

# Scheme of Delegation

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## Revision History:

Version	Date	Author	Summary of Changes
6.0	June 2019	CEO and Governance Manager	<ul style="list-style-type: none"> <li>Change of format for easier reference</li> <li>Additional items included</li> </ul>
7.0	August 2020	Governance Manager	<ul style="list-style-type: none"> <li>Update to H R Terms of Reference removing considering annual salary awards linked to performance</li> <li>LC terms of reference include . Schools with religious character must appoint governor with responsibility for Christian ethos.</li> <li>Updates to section 8 GDPR</li> <li>Change throughout the document referring to CFO and not CFO</li> <li>Sub note regarding the Company secretary role also to include appointment and removal of</li> <li>Update to reflect trust structure including DoPE &amp; CFO and changes made to Pay and Professional Learning Policies</li> <li>Addition of Executive Pay Review Committee terms of reference</li> <li>Note in terms of reference about holding meetings virtually and appendix referring to Virtual meeting protocol</li> </ul>
8.0	August 2021	Governance Manager	<ul style="list-style-type: none"> <li>Annual review with Trust Board working party</li> <li>Change clerk to Governance Professional</li> <li>Clarity regarding remit of Exec pay committee (defined in appendix 3)</li> <li>Changes in line with the Academy Trust Handbook</li> <li>Clarity over delegation to Principals for in year admissions</li> <li>Careers duty and reporting to Educational Standards Committee</li> <li>Clarity regarding definitions of actions for each layer of Governance ie determine, develop, comply, report, review</li> </ul>
9.0	August 2022	Governance Manager	<ul style="list-style-type: none"> <li>Annual review with Trust Board working party</li> <li>Replace references to academies with schools (our nomenclature)</li> <li>Rename Local Advisory Board to Local Committees</li> <li>Change ToRs for local governance layer, structure, including exec reps, and appointment of Chairs.</li> </ul>

			<ul style="list-style-type: none"> <li>• Addition of Safeguarding Committee and remove this from local governance delegation</li> <li>• Addition of executive level H&amp;S Core Group to report to A&amp;R - remove this from local governance delegation</li> <li>• Governance of MSL in SoD for Board</li> <li>• Change of method of sharing, storing and accessing Board and Committee agendas, minutes and papers.</li> <li>• References to Executive Administrator replaced with Governance Manager.</li> <li>• Replace references to Governance Professional with Clerk</li> <li>• Insertion of Appendix 3 - Acceptable Use of Digital Systems and Information Protocol</li> </ul>
10.0	March 2023	CEO/Governance Manager	<ul style="list-style-type: none"> <li>• Changes to executive roles. Replace Chief Operating Officer with Chief Finance Officer and Director of Operations.</li> <li>• Update of ToR for A&amp;R Committee to make their role in appointment of internal auditors explicit.</li> </ul>
11.0	September 2023	Governance Manager	<ul style="list-style-type: none"> <li>• Updated re Changes to the ATH 23-24</li> <li>• Changed wording overall to better reflect the ATH</li> <li>• Updated Committee structure – Safeguarding within Education Standards and Performance – not standalone</li> <li>• Updated Committee structure – HR (workforce practices) incorporated within Finance and Resources and professional development within ESPC – not standalone</li> </ul>

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## INTRODUCTION

### **The Scheme of Delegation is a framework that makes clear which governance functions are exercised and by whom**

The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and its funds, and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

The Trust Board of The Nene Education Trust (NET) has overall responsibility for governance of the Trust, and all its schools.

The Board delegates many of its governance functions, including to the Committees of the Trust Board, Local Committees, the Trust Executive Team, and School Principals.

The Trust Board must approve a written scheme of delegation of financial powers that maintains robust internal controls. This scheme of delegation should be reviewed annually, and at the next available board meeting when there has been a change in trust management or organisational structure that would impact the effectiveness of any existing scheme of delegation.

The purpose of this document is to outline:

- the requirements of the Articles of Association regarding delegation and sets out the charitable objects of NET along with the governance composition and overarching procedures;
- the requirements of the NET funding agreement with the Secretary of State which sets out the conditions upon which the Trust receives its funding
- the requirements of the Academy Trust Handbook issued by the Education and Skills Funding Agency which sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies
- the delegation matrix
- the Terms of Reference and powers of the Trust and Members Boards and committees

## ROLES AND RESPONSIBILITIES

The following pages detail the specific responsibilities of the Members Board, Trust Board, Executive Team, Local Committees and school Principals in the areas of governance; budgets, finance and risk; staffing and HR; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication, marketing and branding. The Trust Board must fulfil the core governance functions, set out by the DfE by providing:

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



The trustees must apply the highest standards of conduct and ensure robust governance as set out in the DfE trust quality descriptions and to ensure effective financial management.

Trust Board members are trustees for the purposes of charity law and directors for the purposes of company law. Trustees must be over 18 at the date of appointment and not a pupil at any school in the trust.

The Trust Board will establish a structure of committees as follows:-

- Educational Standards and Performance encompassing safeguarding and professional development
- Audit & Risk
- Finance & Resources encompassing HR
- Executive pay and review committee
- Local Committees

These Committees will act in an advisory capacity to the Trust Board except where powers have been specifically delegated to them by the Trust Board.

