called, managed and minuted according to the Articles of Association. The Clerk must be formally appointed by the Board of Trustees. Draft minutes should be presented to the Chair and the CEO within 15 working days of the meeting for consideration and should be circulated to all Trustees and Members within a further 15 working days of receipt of approval from them both.

8. Meetings

The Trustees shall hold a meeting at least three times in any academic year. Meetings of the Trustees shall be convened by the Clerk with at least one week's notice. Dates of meetings should be agreed and circulated for the forthcoming year's meetings at the Summer Term Board of Trustees' meeting.

The Trustees shall each school year, in accordance with Article 82, elect a chairman and a vice-chairman from among their number. A Trustee who is employed by the Company shall not be eligible for election as chairman or vice-chairman.

Each meeting of the Board should consider:-

- ◆ A report of the Trust's financial position (including sight of the minutes of the Trust's Finance & Premises [with Audit & Risk] Committee and the finance reports for all schools within the Trust) and any funding issues
- ◆ Significant projects or contracts proposed to be entered into by the Trust
- ◆ Details of any significant matters affecting the Trust's staff
- ◆ Details of any significant matters affecting the Trust's assets – for example, buildings, computers etc – including a report from the Trust's COO and Lead Site Manager.
- ◆ Details of any significant matters affecting pupil welfare, achievement, teaching standards or leadership standards (including sight of the confidential minutes of the Full trust board meeting)
- ◆ Any issues pertaining to data protection (including reports re security breaches, data breaches, subject access requests and freedom of information)

9. Delegations

Subject to the provisions of the Companies Act 2006, the Articles of Association and to any directions given by special resolution, the business of the Company shall be managed by the Trustees who may exercise all the powers of the Company (also known as the Trust).

The Trustees may delegate to any Trustee, Committee (including any Local Governing Body where relevant or any other holder of executive office), such of their powers or functions as they consider desirable to be exercised by them. Any such delegation shall be made subject to any conditions the Trustees may impose and may be revoked or altered.

Where any power or function of the Trustees has been exercised by any Committee (including any Local Governing Body) any Trustee or any other holder of an executive office, that person shall report to the Trustees in respect of any action taken or decision

made with respect to the exercise of that power or function at the meeting of the Trustees immediately following the taking of that action or making of that decision. The details of all powers and responsibilities delegated are set out in the Trust's Scheme of Delegation and the Trust's Financial Regulations.

10. Powers to be exercised by the Trust's Board Annual Review of: -

Strategy

- ◆ Long-term strategy, vision and mission for the Trust
- ◆ Strategic risk register and disaster recovery plan (delegated to the Trust Audit, Finance & Premises Committee)
- ◆ Five-year asset management plan
- ◆ Marketing and communication plan to promote the Trust as the destination of choice for parents

Governance

- ◆ Maintain a register of business interests
- ◆ Regularly confirm the appointment of contractors and tenders
- ◆ Review annually the establishment, terms of reference and membership of committees and their effectiveness
- ◆ Appoint, and remove, Company Secretary, Clerk, Accounting Officer, Chief Executive Officer, Chief Finance Officer (also known as Chief Operations Officer) and other Trust executive officers
- ◆ Approve the appointment, co-option and removal of persons and chairs to the Local Governing Bodies (where relevant), Finance & Premises [with Audit & Risk] Committee and Standards Committee
- ◆ Elect the Trust Chair and Vice Chair annually
- ◆ Approve the Scheme of Delegation annually
- ◆ Approve any changes to times of school sessions, dates of terms and holidays

Finance

- ◆ Approve the annual centralised budget
- ◆ Approve the Annual Report, returns and accounts including the Governance Statement
- ◆ Ensure that all insurances are in place
- ◆ Inform the appropriate government agency if the Board suspects any irregularity affecting resources and approvals of any write-offs and other requirements of the DfE/ESFA

Staff and Leadership

- ◆ To work with the CEO at a strategic level, giving guidance and making recommendations on the following: -
 - ◆ Senior leadership appointments
 - ◆ Staff wellbeing including work/life balance, working conditions, absence management and support mechanisms
 - ◆ Review effectiveness of management structure

- ◆ Review appraisals and performance management, ensuring fairness and consistency for all staff in line with DfE guidance
- ◆ Review pay and conditions, ensuring these are commensurate with national policy and reflect local needs and circumstances
- ◆ Review any disciplinary matters, grievances or complaints
- ◆ Succession planning for senior leadership roles
- ◆ Ensure that the Trust's HR policies are up to date and relevant
- ◆ Utilise data from performance management, exit interviews, equalities reviews and other surveys to ensure continuing improvements in standards.

Standards

- ◆ After an Ofsted inspection, review and approve a School Action Plan to ensure that all the recommendations and requirements of Ofsted will be fulfilled
- ◆ Ensure that the achievement of standards is planned, resourced, tracked and continuously improved
- ◆ Holding the Executive Team and the Headteachers and Heads of School to account for the educational performance of the academies and their pupils

Policies

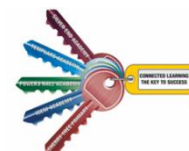
- ◆ Establish, monitor and review policies and procedures as per the Trust's Policy Schedule
- ◆ All Trustees to sign the Code of Practice on an annual basis



Connected Learning Academy Trust

Role Descriptor for Chair of the Trust

- To ensure the business of the Board is conducted properly, in accordance with legal and delegation requirements of the Trust;
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making;
- To establish and foster an effective and professional relationship with the CEO based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Board acts as a sounding board to the CEO and provides strategic direction;
- To represent the educational values and principles of the Trust.
- To preside over the Board, ensuring fair and appropriate opportunity for all to contribute; suitable time allocations for discussion; directing towards consensus; clarifying and summing up actions and policies
- To execute the responsibilities of the Chair according to lawful and ethical standards
- To lead the Trustees in the development of Trust's policies
- To liaise with the CEO and the Clerk on the drafting of agendas and supporting papers for Trustee meetings and ensuring that the business is covered efficiently and effectively in those meetings.
- To undertake a leadership role in ensuring that the Board of Trustees fulfils its responsibilities for the governance of Connected Learning
- To ensure Trustee decisions are acted on
- To lead the Trustees in determining the overall financial strategy to secure and allocate funding to the Trust's Academies
- To lead the Trustees in determining the financial strategy to secure and allocate funding for the wider programmes and activities of the Trust
- To ensure that the performance of the Board as a whole, and the Trustees individually, is reviewed on an annual basis.
- To support and contribute to the appraisal of the CEO



Connected Learning

Finance and Premises [with Audit & Risk] Committee

Terms of Reference (currently part of full Board)

Membership and quorum

Voting members: A minimum of 3 Trustees including the Chair

Non-voting members: No paid member of staff can take part in the Audit & Risk element of the committee proceedings but the Accounting Officer, Chief Executive Officer and the Chief Operational Officer should attend to provide information and participate in discussions

Quorum: A minimum of 3 of which 2 must be voting members

The committee shall at the first meeting of each academic year elect a member to act as chair of the committee. The committee will elect a temporary replacement from among the members present in the absence of the Chair. No person may act as Chair unless they are also a member of the Trust Board. The Committee may invite attendance at meetings from persons who are not Trustees to assist or advise on a particular matter or range of issues.