#### The Role of the **Chief Executive Officer (CEO)**

Under the NET Articles of Association the CEO is the senior executive leader and is appointed in writing by the Trust Board and has the delegated responsibility for the operation of the Trust including the performance of the trust's schools. The CEO performance manages the academy Principals.

The Trust Board must also appoint, in writing, a named individual as its Accounting Officer. This should be the senior executive leader (CEO). The individual must be a fit and suitable person for the role.

As Accounting Officer the CEO has a personal responsibility to parliament and the ESFA's accounting officer for the financial resources under the trust's control. They are particularly responsible for ensuring value for money, regularity, and propriety of use of funds. The accounting officer must maintain oversight of financial transactions. The CEO, as Accounting Officer has responsibility for assuring the Board there is compliance with the Academy Trust Handbook and funding agreement and must notify the Board in writing if any action it is considering is incompatible with the articles, funding agreement or handbook. The roles of senior executive leader and accounting officer must not rotate. The roles of accounting officer and chief financial officer should not be occupied by the same individual.

The CEO leads the senior leadership team of the academy trust and is accountable to the Trust Board for the performance of it. Under article 57, the CEO is appointed as trustee by the Members providing that the Chief Executive Officer agrees. No other employees will serve as trustees, nor should trustees occupy staff establishment roles on an unpaid voluntary basis.

The CEO fulfils the following delegated objectives.

- Delivering the Trust Board's vision
- Recommending and communicating strategy for the trust
- Ensuring regularity and propriety,
- Prudent and economical administration,
- Avoidance of waste and extravagance,
- Efficient and effective use of available resources,
- Day to day organisation, staffing and management of the trust
- Ensuring the Trust Board is appropriately informed through agreed mechanisms.
- Ensuring that the guiding principles, culture and objectives of the trust are faithfully upheld, revisited and reinforced.

#### The Role of the Chief Financial Officer (CFO)

The Trust Board must appoint a CFO to lead on day-to-day financial matters. This is both a technical and a leadership role and they may delegate duties to staff or contractors. The CFO must ensure that the financial systems are in place and are robust.

They must be appropriately qualified and/or experienced.

The CFO and other key financial staff should maintain continuing professional development and/or personal development and undertake relevant ongoing training.

### **The Role of the Company Secretary**

*(It is not mandatory for a company secretary to be appointed within the Trust. The day today activities of the company secretary will be discharged jointly by the Chief Finance Officer, the Director of Operations and the Governance Manager)*

The company secretary is a strategic position at the heart of governance operations within an organisation, ensuring that all activities undertaken comply with legal, ethical and regulatory requirements.

- The Chief Finance Officer, Director of Operations and Governance Manager are responsible for the academy trust's administration and affairs.
- The Chair and CEO shall also appoint a Governance Professional (Governance Manager) as Clerk to the Board and Committees (who may or may not also be the Company Secretary).
- The Governance Professional shall not be a Trustee or a Principal of a school.

**Good governance =  
ethical governance  
+ effective governance  
+ accountable governance**

## The NOLAN PRINCIPLES

In undertaking their duties, the Members, Trustees and Local Committee members will uphold the Nolan Principles, the Seven Principles of public life (as defined by the Committee for Standards in Public Life). These are also encompassed in the Trustee, Member and Local Committee Code of Conduct.

### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **5. Openness**

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

### **6. Honesty**

Holders of public office should be truthful.

### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## The Framework for ethical leadership in Education

Schools and colleges serve children and young people and help them grow into fulfilled and valued citizens. As role models for the young, how we behave as leaders is as important as what we do. Leaders should show Leadership through the following personal characteristics or virtues:

### **Trust**

leaders are trustworthy and reliable We hold trust on behalf of children and should be beyond reproach. We are honest about our motivations.

### **Wisdom**

leaders use experience, knowledge and insight We demonstrate moderation and self-awareness. We act calmly and rationally. We serve our schools and colleges with propriety and good sense.

### **Kindness**

leaders demonstrate respect, generosity of spirit, understanding and good temper We give difficult messages humanely where conflict is unavoidable.

### **Justice**

leaders are fair and work for the good of all children We seek to enable all young people to lead useful, happy and fulfilling lives.

### **Service**

leaders are conscientious and dutiful We demonstrate humility and self-control, supporting the structures, conventions and rules which safeguard quality. Our actions protect high-quality education.

### **Courage**

leaders work courageously in the best interests of children and young people We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.

### **Optimism**

leaders are positive and encouraging Despite difficulties and pressures; we are developing excellent education to change the world for the better.

## Terms of reference

### Members Board (Guardians of the governance of the Trust)

#### MEMBERS

The Members of the Company (Nene Education Trust) shall comprise:

- (a) the Diocesan Corporate Member;
  - (b) the Chair of the Trust Board;
  - (c) two individual members; and
  - (d) any person appointed under Article 15A,
- provided that at any time **the minimum number of Members shall not be less than three, and the aim is for five Members.**

Members must not be employees of the Trust nor occupy staff establishment roles on an unpaid voluntary basis. The majority of Members should not be trustees.