The Chair of the Board of Trustees should not be chair of this committee.

The Committee assists the decision-making of the Board of Trustees by enabling more detailed consideration to be given to the best means of fulfilling the Trustees' responsibilities in ensuring sound management of the Trust's finances and resources, including proper planning, monitoring and probity.

The Committee also makes appropriate comments and recommendations on the management of the Trust's finances, resources and audit and risk arrangements to the Board of Trustees on a regular basis.

The committee will meet as often as is necessary to fulfil its responsibilities but at least three times a year.

Major issues will be referred to the Board of Trustees for ratification.

Audit & Risk Responsibilities

- To determine whether the performance of the external audit is satisfactory and effective and meets the requirements of the Trust
- To determine whether the external auditor is independent and that it rotates its key audit personnel at appropriate intervals.
- To recommend to the Members the retention or replacement of the external auditor and, if the Committee recommends replacement, evaluate candidates for the

appointment; the responsibility of appointing the external auditor is given by the Trust Members on an annual basis

- To review all issues related to any change of external auditor and the planned steps for an orderly transition
- To review the terms of the external auditor's engagement, and the appropriateness and reasonableness of the proposed audit fees
- To review the audit plan with the external auditor and management; determine whether the management has provided full and open disclosure to the auditor's enquiries
- To review problems experienced by the external auditor in performing the audit, including any restriction imposed by management and all significant accounting issues on which there was a disagreement with management, and review the post-audit or management letters containing the recommendation of the external auditor and reviewing
- management's response and subsequent follow-up to all identified weaknesses
- To meet with the external auditors in private at least once a year to ensure that there are no unresolved issues of concern and that full co-operation has been received
- To draw to the attention of the Board of Trustees to all financial matters of which the Committee has knowledge and which may materially affect the current or future position of the Trust
- To develop, maintain and review the systems in place to identify and monitor major business risks; the Chair will report to the Board of Trustees as appropriate on the areas of major business risk
- To review the Trust's capability to identify and manage new risk types and to review the ratings and responses on the Risk Register at least once a year in order to inform the agreed programme of work to be delivered by the auditors of the internal scrutiny
- To report periodically to the Board on the effectiveness of the Trust's risk management, internal controls and governance processes and any significant matter arising from the work of the internal and external auditors; and to assist the Board as required in relation to the production of the Trust's annual report.
- To ensure that the conditions of the Trust's Funding Agreement, including compliance with the latest version of the Academies Financial handbook, are met
- To verify the establishment of policies and procedures for monitoring compliance with applicable laws and with the Trust's policies as to authorisation of expenditures, leases and contracts and otherwise, and ascertain their adequacy and levels of compliance
- To endeavour to identify to the Board of Trustees matters that expose Members/Trustees to claims for which Members/Trustees could be held personally liable

- To ascertain whether any Conflict of Interest guidelines are strictly complied with, and ensure that Members/Trustees and Senior Management of schools within the Trust have submitted an annual return to confirm whether or not they have had any related party transactions with the Trust during the previous year
- To review the processes of governance to enable the Trust to implement best practice as set out in the appropriate guidance. This will include a comprehensive review of governance once every three years, the results of which are to be discussed at the following meeting of the Board of Trustees. The Committee Chair may conduct the review himself or delegate responsibility to another Trustee. The next review will be due early in **2023**.
- To review and recommend changes to its Terms of Reference, following completion of each annual audit.
- As delegated by the Board of Trustees, to review the 'Accounting Officer's' letters and action accordingly.

Finance Responsibilities

- To consider the financial aspects of particular matters specifically referred to the Committee
- To consider the Trust's indicative budget, notified annually by the Education & Skills Funding Agency and to assess the implications for the Trust in consultation with the Chief Operations Officer, in advance of the year involved, drawing any matters of significance or concern to the attention of the appropriate Governing Body (where relevant)
- To consider and recommend acceptance or non-acceptance of the Trust's budget at the start of each financial year.
- To contribute to the formulation of the Trust's Improvement Plan through the consideration of financial priorities and proposals, in consultation with the Chief Executive Officer with the stated and agreed aims and objectives of the Trust.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency funds or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Development Plan.
- To agree limits of delegation and virement.
- 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 DfE and the ESFA, drawing any matters of concern to the attention of the Board of Trustees.
- 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, to make recommendations for improvements where necessary.

- To prepare the Trustees' report to form part of the statutory accounts of the Trust and for filing in accordance with Companies' Act requirements.

Premises Responsibilities

- To provide support and guidance for the Heads of School on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds of each school takes place and a report is received identifying any issues; also to ensure that a fire safety risk assessment is carried out on at least an annual basis.
- To inform the Board of Trustees of the report and set out a proposed order of priorities for maintenance and development for its approval
- To monitor the costs and arrangements for maintenance, repair and redecoration within the allocated budget.
- To arrange professional surveys and emergency work as necessary.
- The CEO is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff.
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To prepare, implement, monitor and evaluate the following policies in line with the appropriate legislation, reporting back to the Board of Trustees:
 - Health, Safety and Welfare Policy
 - Accessibility Policy and Action Plan
 - Disability Equality Scheme and Action Plan
 - Charges & Remissions Policy
 - Lettings Policy (where relevant)
- To ensure that the Board's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.
- To consider and make recommendations on risk management and insurance arrangements in regard to vandalism and other matters relating to the premises

Terms of Reference of Information Governance Board (IGB)

The IGB of Connected Learning is the Trust's Finance & Premises Committee [with Audit & Risk]. Other individuals will be invited to attend meetings where relevant and appropriate.