#### Specific responsibilities

The powers and responsibilities of the **Members** are set out in the articles of association but are specifically as follows:

- review, amend and agree the Articles of Association;
- change the name of the Trust;
- receive an annual report from the Board and the CEO on the Trusts performance (including standards);
- appoint/remove Members;
- appoint/remove Trustees (unless co-opted by the Trust Board);
- receive the Trust's audited annual accounts;
- appoint external auditors for the Trust and schools;
- approve any service contracts for Trustees;
- elect a chair at the beginning of academic year from their number;
- oversee the Trust Board, holding Trustees to account and ensuring compliance with the Articles of Association;
- hold an Annual General Meeting each academic year;
- hold General Meetings as called by the Trustees or any Member;
- review and consider the work of the Trust Board and Committees, including the Local Committees
- address issues where governance in the Trust has become dysfunctional
- wind up the academy trust

**Voting** a meeting will be quorate when 3 Members are present (must include Diocesan representation). Trustees may attend Members meetings to speak but do not hold any voting rights apart from the Chair of the Trust Board.

#### Administration,

The Members Board will be supported by a clerk who may be the Governance Manager who will minute the proceedings and resolutions of the Members and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

# Terms of reference

## Trust Board

The Trust Board of Nene Education Trust is responsible for the control and administration of the academy trust and for conducting the affairs of the Trust to achieve its objectives; shaping the success of the Trust. The Board delegates authority to committees and to a local committee for each school or to an interim action board for a school as agreed.

The specific powers and responsibilities of the Trust Board and trustees are set out in the NET Articles of Association.

### Duties

Duties:

As trustees of a charity (the academy trust), trustees have a fiduciary duty to act in good faith and in the best interests of the academy trust. This duty includes a responsibility to:-

- ensure compliance with any legal obligations;
- report on the trust's activities (the trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "Charity SORP" and any reporting requirements of the Education Skills Funding Agency;
- fulfil the charitable objects of the trust of advancing education for the public benefit in accordance with the Articles of Association;
- act in a way which is compliant with the rules of the trust contained in the Articles of Association;
- act with integrity avoiding personal conflicts of interest and the misuse of charity funds or assets;
- act prudently in the financial management of the trust, avoiding any undue risk to assets, funds or reputation;
- to ensure the trust estates are safe and well maintained and comply with statutory health and safety duties;
- exercise reasonable care and skill, using personal knowledge and experience to ensure the trust is well run and efficient;
- act responsibly, seeking advice from others, including external and internal auditors and other professional advisers, where appropriate.

Key Responsibilities:

- a. provide strategic direction, support and challenge for the trust;
- b. determine the educational character, mission or ethos of the schools;
- c. appoint or remove the Chair and Vice Chair
- d. appoint the directors of Manor Sports and Leisure, one of whom must be a trustee
- e. establish sub committees of the Trust Board to include Local Committees
- f. approve the Chairs of Local Committees
- g. consider recommendations and reports from all committees;
- h. identify the skills and experience it needs, including sufficient financial knowledge to hold the executive to account. The board should also address this for committees/local committees/local governing bodies.
- i. adopt, review and monitor the implementation of:-

- i. terms of reference for all committees including the Trust Board
- ii. scheme of delegation

- iii. safeguarding policy
  - iv. admission arrangements
- j. monitor for all Schools within the Trust:
  - i. assessment systems, targets and data in line with local and national standards.
  - ii. review KPI data and benchmarking reports
  - iii. student progress, including identified student groups, in line with national standards
  - iv. pupil premium
  - v. SEND support
  - vi. school improvement/development plans
  - vii. self-evaluation assessment
  - viii. community links
- k. appoint and remove CEO
- l. develop, monitor and review progress against a vision and strategic plan for its future growth and ensuring there is a robust strategy in place for achieving its vision
- m. consider the benefits of GAG pooling and make decisions on this when setting the Trust budget
- n. approve a 3 year budget plan and submit annually to the ESFA, in a form specified by ESFA, an Academies budget forecast return (BFR) by the end of August in accordance with deadlines published annually.
- o. Review and approve the scheme of delegation annually including the financial scheme of delegation
- p. review, approve and ensure end of year accounts, annual report and compliance statements are submitted in line with the ESFA and Companies House requirements
- q. ensure appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure
- r. plan and oversee capital projects including those relating to estates safety.
- s. adopt statutory trust-wide policies
- t. consider entering into and withdrawing from partnership working
- u. monitor and manage all risks including articulating risk appetite and risk tolerance to ensure its effective operation
- v. maintain a risk register and review frequently and fully review it at least annually:
- w. approve large capital projects in line with guidance set out in the financial procedures
- x. respond to matters of particular difficulty, sensitivity or emergency offering support and advice to the CEO, CFO and Principals
- y. ensure there is an appropriate, reasonable and timely response by the trust's management team to findings by external auditors, taking opportunities to strengthen systems of financial management and control.
- z. oversee any significant financial risks relating to Manor Sports and Leisure
- aa. ensure the Board has adequate guidance and training to undertake investigations and deal with matters of whistleblowing, grievance, discipline, and complaints
- bb. to form a disputed resolution panel to consider appeals against the Chief Executive Officer or trust decisions

## Membership

Trustees are appointed by the Members (unless trustees are co-opted by the Trust Board).

The Trust Board will comprise trustees including the CEO if they are appointed as a trustee by the Members.

The Trust Board will appoint a Chair and Vice Chair annually from one of its number. This cannot be the CEO.

The Trust Board will be supported by the Governance Manager as clerk.



The minimum number of trustees on the Trust Board is three.

### **Attendance**

The Trust Board may ask a representative from the Central Team and any other senior executive/Principals to attend meetings either regularly or by invitation, to provide information.