The IGB is accountable to the Senior Information Risk Officer (SIRO).

The IGB is responsible for:

- Leading the formulation and review of policies, standards and guidance ensuring adherence to appropriate statutory and governance frameworks.
- Develop and maintain an effective governance framework for managing information in line with the Information Governance Strategy.
- Monitor and develop compliance with external standards where required.
- Identifying, validating and assessing the impact of information assurance risks and escalating to the SIRO those classified as very high and/or high information risks with recommended treatment measures.
- Analysing the impact of change and proposed change across the organisation with regard to issues and opportunities.
- Implementation of recommendations delegated by the Information Champion / Executive Leadership Group

Membership of the IGB with voting powers will include all those members of the Audit, Finance & Premises Committee.

This group is a forum for free and frank provision of advice and exchange of views to support effective decision making for the Trust.

Related Legislation

- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Data Protection Act 1998 > The General Data Protection Regulations 2016 > Data Protection Act 2018
- Investigatory Powers Act 2016
- Requirements for respect for private life and freedom of expression in the Human Rights Act 1998.

Related Documentation

- Information Governance Strategy
- Information Policies, Standards and Guidance
- Information Policies, Standards and Guidance

The agenda for Committee meetings shall be determined by the Chair of the Committee in consultation with other members of the Committee as appropriate and shall whenever possible be circulated in advance to persons attending the meeting and copied to the Chair of the Board of Trustees.

Chair of Finance and Premises [with Audit & Risk] Committee

Duties

- To ensure the committee fulfils its responsibilities by chairing committee meetings so that the committee functions effectively and carries out its duties
- To ensure the business of meetings is dealt with, and decisions, when required, are arrived at, and recorded, and their implementation monitored
- To preside over the Committee, ensuring fair and appropriate opportunity for all to contribute; suitable time allocations for discussion; directing towards consensus; clarifying and summing up actions and policies
- To ensure the Trust's financial dealings are prudently and systematically accounted for, audited, or independently examined, and publicly available
- To ensure the Terms of Reference of the Finance and Premises [with Audit & Risk] Committee are delivered
- To liaise with the CEO/Chief Operations Officer and the Clerk on the drafting of agendas and supporting papers for Committee meetings ensuring that the business is covered efficiently and effectively in those meetings.
- To recommend to the Board of Trustees the overall financial strategy to secure and allocate funding to the Trust's Academies
- To recommend to the Board of Trustees the financial strategy to secure and allocate funding for the wider programmes and activities of the Trust
- To review and where necessary to challenge the actions and judgments of Trust and School Governance and Management in relation to financial reporting, accounting policies and practices, budgets, unusual transactions, disclosures, adjustments resulting from audits and compliance with Statutory Duties.
- To Chair the Trust Pay Committee and to ensure that the Terms of Reference of this Committee are delivered in a timely manner
- To recruit committee members with relevant expertise and experience
- To ensure that committee members receive appropriate advice, training, and information relating to their role

Personnel Committee (subsumed into FTB)

Terms of Reference

Membership and quorum

Voting members: minimum 3 Trustees

Non-voting members: Chief Executive Officer / Chief Operations Officer

Clerking: Clerk to the Board of Trustees

The quorum shall be three Trustees.

The Chair of the Committee shall be appointed at the first Board meeting of each academic year. In the absence of the Chair, a trustee may stand in the Chair's place.

Only full members may have the right to vote on any resolution placed before the Committee.

The Committee may request others to attend in an advisory capacity; such a person may speak but shall not be entitled to vote.

Where there is an equal division of votes the Chair shall have the casting vote.

The Committee will meet as often as is necessary to fulfil its responsibilities but at least once a year.

Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.

Delegated Authority

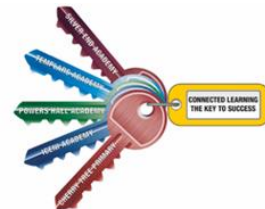
The Committee is authorised by the Trust Board to carry on any activity authorised by these Terms of Reference.

Purpose of the Personnel Committee

The Personnel Committee is a committee of the Trust Board. Its purpose is to ensure that the schools within the Trust are sufficiently staffed to the fulfilment of their individual action plans and the effective operation of the schools.

Terms of Reference

- Review the staffing structures for the schools within the Trust
- Review staffing policies and procedures 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, appraisal management, management of stress, trade unions, whistle-blowing and pay.
- Review the Trust's procedures for staff development
- Review the procedures for performance management of staff to ensure statutory requirements are met
- Review the procedure for recruitment and appointment of staff



Terms of Reference for a Local Governing Body of Connected Learning Academy Trust

(these are distinct from the Terms of Reference for a Joint Local Governing Body – see below)

THE TRUST IS CURRENTLY IN THE PROCESS OF REINTRODUCING LOCAL GOVERNING BODIES

The terms of reference of the Local Governing Body (LGB) must be approved by the Board of Trustees (the Board) of the Academy Trust. The Board may review and amend these terms of reference from time to time. These terms of reference provide the framework within which the LGB shall operate.

The LGB of XXX Academy will be composed, where possible, of at least four members: The Executive Headteacher / Headteacher / Head of School, at least 1 staff elected governors, at least 1 parent elected governors and a link Trustee.

The Board of Trustees supports the Local Governing Body in its ambition for the academy to become outstanding.

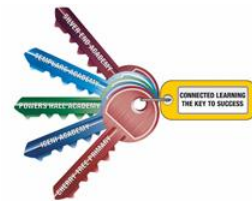
Working Practice:

1. The structure of the LGB will be agreed by the Trust Board and may be amended from time to time.
2. The usual term of office for all members of the LGB will be 4 years except for the Executive Headteacher / Headteacher / Head of School
3. The members of the LGB shall, upon their appointment or election, sign the Trust's Code of Conduct to confirm that they will abide by its principles; any breach (either materially or non-materially) may result in suspension
4. The Chair of the LGB will be elected annually by the members of LGB at its first meeting in each School year.
5. In the absence of either the chair or the clerk at a meeting of the LGB, the LGB will agree a replacement for the meeting.
6. The chair of the LGB will meet with executives of the Board on a regular basis and as invited.
7. The LGB will meet as often as is necessary to fulfil its responsibilities but, as a minimum, the LGB will meet at least once each term.
8. The quorum for any meeting of the LGB is 50% (75% if only four members) of those members of the LGB currently appointed (rounded up to the nearest whole number)
9. The Clerk to the LGB will circulate an agenda and any papers at least one week before a meeting of the LGB.
10. It is assumed that each Member of the LGB has read any papers as long as they have been circulated in accordance with point 9.
11. All recommendations and decisions made at a meeting of the LGB will be recorded accurately in writing. These minutes will be forwarded by the Clerk of the LGB at least one week before the next LGB.
12. The Board may request the chair of the LGB to attend any Board meeting and present a summary of the issues discussed and recommendations made at any previous LGB meeting.