### **Voting**

A meeting will be quorate when any **three** members of the Trust Board are present, or if greater than one third (rounded up to the whole number) of the total number of persons holding office on the Trust Board at the date of the meeting.

The Chair will have a casting vote on an equality of votes.

### **Meetings**

The Trust Board will meet at least 3 times per year and frequently enough to discharge its responsibilities on such dates as shall be determined by the Governance Manager in consultation with the CEO and Chair of the Trust Board.

Meetings can be requested by the external or internal auditors if they consider that one is necessary.

### **Administration,**

Unless otherwise agreed, notice of each meeting confirming the venue, date and time shall be sent to each member of the Trust Board and any other person invited or required to attend no fewer than 7 days prior to the date of the meeting. A link to the Teams folder with the agenda and papers will be sent by the Clerk. If Trustees require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The Clerk will minute the proceedings and resolutions of the Trust Board and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Draft Minutes of each Trust Board meeting will be sent by the Clerk to the CEO and Chair of Trust Board within seven working days of the meeting for approval. The agreed minutes will be uploaded by the Clerk and held in the NET Governance Hub folder on Teams for review by all Trustees.

Trust management accounts, once signed by the Chair of the Trust Board, will be held in the NET Governance Hub on Teams for review at all times by all Trustees. The latest Management Accounts will be reviewed at each meeting of the Trust Board.

A register of attendance shall be kept by the clerk for each meeting and will be published on the trust's website annually.

# Terms of reference

## Audit and Risk Committee

The Nene Education Trust Board (**the board**) oversees the establishment and appointment of the Audit and Risk Committee (**the committee**).

The Trust Board must establish an Audit and Risk Committee. However, it retains overall responsibility for risk management, including ultimate oversight of the risk register, drawing on advice provided to it by the committee.

The delegated role of the committee is to ensure compliance with the requirements of the Academy Trust Handbook to:

- oversee and approve the trust's programme of internal scrutiny
- ensure that risks are being addressed appropriately
- report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

The committee's Terms of Reference are agreed and adopted by the Trust Board and can only be amended with the approval of the Board.

### Membership

The committee will be appointed by the Trust Board and will **comprise no more than five and no fewer than three members**, of whom a majority will be trustees. The Board will appoint one of the members of the committee as its Chair (the**Chair**).

The Chair of the Trust Board is not permitted to be Chair of the Audit & Risk Committee.

The Chair of the Audit and Risk Committee should not be Chair of the Finance and Resources Committee.

Employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information, and participate in discussions. The committee will be supported by a clerk.

### Attendance

The committee may ask any senior executive staff or school Principals to attend meetings of the committee either regularly or by invitation, to provide information.

The committee will have at least one annual meeting, or part of one meeting, with each of the external auditor and the head of internal audit without the CEO or other staff (except the clerk) being present.

The committee must have access to the external auditors and ask them to attend meetings as they consider necessary. The committee must have access to the internal auditor and ask may the internal auditor to attend any or all meetings.

### Voting

The quorum for each meeting shall be 50% of committee members. Decisions of the committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

### Meetings

The committee must meet at least 3 times per year and shall meet **termly** on such dates as shall be determined by the committee from time to time and at such other time as the Governance Manager shall specify at the request of any member of the committee.

Meetings can be requested by the external or internal auditors if they consider that one is necessary.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with the link to the agenda and papers held on the NET Governance Hub shall be sent by the clerk to each member of the committee and any other person invited or required to attend no fewer than 7 days prior to the date of the meeting.

## **Administration**

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Agendas will be agreed in advance of the meeting by the committee Chair. The agenda and all required papers and reports for each meeting will be made available to committee members through the NET Governance Hub on Teams at least five working days in advance of each meeting. A link to the folder will be sent by the clerk. If Trustees require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The agreed minutes of each committee meeting will be uploaded within 10 working days of the meeting to the NET Governance Hub on Teams for review by all Trustees.

A register of attendance shall be kept by the clerk for each meeting and will be published on the trust's website annually.

## **Authority**

The committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the committee.

The committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any committee meeting with relevant experience and expertise if it considers this necessary.

## **Duties**

To review the ratings and responses on the risk register to inform the programme of work

To have access to the external auditor and internal auditors

To have enough oversight to ensure information submitted to DfE and ESFA that affects funding is accurate and complies with funding criteria.

## Internal Scrutiny:

The committee must agree a programme of work annually to deliver internal scrutiny that provides coverage across the year, agree who will perform the work and consider their reports and the trust's progress in addressing recommendations.

- appoint internal auditors
- act as the body to whom the internal auditors reports and discuss any issue that they may wish to raise (in the absence of the management where necessary)
- review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure co-ordination between the internal and external auditors

- receive the audit report and accounts for Manor Sports and Leisure
- keep under review, the effectiveness of internal control systems
- develop and keep under review risk management and measurement strategies across the trust together with the procedures for monitoring the adequacy and effectiveness of those processes
- to review the action and implementation of risk management policy across the trust
- to consider the trust's risk profile relative to current and future strategy and identifying any such trends, concentrations or exposures and any requirement for policy change
- to receive and review risk management and relevant regulatory information and reports
- to consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence
- to review the adequacy of contingency and business continuity planning.
- to consider the effect on the rights of the trust of the findings of the internal audits or the external audits
- to review and ensure the adequacy of insurance cover
- to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness
- review any potential conflicts of interest and Related Party Transactions and ensure adherence to requirements of Academy Trust Handbook