13. The CEO, COO or any Board member of the Academy Trust may attend a meeting of the Local Governing Body.
14. Any member of the LGB may request the chair to invite persons who are not members of the LGB to attend its meetings.
15. Each member of the LGB shall have one equal vote. Where there is an equal division of votes, the chair of the LGB will have the casting vote.
16. All decisions reserved for the LGB shall be determined by the Board and will be reviewed at least annually.

Terms of Reference of Local Governing Body:

1. Appoint the Chair & Vice Chair of Local Governing Body
2. Monitor the Quality of education on offer
3. Review progress against School Action Plan
4. Approve pupil behaviour policies and monitor implementation of behaviour policies
5. Monitor performance and leadership effectiveness
6. Monitor safeguarding, attendance and behaviour
7. Monitor pupil personal development and staff professional development
9. Adopt Trust policies and approve policies relevant to individual school procedures
10. Ensure effective communication channels between the Trust, staff, children and the wider school community
11. Exclude a pupil for more than 15 days or permanently and review exclusions on appeal
12. Review the schools' emergency plans on an annual basis
13. Report on risks to Board of Trustees



Connected Learning Academy Trust

Standards Committee (subsumed into FTB)

Terms of Reference

Membership and quorum

Voting members: minimum 3 Trustees

Non-voting members: Chief Executive Officer / Headteachers and Heads of School within the MAT

- 1) To strategically ensure that curriculum developments across and within Connected Learning MAT academies are developed with reference to national and international developments to ensure that our provision has the potential to promote engagement and achievement for all our learners.
- 2) To develop common MAT policies and strategies to bring increasing consistency for the effective delivery of pupil outcomes.
- 3) To receive and review Connected Learning MAT policies and strategies for curriculum, teaching, learning, assessment, marking and presentation annually, ensuring these are contingent with local policies as appropriate.
- 4) To hold Connected Learning academies to account with regards to strategies and interventions for vulnerable, SEND, middle ability and more able pupils in order to close gaps and improve attainment and achievements.
- 5) To ensure that target setting, informal and formal monitoring, effective evaluation takes place and next step outcomes are followed through.
- 6) To monitor the progress, attainment and achievement of Connected Learning MAT Pupils from Early Years to KS2 across the five disciplines. (point 3)
- 7) To monitor and review policies and practices annually to ensure that academic and behaviour standards are improved.
- 8) To receive comprehensive Headteacher/Head of School reports to include the evaluation of learning, teaching and the monitoring of the curriculum, pupil progress and pupil achievement
- 9) To recommend to the Board of Trustees for approval any Connected Learning policy that reinforces the scope of the work undertaken by the Standards Committee in raising pupil outcomes.

Risk Management Strategy

1. Background

The Risk Management Strategy aims to ensure that the MAT complies with risk management best practice and sets out the current processes and responsibilities for risk management in the MAT.

1.1. The requirements can be summarised as:

- The Trustees acknowledge responsibility for the system of internal control
- An ongoing process is in place for identifying, evaluating and managing all significant risks
- An annual process is in place for reviewing the effectiveness of the system of internal control
- There is a system in place to deal with internal control aspects of any significant issues disclosed in the annual report and accounts

1.2. In assessing what constitutes a sound system of internal control, consideration should be given to:

- The nature and extent of the risks facing the organisation
- The extent and categories of risk which it regards as acceptable
- The likelihood of the risks concerned materialising
- The organisation's ability to reduce the incidence and impact of the risks that do materialise

1.3. Risk Management best practice is encapsulated in the Risk Management Standard published jointly by the major risk management organisations in the UK – The Institute of Risk Management (IRM); The Association of Insurance and Risk Managers (AIRMIC); and ALARM, The National Forum for Risk Management in the Public Sector (see Appendix 1).

2. Risk Management objectives

The objectives for managing risk across the MAT are:

- To comply with risk management best practice;
- To ensure risks facing the MAT are identified and appropriately documented;
- To provide assurance to the Trustees that risks are being adequately controlled, or identify areas for improvement;
- To ensure action is taken appropriately in relation to accepting, mitigating, avoiding and transferring risks.

3. Risk Management strategy

This strategy aims to:

- Outline the roles and responsibilities for risk management.
- Identify risk management processes to ensure that all risks are appropriately identified, controlled and monitored
- Ensure appropriate levels of awareness throughout the MAT

3.1. Roles and responsibilities

The Senior Leadership Team (SLT) has overall responsibility for managing risk. The Chief Accounting Officer has lead responsibility for risk management processes and the Trust-wide Risk Register. This responsibility includes:

- Monitoring the performance of risk management processes
- Ensuring that appropriate controls are in place to manage identified risks

- Preparation of periodic reports to the Full Trust Board

The Risk Register is formally reviewed annually by the Finance and Premises [with Audit & Risk] Committee (AF&P) of the MAT. The Risk Register is a standing item on the AF&P's agenda and they will monitor the identification and mitigation of risk within the MAT. The AF&P's review of the Risk Registers forms part of that Committee's report to the Trust.

3.2. Identification of risks

The Risk Management Standard states that risk identification should be approached in a methodical way to ensure that all significant activities have been identified and all the risks flowing from these activities have been defined.

Our approach to risk management is linked to four key aims:

- **Strategic and Reputational Risk**
 - Vision, aspiration, achievement; partnerships; governance; culture
- **Operational Risk**
 - Staff, leadership and management; infrastructure and systems controls;
- **Compliance**
 - Legislation and regulation
- **Financial Risk**
 - Financial strength and probity

The structure and organisation of the MAT's risk register seeks to ensure that all significant objectives and activities have been identified and the risks associated with each area have been identified.