#### External audit oversight and findings

- review the external auditor's plan each year
- review the annual report and accounts and make recommendations to the Trust Board for approval
- review the external auditor's findings and actions taken by the trust's managers in response to those findings and any matters the external auditor may wish to discuss (in the absence of the management where necessary)
- assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Members about the auditor's reappointment or dismissal or retendering. Considerations may include:
  - the auditor's sector expertise
  - their understanding of the trust and its activities
  - whether the audit process allows issues to be raised on a timely basis at the appropriate level
  - the quality of auditor comments and recommendations in relation to key areas
  - the personal authority, knowledge and integrity of the audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers
  - the auditor's use of technology
- report the committee's conclusions annually to the Trust Board and Members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.
- 

#### Health and Safety compliance

Ensure the Trust estate is safe and well maintained. Review health and safety reports, audits and ensure compliance with statutory health and safety duties

a. In discharging its duties, the aims of the committee are to:

- liaise effectively with the other committees and ensure any aspect of risk considered by any other committee is fed into this committee at the end of each meeting cycle
- facilitate good communication between the trust and its external auditor
- increase the credibility and objectivity of financial reporting
- strengthen the independence of the audit function
- improve the quality of the accounting and auditing functions.

# Terms of reference

## Finance and Resources Committee

The Nene Education Trust Board (**the board**) oversee the establishment and appointment of the Finance and Resources Committee (**the committee**).

The Finance & Resources Committee is responsible to the Trust Board. The Committee's Terms of Reference are agreed and adopted by the Board and can only be amended with the approval of the Board. The Committee is responsible for advising the Board on matters relating to the trust's finance and resourcing arrangements including workforce planning and management. It supports the Trust Board to ensure sound management of the trust's finances and resources, including proper planning, monitoring and probity.

The committee oversee the financial management of Manor Sports and Leisure (MSL). At least one director of MSL is a member of the Trust Board and Finance and Resources Committee.

### Membership

The committee will be appointed by the Trust Board and will **comprise no more than five and no fewer than three members**, of whom a majority will be trustees.

The Board will appoint one of the members of the committee as its Chair (the **Chair**), the chairs of the audit committee and finance committee should not be the same.

The committee will be supported by a clerk.

### Attendance

The committee may ask a representative from the Central Team and any other senior executive staff or school /Principals to attend meetings of the committee either regularly or by invitation, to provide information.

The Committee will have at least **one** annual meeting, or part of one meeting, with each of the external auditor and the head of internal audit without the senior executives being present.

### Voting

The quorum for each meeting shall be 3 committee members. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

### Meetings

The committee shall agree its programme of business to meet the needs of its delegated authority and duties and meet on such dates as shall be determined by the committee from time to time and at such other time as the Trust Governance Manager shall specify at the request of any member of the committee.

Meetings can be requested by the external or internal auditors if they consider that one is necessary.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with the link to the agenda and papers held on the NET Governance Hub shall be sent by the clerk to each member of the committee and any other person invited or required to attend no fewer than 7 working days prior to the date of the meeting.

### Administration

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Agendas will be agreed in advance of the meeting by committee Chair. The agenda and all required papers and reports for each meeting will be made available to committee members through the NET Governance Hub on Teams at least five working days in advance of each meeting. A link to the folder will be sent by the Clerk. If Trustees require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The agreed minutes of each committee will be uploaded within 10 working days of the meeting to the NET Governance Hub on Teams for review by all Trustees.

A register of attendance shall be kept by the clerk for each meeting and will be published on the trust's website annually.

### **Authority**

The committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the committee.

The committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any committee meeting with relevant experience and expertise if it considers this necessary.

### **Duties**

The duties of the committee shall be to:

1. develop a financial strategy for the trust and consider policies, procedures or plans required to realise such strategy, including consideration of GAG pooling and make recommendations to the Trust Board
2. consider the trust's indicative funding, once notified by the ESFA, and to assess its implications for the trust, in consultation with the CEO, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trust Board
3. consider and recommend acceptance/non-acceptance of the trust's budget to the Trust Board
4. monitor any variances from the budget and ensure the ESFA is notified as required, including notification and approval of any related party transactions;
5. 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 fund or balances and with particular attention to funding for capital projects, estates work and to ensure health and safety compliance, ensuring the compatibility of all such proposals with the development priorities set out in the trust strategic plan
6. monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the trust, drawing any matters of concern to the attention of the Trust Board
7. 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 improvement

8. oversee preparation of the annual financial statements by the executive, for review and approval by the Audit & Risk Committee
9. ensure the Academy Trust's commercial and fundraising activities are carried out effectively
10. examine and review new initiatives for financial development, including fundraising
11. oversee significant investment and capital financing decisions
12. approve and keep under review the Academy Trust's investment policy
13. approve and keep under review the Academy Trust's reserves policy and targets
14. promptly notify the Trust Board of all financial matters of which the committee has knowledge and which may materially affect the current or future position of the trust
15. advise generally on the provision of resources and services to the trust
16. consider the adequacy of financial skills of the Trust Board and trust finance staff and make recommendations to the Trust Board
17. to consider, determine and keep under review any strategies and policies for human resources operations
18. to consider, determine and keep under review effective arrangements for consultation with staff as a whole and for negotiation and consultation with appropriately recognised Trade Unions and/or other representatives.
19. to ensure effective measures are in place to promote equality and diversity in employment
20. to consider the details of restructuring programmes following any necessary approvals in principle by the Trust Board
21. to develop strategy and policy in matters relating to the recruitment, reward and deployment of staff
22. to determine the policy for and scope of pension arrangements, service agreements for senior executives, termination payments and compensation commitments
23. to ensure the Trust submits and publishes the required pay equality information.
24. to analyse pay information to identify and explore any gender pay gaps, challenges to achieving pay equality in the Trust
25. to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness



# Terms of reference

## Educational Standards, Performance & Safeguarding Committee

The Nene Education Trust Board (**the board**) oversee the establishment and appointment of the Educational Standards, Performance and Safeguarding Committee (**the committee**).

The committee is responsible for advising the Trust Board on matters relating data on attainment and achievement for all of the Trusts schools; school improvement work and leadership; overall performance of each of the schools; and monitoring the quality of improvement and intervention and strategy plans to include SEND and inclusion.

The committee has delegated responsibility for the strategic oversight of safeguarding in the trust and to advise the Trust Board on its legal duty and to ensure that its Safeguarding and Child Protection Policy is implemented effectively across the Trust and that the welfare and health and safety of all children it is responsible for is managed in line with the regulations, Keeping Children Safe in Education (KCSIE) and Working Together to Safeguard Children (WT). It is also responsible for oversight of the Prevent strategy.

The committee has delegated responsibility for oversight of professional development of trust staff to ensure they are equipped to improve their skills and impact on school improvement and pupil outcomes.

The Educational Standards, Performance and Safeguarding Committee is responsible to the Trust Board. The Committee's Terms of Reference are agreed and adopted by the Board and can only be amended with the approval of the Board.

### Membership

The committee will be appointed by the Trust Board and will comprise **no more than five and no fewer than three members**, a majority of whom will be Trustees.

The Trust Board will appoint one of the members of the committee as its chair (the **Chair**).

The committee will be supported by a clerk.

### Attendance

The committee may ask a representative from the Central Team and any other senior executive/Principals to attend meetings of the Committee either regularly or by invitation, to provide information.

### Voting

The quorum for each meeting shall be 50% of committee members. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

### Meetings

The committee shall agree its programme of business to meet the needs of its delegated authority and duties and meet on such dates as shall be determined by the committee from time to time and at such other time as the Trust Governance Manager shall specify at the request of any member of the committee.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with the link to the agenda and papers held on the NET Governance Hub shall be sent by the Clerk to each member of the Committee and any other person invited or required to attend no fewer than 7 working days prior to the date of the meeting.

## **Administration**

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Agendas will be agreed in advance of the meeting by the committee Chair. The agenda and all required papers and reports for each meeting will be made available to committee members through the NET Governance Hub on Teams at least five working days in advance of each meeting. A link to the folder will be sent by the clerk. If trustees require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The agreed minutes of each committee meeting will be uploaded within 10 working days of the meeting to the NET Governance Hub on Teams for review by all trustees.

A register of attendance shall be kept by the clerk for each meeting and will be published on the trust's website annually.

## **Authority**

The committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

The committee is authorised by the Trust Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any committee meeting with relevant experience and expertise if it considers this necessary.

## **Duties**

The duties of the committee shall be:

- a. to identify any areas of concern in respect of standards and performance and to implement an action plan with the Executive Team
- b. Develop consistency in delivering the 'Work. World. Wellness.' curriculum, ensuring that the micro/macro model is promoted across all phases of the organisation.
- c. Build the capacity, structure and culture to ensure that all teachers, leaders and wider staff are consistently good and want and are able to be better.
- d. Each school has a curriculum that develops character, wellbeing and life-long skills.
- e. Each school will deliver a well-constructed and well taught knowledge-engaged curriculum that is designed with specific intentions for the context of the community it serves.
- f. to scrutinise and review relevant trust-wide policies for recommendation to the Trust Board
- g. to ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the trust

- h. to ensure that mechanisms and processes exist to quality assure the trust schools' self evaluation frameworks (SEFs) and school development plans (SDPs)
- i. to advise the Trust Board with respect to targets for student achievement across the trust
- j. to ensure that effective arrangements are in place across the trust for pupil support and representation, for monitoring pupil attendance and for pupil discipline
- k. to consider progress reports from each IAB and make recommendations to the Trust Board regarding progress and impact
- l. to ensure there is a coordinated approach to promoting an understanding of the need and means to protect children & young people from harm, that mirrors the NET Strategic plan aims
- m. to monitor and evaluate the effectiveness of the safeguarding systems that are in place across the trust schools so that robust and relevant data informs the strategic direction of safeguarding that is communicated to the NET Board.
- n. scrutinise the quality assurance cycle of the NET safeguarding lead
- o. review the evolving continuous professional development offer to NET staff to safeguard students both within its schools and the wider community.
- p. ensure the development of policies and procedures to promote the welfare of children and young people and safeguard them from any form of harm. These policies and procedures may, among other things, relate to the:
  - ❖ training of all staff who work with children and young people within our trust schools
  - ❖ safe recruitment and supervision of persons who work with children and young people
  - ❖ sharing of best practice in safeguarding governance and trust safeguarding operations
  - ❖ action to be taken where there are concerns about a child or young person's safety or welfare, including thresholds for intervention;
  - ❖ investigation of allegations concerning persons who work with children or young people
  - ❖ the education, safety and welfare of children who are looked after (LAC)
  - ❖ ensure that investigations into allegations concerning persons who work with children are carried out effectively
- q. periodically oversee the audit of safeguarding policy and practice, focusing on compliance and quality of service
- r. ensure that the views of all stakeholders are gained in regard to safeguarding
- s. to consider, determine and keep under review any strategies and policies for organisational development
- t. to develop strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of staff with a view to ensuring that they are encouraged to enhance their performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the trust and its progress towards fulfilling its objectives
- u. to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