3.3. Evaluation of risks

The Risk Management Standard states that risks should be evaluated against agreed criteria to make decisions about the significance of risks to the organisation.

The MAT uses a 3x3 matrix to assess impact and probability as high, medium or low, as illustrated in the diagram below:

Risk Matrix

Matrix		Impact of risk occurring		
		1	2	3
Probability of risk occurring	1	Low	Low	Medium
	2	Low	Medium	High
	3	Medium	High	Very High

The **descriptors** for high, medium and low impact and for probability can be explained as follows:

Impact of risk occurring

Impact	Description
High - 3	The financial impact will be significant [in excess of £50,000] Has a significant impact on the school's strategy or on teaching and learning Has significant stakeholder concern Can cause significant reputational damage to the school
Medium - 2	The financial impact will be moderate [between £25,000 and £49,000] Has no more than a moderate impact on strategy or on teaching and learning Moderate stakeholder concern Can cause moderate reputational damage to the school
Low - 1	The financial impact is likely to be low [below £5,000 and £24,000] Has a low impact on strategy or on teaching and learning Low stakeholder concern Is unlikely to cause any reputational damage to the school

Probability of risk occurring

Probability	Description	Indicator
High - 3	Likely to occur each year, or more than 25% chance of occurrence within the next 12 months	Potential of it occurring several times within a 4 year period Has occurred recently
Medium - 2	Likely to occur within a 4 year time period or less than 25% chance of occurring within the next 12 months	Could occur more than once within a 4 year period Some history of occurrence
Low - 1	Not likely to occur within a 4 year time period or less than 5% chance of occurrence	Has not occurred Is not likely to occur

3.4. Risk appetite

The term 'risk appetite' describes the MAT's readiness to accept risks and those risks it would seek to reduce. The MAT's risk threshold is the boundary delineated by the orange shaded area (represented by scores of 'medium' and above) in the risk matrix in paragraph 3.3. Above this threshold (where risk shows 'high' or 'very high') the MAT will actively seek to manage risks and will prioritise time and resources to reducing, avoiding or mitigating these risks.

3.5. Addressing risks

When responding to risks, the MAT will seek to ensure that it is managed and does not develop into an issue where the potential threat materialises.

The MAT will adopt one of the 4 risk responses outlined below:

Avoid	Counter measures are put in place that will either stop a problem or threat occurring or prevent it from having an impact on the business
Transfer	The risk is transferred to a third party, for example through an insurance policy
Mitigate	The response actions either reduce the likelihood of a risk developing, or limit the impact on the MAT to acceptable levels
Accept	We accept the possibility that the event might occur, for example because the cost of the counter measures will outweigh the possible downside, or we believe there is only a remote probability of the event occurring

4. Risk Reporting and Communication

The aim of reporting risk is to provide assurance to the Trustees, Senior Management and Auditors that the MAT is effectively managing its risks and has a robust system of internal controls.

4.1 Risk register

The reporting mechanism will be each Academy's Risk Register. This will highlight the key risks facing each Academy as well as a breakdown for each key strategic aim. Each Academy within the MAT will review their Risk Register annually and will report up to the MAT AF&P.

Any significant changes in risk impact or probability, or the occurrence of an event which raises the profile of a risk will be recorded on the risk register as it occurs. Any new or increased risks identified by SLT or Trustees or raised by a member of staff will be evaluated and, if appropriate, recorded in the Risk Register.

4.2 Communicating Risks

The MAT AF&P monitors all risk registers annually. The Chief Accounting Officer will ensure that any perceived new or increased risks or significant failure of risk management control measures are considered and reported to the MAT AF&P along with a summary of actions taken.

The Chief Accounting Officer will endeavour to raise awareness that risk management is a part of the MAT's culture and seek to ensure that:

- individual members of staff are aware of their accountability for individual risks
- individuals report promptly to senior management any perceived new risks or failure of existing control measures.

4.3 Annual risk review and assessment

The External Auditors review provides an annual assessment of the effectiveness of the MAT's management of risk.

The Chief Accounting Officer will prepare an annual review of risk for the MAT's AP&F in the autumn term. This will enable the MAT AF&P to report to the Trustees on:

- The significant risks facing the MAT
- The effectiveness of the risk management processes
- That the MAT has published a risk management strategy covering risk management philosophy and responsibilities

5. Areas for improvement

Any areas identified as being in need of improvement will be discussed and agreed annually at the MAT Finance & Premises [with Audit & Risk] Committee.

CONNECTED LEARNING - SCHEME OF DELEGATION

Ref	Key: R = Responsible A = Approves I = Informs C = Consults	Tasks 	CL Trustees	CL Executive Leadership Team CEO / COO ¹	School Leadership	Pupils / Parents	Standards Ctee	Finance & Premises [with Audit & Risk] Ctee	Personnel Ctee
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CL Whole Trust Governance

1	Maintain links with external agencies who support student learning and their social needs		A/C/R	I/R				
2	Monitor the effectiveness of support and partnerships between the MAT and local community groups that serve the local area	A	A/R	R				
3	Establish/maintain effective relationships with the LA within which the MAT sits	A	R	C				
4	Determine which services are bought into the MAT	A	R	C				
5	Ensure that MAT policies and procedures are implemented at school level	A	R	C				
6	Ensure legal compliance of CL model policies	A	R	I				
7	Undertake annual pupil and parent satisfaction surveys and publish reports	I	A	R				
8	Publish an annual CL Trust Annual Report covering all schools within the Trust	A/R	R	I				
9	Development and maintenance of a Risk Register covering Operational, Financial, external and regulatory risk	A/R	R	C				
10	Ensure requirements of schools' SFA are adhered to	A	R	C				

¹ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Key: R = Responsible A = Approves I = Informs C = Consults	Tasks 	CL Trustees	CL Executive Leadership Team CEO / COO ²	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
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CL Trust Strategy

11	Development of core CL vision and principles	A/R	R	C	I			
11a	Oversee the implementation of the Trust's strategic vision	A/R	R	C				
12	Liaise with national bodies DfE/ESFA/NCTL/other MATs to ensure the interests of CL and member schools are well represented	A	R	I				