- v. Careers duty - Overall strategy report to be received by the committee (all schools)

# Terms of Reference

## Executive Pay and Review Committee

The Nene Education Trust Board (**the board**) oversee the establishment and appointment of the Executive Pay and Review Committee (EPRC) (**the committee**).

The Executive Pay and Performance Review Committee is formed to give the Trust Board a fair, more detailed consideration when fulfilling their duty to ensure a robust and transparent process is adopted when reviewing CEO and executive leaders' remuneration, contractual terms and performance. This committee will also consider matters of executive leaders' succession planning and appointment for recommendation to the Trust Board.

The EPRC is also responsible for ensuring it adopts a fair process when setting and reviewing performance related pay in particularly that of the executive leaders. The Committee should ensure it adheres to all statutory pay related and contractual arrangements. The Committee should make appropriate comments and recommendations on the CEO's performance to the Trust Board on an annual basis. Major issues will be referred to the Trust Board for ratification

The Committee's Terms of Reference are agreed and adopted by the Board and can only be amended with the approval of the Board.

### Membership

The committee will be appointed by the Trust Board and will comprise of no fewer than two Trustees, one of whom is the Chair of the Trust Board and one of whom is the Chair of the Finance and Resources committee. A third member of the Committee will be an independent person who is not a Trustee. This person will be an experienced leader of education who has experience of the operation of Multi Academy Trusts. The committee will be appointed annually by the board of trustees at the first meeting of the year. . The number of non-Trustees must not exceed the number of Trustees on the committee. The Trust Board will appoint one of the members of the committee as its chair (the Chair).

The Committee will appoint a clerk to serve the committee, who is **not** an employee of the Trust.

### Attendance

The committee may invite non-members to meetings to assist or advise on a particular matter or issue. These additional attendees will not be entitled to vote on any matters.

### Voting

The quorum for each meeting shall be at least 3 members including the non-trustee. Decisions of the committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

The committee will be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the committee.

### Meetings and Minutes

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. The clerk will take minutes of the meeting. These will be approved, by the Chair of the committee, as accurate representations of the meeting before they are submitted to committee members for final approval. Following approval, the Clerk will distribute the minutes to the Trust Board. A register of attendance shall be kept for each meeting and will be published on the trust's website annually.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with an agenda shall be sent to each member of the Committee by the Clerk and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

Agendas, Papers and Minutes of the meeting will be held on a secure channel in the NET Governor Hub for access by the Clerk and Committee only.

### **Authority**

The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the committee.

The committee is authorised by the Trust Board to obtain outside legal or other independent professional advice if it considers this necessary.

### **Duties**

The duties of the committee shall be:

- a. to consider, determine and keep under review a framework or policy for the remuneration, benefits and incentives of the Chief Executive Officer, and Executive Leaders
- b. to determine the pay and benefits of the CEO and other executive leaders as agreed by the Trust Board, in line with timescales outlined in the Trust's Executive Pay policy and procedures and to recommend to the Trust Board for approval
- c. to ensure its approach to pay and benefits is transparent, proportionate and justifiable, including:
  - o robust decision-making - factors in determining pay and benefits are clear, including whether educational and financial performance considerations, and the degree of challenge in the role, have been considered
  - o proportionality – pay and benefits represent good value for money and are defensible relative to the public sector market. Regular bench-marking should be evidenced.
  - o commercial interests - ensuring the board is sighted on broader business interests held by senior executives, and is satisfied that any payments made by the trust to executives in relation to such interests do not undermine the transparency requirements for disclosing pay in accordance with the ESFA requirements
  - o documentation - the rationale behind the decision-making process, including whether the level of pay and benefits reflects value for money, is recorded and retained
- d. to ensure executive pay and benefits do not increase at a faster rate than that of teachers, in individual years and over the longer term
- e. to request that a salary statement is issued to executive leaders to confirm committee determinations
- f. to complete a notification form to provide notification of pay determinations to payroll (to be completed by chair of the committee).
- g. to agree an appropriate procedure for hearing remuneration appeals
- h. to establish a panel of three trustees/members to hear any appeals made by Executive Leaders re. pay and performance outcomes

- i. to deal with all matters relating to executive salaries and performance management that may be referred by the Trust Board
- j. to keep up-to-date with any relevant legislation and to advise the Trust Board when the executive pay policy needs to be revised
- k. to seek professional advice and attend relevant training as necessary
- l. to consider the outcome of every appraisal of the performance of the Chief Executive Officer, Principals and such other senior executives as the Board shall from time to time direct
- m. to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness

# Terms of Reference

## Interim Action Boards

The Nene Education Trust Board (**the board**) oversee the establishment and appointment of Interim Action Boards (**the committee**).