Trust Finance

13	Legally responsible for the Trust's assets and accounts	A	R	I				
14	Develop overall strategic vision for the finances of the Trust and the schools	A	R	C	I			
15	Set the financial parameters within which the MAT's budgets are created	A	R	C	I			
16	Reports to DfE and ESFA on financial matters	A/R	R				C	
17	Approve any loans taken out by the school	A	R	I			C	
18	Develop the overall strategic plan for Capital expenditure taking into account the school's strategic plans	A/R	R	C			C	
19	Make recommendations to the Trust about Capital expenditure priorities	A/R	R	C			C	
20	Specify the core accounting policies and financial systems	A/R	R	I			C	
21	Approve the first formal budget plan each financial year	A	R	I	I		C	

² Includes Trust Safeguarding Lead & Trust SENCo

Ref	Tasks  Key: R = Responsible A = Approves I = Informs C = Consults	CL Trustees	CL Executive Leadership Team CEO / COO ³	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
22	Prepare monthly and annual accounts to agreed standards and submit to the Trust	A	R	I			C	
23	Monitor monthly expenditure	A	R	I			C	
24	Comply with internal and external audit requirements and other statutory matters such as accounting for VAT	A	R	I			C	
25	Enter into contracts (subject to agreed financial limits at each decision level)	A	R	I			I	
26	Be responsible for procuring goods and services following value for money principles	A	R	I			I	
27	Control costs and ensure budget commitments are met, make payments.	A	R	I			I	
28	Responsibility for income generating activity at an MAT level	A	R	I			I	
29	Approves any loans taken out by the school	A	R	I			I	
30	Lead on cross-Trust procurement activities	A	R	I			I	

Trust Staffing

31	Implement an appropriate people strategy and to comply with all requirements under employment law	A	R	I				C
32	Specify the core HR policies the MAT will adopt	A	R	I				C
33	Ensure the Trust's HR policies and practices are consistently applied and adhered to.	A	R	R				C
34	Approve the recruitment and deployment of staff with cross-Trust contracts and responsibilities.	A	R	C				I

³ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults		CL Trustees	CL Executive Leadership Team CEO / COO ⁴	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
35	Review and approve the salary framework across the Trust		A/R	R	I				
36	Provide specified employment returns on a termly basis		A	R	I				
37	Maintain records of all staff employed to an agreed specification		A	R	I				
38	Maintain a payroll system such that all staff are paid accurately on a timely basis		A	R	I				
39	Undertake all negotiations with local trade unions unless such matters have a bearing on the Trust more widely		A	R	I				
40	Appoint Executive Leadership roles (Trustees on panel)		A/R	R	I	I			
40a	Appoint Headteacher / Deputy Headteacher		A/R	R		I			
40b	Appoint Head of School		A/R	R	I	I			
41	Approve all other appointments		I	A/R	I/R	I			
42	Agree a pay policy		A/R	C	I				
43	Agree pay discretions (except for the those in 44 below)		A/R	R	C				
44	Agree pay discretions for Executive Headteachers, Headteachers and Heads of School		A/R	R	I				
44a	Agree Pay Discretion for the Executive Leadership Team *CEO only		A/R	C*/I					
45	Dismissal of Headteachers / Heads of School		A	R	I				
46	Dismissal of other staff		I	A	R				
47	Suspension of Headteacher /Head of School		A	R	I				

⁴ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ⁵	School Leadership	Pupils / Parents	Standards Ctee	Finance & Premises [with Audit & Risk] Ctee	Personnel Ctee
48	Suspension of staff except Headteacher/Head of School	I	A	R				
49	Determination of staff complement	A	A/R	C				A/C
50	As necessary, buy in to key educational external services	I	A/R	I				
51	Determination of dismissal/early retirement payments	I	A/R	R				
52	Provide strategic & legal HR/employment support on matters that impact on Trust (e.g. grievances, restructuring, safeguarding)	A/R	A/R	I				
53	Establish/maintain single central record	A	R	R		R		
54	Review staffing structure for efficiency and affordability	A/R	R	C			I	C
55	Responsible for staff training and CPD	I	A/R	R				
Curriculum								
56	Ensure compliance with legal curriculum requirements	A	A/R	R		A		
57	Establish a CL curriculum policy (Key Learning Model)	I	A/R	R		A/R		
58	Implement, agree and monitor curriculum policy	I	A/R	R	I	A/R		
59	Responsibility for standards of teaching	A	A/R	R	I	A/R		
60	Having regard to resources, and to implementation of provision for flexibility in the curriculum (including activities outside school day)	I	A/R	R	I			

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61	Responsibility for individual children's education		I	R	R	C	A/R		

Supplemental Funding Agreement (SFA) Requirements

62	Abide by the terms of the schools' SFAs in relation to Religious Education provision and collective worship (Sections 2.u - 2.x)	A	A/R	R		A/R		
63	Provision of sex and relationship education – to establish updated written policy (Section 2.z)	A	A/R	R		A/R		
64	Prohibit political indoctrination and ensuring the balanced treatment of political issues (Section 2a.a)	I	A/R	R		A/R		
65	Development of overall CL Key Learning Model	A	A/R	C	C	A/R		
66	School monitoring of statutory compliance and curriculum implementation	A	R	R		A/R		
67	Responsible for oversight of School Action Plans and the implementation of such in all schools in the Trust	A	A/R	R		A/R		
68	Ensure that the most effective practice across the Trust is shared as widely as possible	A/R	A/R	R		A/R		
69	Commission reviews of curriculum and T&L practice across the Trust	A	A/R	I		A/R		

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Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults		CL Trustees	CL Executive Leadership Team CEO / COO ⁷	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
70	Formulate and review annually a Trust-wide performance management policy		A	R	C				I
71	Implement the CL performance management policy		A	A/R	R				I
72	Undertake a termly review of performance and to undertake a formal assessment of overall performance annually		I	A/R	R		I		
73	Responsible for overall outcomes of the CL and the schools within it		A/R	A/R	R	I	A/R		
74	Monitor the quality of teaching and learning across CL schools		A/R	A/R	R		A/R		
75	Monitor and report and quality of teaching and learning in individual schools		A/R	A/R	R	I	A/R		

Target Setting

76	Set CL progress targets	A	R	R		A/R		
77	Receive and approve targets for CL schools	A	R	R		A/R		
78	Monitor progress towards CL Trust targets	A	R	R		A/R		
79	Set targets for pupil achievement in individual schools	A	R	R	I	A/R		

⁷ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ⁸	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
80	Monitor and report pupil progress and achievement in individual schools	A	R	R	I	A/R		
Discipline & Exclusions								
81	Adherence to the Exclusions Code and provision of guidelines and support	A	R	R				
82	Implement an Exclusion Policy	A/R	R	R	I			
83	Review the use of exclusion and to decide whether or not to confirm all permanent exclusions* and fixed term suspensions.	A/R	R	R				
84	Direct reinstatement of excluded pupils	A/R	C	R				
Admissions: application decisions and appeals								
85	Adherence to the Admissions Code and provision of guidelines and support	A/	R	I				
86	Agree changes to any school's admissions arrangements or policy (including changing PAN)	A	R	I				
87	Admissions: application decisions and appeals	A	R	I				
88	Monitor pupil numbers and the impact on the financial health of the school	A	R	R			A/R	

*All exclusion hearings will be made up of a panel of Trustees

⁸ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults		CL Trustees	CL Executive Leadership Team CEO / COO ⁹	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
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Premises & Insurance

89	Procure suitable insurance cover including premises, contents, business interruption, governing body and employer liability and statutory motor transport	A	R	C				A/R	
90	Develop a buildings strategy or master plan to ensure that all property remains 'fit for purpose'	A/R	R	C					
91	Agree the Asset Management Plan and monitor progress on agreed improvement activity	I/A	A/R	C					
92	Maintain school facilities	I/A	A/R	C					
93	Check compliance with core policies (in particular H&S) and provide advice and support as required	A	R	R				C/I	
94	Procure / maintain buildings, scope and plan any enhancements or alterations and develop / implement a funded preventative maintenance schedule	A	R	C				C/I	
95	Establish a disaster recovery policy which meets specified minimum requirements	I	A/R	R					
96	Review and approve disaster recovery arrangements	I	A/R	R					
97	Monitor and approve Lockdown arrangements	I	A/R	R				C/I	
98	Specify project management arrangements for major capital projects	A	R	R					

⁹ Includes Trust Safeguarding Lead & Trust SENCo

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ¹⁰	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
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Health & Safety

99	Setting overall Health and safety policies	A	R	C				
100	Ensure that health and safety regulations are followed, to undertake periodic H&S and fire risk assessments, and to provide specified H&S information to the Trust on a termly basis	A	R	R				
101	Conduct an annual health and safety audit	A	R	R			I	
102	Responsible for overall Health and safety of the school and keeping documentation up to date.	I	A/R	R			I	

School Organisation

103	Agree parameters of the CL Academic year	A	R	C	C			
104	Set the times of MAT sessions and the dates of MAT terms and holidays within parameters agreed by the CL	A	R	C	C			
105	Ensure that the MAT meets for a minimum of 380 sessions in a MAT year	A	R	R				
106	Ensure that school lunch nutritional standards are met	I	A/R	R				

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107	Ensure websites and updates are in line with legal requirements	A	A/R	R	I			
108	Ensure provision of free school meals to pupils meet the criteria	I	A/R	R	I			
109	Ensure there is excellent communication between the school, parents and the wider community	I	A/R	R	C			
110	Provide guidance and exemplar policies with respect to handling complaints	A	R	C				
111	Resolve or escalate complaints as appropriate	A/R	R	R				
112	Monitor complaints received and ensure statutory compliance	A/R	R	R				

Governance Procedures

113	Agree Governance Handbook (to include Scheme of Governance Management & Delegation) and any amendments thereafter	A	R	I				
114	Appoint (and remove) the chair of a permanent or a temporary governing body ¹²	A/R	A	C				
115	Appoint and dismiss the clerk to the governors & to the Board	A/R	C	I				

¹¹ Includes Trust Safeguarding Lead & Trust SENCo

¹² IF APPROPRIATE - CURRENTLY NOT APPLICABLE

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ¹³	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
116	Hold an LGB or a Joint LGB meeting at least three times in an MAT year, or a meeting of the temporary governing body as often may require and to submit minutes to the Trust ¹⁴	A/R	C	I				
117	Appoint and remove Trust appointed governors (where such governors have been agreed with the MAT Governing Body) ¹⁵	A/R	C	C				
118	Appoint and remove school appointed governors at any point ¹⁵	A	C	C				
119	Appoint and remove any governors in the event of a significant failure of governance ¹⁵	A/R	C	I				
120	Set up a Register of Governors ¹⁵ / Trustees' Pecuniary & Personal Interests	A/R	R					
121	Discharge duties in respect of pupils with special needs, LAC, EAL by appointing a "responsible person and monitoring progress, learning and achievements of these pupils"	A	R	R		A/R		

¹³ Includes Trust Safeguarding Lead & Trust SENCo

¹⁴ IF APPROPRIATE - CURRENTLY NOT APPLICABLE

¹⁵ IF APPROPRIATE - CURRENTLY NOT APPLICABLE

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ¹⁶	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
122	Consider whether or not to exercise delegation of functions to individuals or committees within the parameters of the Scheme of Delegation	A/R	C	C				
123	Review school policies as part of an annual rolling programme	A	R	R				
124	Ensure the schools undertake an annual self-evaluation programme (SEF)	A	R	R		I		
125	Develop the Trust's three year Strategic Plan for approval by Trustees	A	R	C				
126	Oversee the development and updating of schools' Action Plans	A	R	R		I		
127	Approve and delegate authority between CL and LGB ¹⁷	A	R	R				

Information Technology & Data Management

128	Specify data requirements, templates and reporting timescales for the Trust e.g. SEN, LAC, exclusions, attendance etc	I	R	C				
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¹⁶ Includes Trust Safeguarding Lead & Trust SENCo

¹⁷ AS APPROPRIATE – CURRENTLY NOT APPLICABLE

Ref	Tasks Key: R = Responsible A = Approves I = Informs C = Consults 	CL Trustees	CL Executive Leadership Team CEO / COO ¹⁸	School Leadership	Pupils / Parents	Standards Cttee	Finance & Premises [with Audit & Risk] Cttee	Personnel Cttee
129	Ensure core data required by the DfE/ESFA is submitted on time and accurately	A	R	I				
130	Comply with minimum requirements in relation to management information reporting requirements and data security/retention and back-up	I	A/R	R				
Marketing, Communication & External Liaison								
131	Determine and approve CL brand	A/ R	R	C				
132	Comply with the Trust's branding requirements and design guide	A	R	R				
133	Market the MAT and maintain effective internal and external communications	A	R	R				
134	Communicate with press and media on all matters relating to the MAT (with the exception of matters having a bearing on the national reputation of the Trust)	I	A/R	R/C				
135	Communicate with the press and media on matters having a bearing on the national reputation of the Trust	I	A/R	I				
136	Provide support to any critical PR incident	A	R	R				
137	Manage CL website	A	R	I				
138	Manage school website and ensure legal compliance	I/R	A/R	R	C			

Revised by Working Party on 27.9.33 / **Approved by Board on 5.10.22**

¹⁸ Includes Trust Safeguarding Lead & Trust SENCo

Governing Body Scheme of Delegation – November 2023

Level 1: Connected Learning Trust Board or Members (B= Full Board, F= Finance Committee, S= Standards Committee, A= Audit Committee, M= Members)

Level 2: Trust executive, CEO, CFO, Director of Education, HR director

Level 3: Local Governing Board (assumes headteacher is part of the LGB)

Level 4: Headteacher

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
1. Vision, ethos and strategic direction	1.1	Stakeholder engagement for the trust	B	✓	✓		Ensure that all stakeholders have a voice across the trust and their views are an input into the strategic direction of the trust. Communicate with stakeholders as a trust. Annual stakeholder listening.
	1.2	Listening to stakeholders and engaging them in future direction			✓	✓	Ensure the local board listens to stakeholders and takes on board their views; sharing these with the CEO
	1.3	Promote the Academy within the community and monitor stakeholder satisfaction with the goal of all pupils, staff and parents being advocates for the Academy			✓	✓	Co-develop and implement a strategy to develop the pupil numbers in the academy which is based on improving stakeholder satisfaction and promoting the academy within the local community, feeder nurseries and schools etc.

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
2. Academy Improvement	2.1	Oversight and monitoring of pupil behaviours , as per agreed KPIs and targets	S	✓	✓		LGBs responsible at local level, trust wide monitoring by CEO and report to trust board
	2.2	Oversight and monitoring of pupil personal development as per agreed KPIs and targets	S	✓	✓		LGBs responsible at local level, trust wide monitoring by CEO and report to trust board
	2.3	Review academy performance against national comparisons and review IDSR	S	✓	✓		Annual review and benchmarking of performance. Challenge any underperformance

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
3. Quality of Education	3.1	Monitor promotion of British values and SMSC		✓	✓	✓	Ensure that all British values are actively promoted through the SMSC curriculum (Spiritual, Moral, Social, Cultural)
	3.2	Monitor provision and outcomes for vulnerable pupils and the impact of any grants	S	✓	✓		Monitor all indicators – progress, attainment, attendance, behaviour etc for vulnerable pupils and the impact of the Pupil Premium plan

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
	3.3	Monitor the impact of the SEND provision and outcomes for SEND pupils	S	✓	✓		Review effectiveness of provision, budget and impact

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
4. Statutory Compliance	4.1	Ensure all statutory policies are up to date and implemented	All	✓	✓	✓	Monitor changes to statutory policies, review and adopt and monitor compliance
	4.2	Approve and monitor academy policies			✓	✓	Monitor policies, review and update when required and ensure they embody the ethos of the academy
	4.3	Ensure compliance with safeguarding legislation through an annual audit and report termly to board	B	✓	✓	✓	Safeguarding governor(s) to meet termly with Designated Safeguarding Lead and to complete termly monitoring and reporting to the board on activity and compliance
	4.4	Ensure compliance with academy/trust website requirements	A	✓	✓	✓	Audit the academy website annually to ensure compliance – LGB Oversight of trust website for compliance – report to Board of Trustees

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
	4.5	Approve 4 year equality plan and monitor progress	B	✓	✓		Trust board to set equality objectives for the trust and each academy to adopt a localised version. Monitor progress against the plan
	4.6	Ensure compliance with SEND regulations	S	✓	✓	✓	SEND governor(s) to monitor SEND provision and budget and impact. Hold to account.
	4.7	Ensure compliance with requirements related to vulnerable pupils and Pupil Premium	S	✓	✓	✓	Ensure a pupil premium plan is written, approved and posted on the school website each autumn term and the impact is monitored during the year.
	4.8	Ensure compliance with Looked After Children regulations	S	✓	✓	✓	Looked after children governor to meet regularly with nominated member of staff to monitor the provision and impact for this group
	4.9	Complying with exclusion legislation and policy	S	✓	✓	✓	Ensure that the Behaviour Policy or Exclusion Policy are up to date, fit for purpose and being followed. Ensure they are consistent with the ethos of the academy/trust. Hold exclusion panels as required.
	4.10	Compliance with testing management regulations	S	✓	✓	✓	Ensure all exam management follows regulations.
	4.11	Ensure compliance with complaints procedures and whistleblowing regulations	B	✓	✓	✓	Ensure complaint procedures are up to date, effective and followed. Ensure that staff are aware of how to whistle blow
	4.12	Compliance with healthy school meal requirements	F	✓	✓	✓	Monitor by LGB as part of health and safety. Standards set across the trust by the board

Key Function	Ref	Tasks	Delegation Level				Notes
			1	2	3	4	
5. Governance Practices	5.1	Recruitment and appointment of chairs of LGBs	B		✓		Identify candidates or review recommendations/applications for Chairs of LGBs, sign a code of conduct and understand expectations/role (See Articles of Association)
	5.2	Skills audit and identifying skills gaps/deficiencies	B		✓		Annually review skills against the appropriate governance competencies and develop a strategy to fill any gaps or improve competencies
	5.3	Self-review, hold to account and governance development plan	B		✓		Review effectiveness and impact of the board and develop a strategy to improve
	5.4	Create and maintain register of business interests	B		✓		Ensure a register of business interests is created, up to date and published on the academy site
	5.5	Planning governance activities including monitoring and meetings	B	✓	✓	✓	Ensure all governance activities are planned, resourced and delivered in a timely fashion.
	5.6	Ensuring meetings are well organised, impactful and well minuted	B		✓	✓	Create an annual meeting calendar, plan agendas and manage meeting to be impactful and efficient, working with the governance professional. Ensure minutes reflect the richness of discussion and decisions/actions agreed.
	5.7	Ensure compliance with governance transparency requirements	B	✓	✓	✓	Ensure governance information is up to date on the trust website and that GIAS is up to date