The committee's Terms of Reference are agreed and adopted by the Trust Board and can only be amended with the approval of the Trust Board.

The main function of each IAB will be to secure governance of the school, developing a sound basis for school improvement, with the intention of enabling the school rapidly to secure sustainable improvement.

An IAB will be put into place by the Trust Board where a school is identified as 'causing a concern' either as a result of the category the school is placed in by Ofsted or as a result of concerns being identified/raised by the Trust. The IAB will ensure that it works in partnership with the Trust to address the concerns, and that an appropriate level of progress is made. If the Trust Board does not feel that required level of progress is being made or there is a serious concern in relation to the way the school is managed or governed which is likely to prejudice standards or performance then relevant action/ intervention will be taken by the CEO and Chair of the Trust Board.

The IAB will fulfil all the functions of a Local Committee and will conduct the school in a way that ensures improvement and promotes high standards of educational achievement.

### Membership

Membership will be determined by the Trust Board and the Chair will be appointed by the Trust Board which can be remunerated. The membership must be seen as independent, expert and capable of challenge to the Principal and school leaders. The Trust Board may remove or replace the Chair for reasons of incapacity or misbehaviour. Other membership can be the CEO, CFO, other school Principals from within the Trust, external school leaders or education leaders from another Trust, and at least one Trustee.

Members of the IAB will hold office for the period that the IAB is in existence, although individual members may resign at any time.

The Trust Board may appoint additional members of the IAB at any time and may remove existing members for reasons of incapacity or misconduct.

### Attendance

The IAB may ask a representative from the Central Team and any other school or executive staff to attend meetings of the committee either regularly or by invitation, to provide information.

The IAB will be supported by a clerk to be appointed by the CEO.

### Voting



The quorum for each meeting shall be 50% of committee members. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

The Committee will be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

## **Meetings**

Whilst it is for the IAB to determine the regularity of meetings, it is anticipated that they will meet at least monthly during term time, to ensure the pace of improvement is maintained and to monitor improvement.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with the link to the agenda and papers held on the NET Governance Hub shall be sent by the clerk to each member of the committee and any other person invited or required to attend no fewer than 7 working days prior to the date of the meeting.

## **Administration**

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Agendas will be agreed in advance of the meeting by the committee Chair. The agenda and all required papers and reports for each meeting will be made available to committee members through the NET Governance Hub on Teams at least 7 working days in advance of each meeting. A link to the folder will be sent by the clerk. If Trustees require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The agreed minutes of each committee meeting will be uploaded within 10 working days of the meeting to the NET Governance Hub on Teams for review by all trustees and IAB members.

## **Authority**

The committee is authorised by the Trust Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

The committee is authorised by the Trust Board to obtain outside legal or other independent professional advice if it considers this necessary.

## **Duties**

The duties of the IAB can be summarised under these key roles.

### **a) Be strategic leaders of the school by:**

- Setting targets for school improvement;
- Overseeing the appointment of the substantive school Principal;
- Agreeing plans drafted by the Principal and setting an appropriate policy framework within which the school must operate;

### **b) Act as critical friend to the school's Principal and SLT by:**

- Monitoring the quality of provision and standards of achievement within the school;
- Monitoring performance against targets set by the IAB;

- Monitoring the implementation of the policy framework set by the IAB and its impact on standards of achievement;
- Monitoring school self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the IAB;
- Ensuring the school complies with statutory requirements;
- Providing challenge and support to the Principal and SLT;
- Monitoring and evaluating progress towards future Ofsted inspections.

### **The Role of the Principal/Executive Principal**

The Principal will be responsible for the internal organisation, the leadership and management and control of the school, and for advising on the implementation of the IAB's strategic framework.

The Principal will provide the IAB with regular information on the performance of all aspects of the school and will comply with any reasonable request from the IAB for information. It is for the IAB to determine the range, content and regularity of these reports. The IAB may request any member of the staff or school improvement team to attend its meetings to provide information on the performance of any aspect of the school for which they are responsible.

Where the IAB delegates any function to the Principal the IAB has the power to give the Principal reasonable directions in relation to that function, and oblige the Principal to comply with those directions.

### **The Role of the Trustee on IAB**

The appointed Trustee sitting on the IAB will report back during Education Standards and Performance Committee meetings regarding the progress and impact of the IAB. This will remain a standing agenda item at Education Standards and Performance Committee meetings for the duration of the IAB's tenure.

The decision making processes of the IAB will be open and transparent, and in partnership in the best interests of the school and its progress towards addressing the key issues for the school. In the event of a split decision, the Chair of the IAB will have the casting vote.

The IAB will ensure that parents are updated on the progress that the school is making, and informed about the outcomes of evaluation visits/ Her Majesty's Inspector/ Ofsted visits to the school.

### **Disbanding the IAB**

The IAB will only be disbanded when the Trust Board is satisfied that stability has been restored and there is confidence in the progress of the academy. A planned disbanding of the IAB will take place alongside the induction of a newly formed Local Committee.

# Terms of Reference

## Local Committees (LCs)

The Nene Education Trust Board (**the board**) oversee the establishment and appointment of the Local Committees (**the committee**).

The local committee acts as the eyes and ears of the Board in its school and community. Each committee is expected to know its school in detail: to closely monitor what is happening in the school; to hear from a range of members of staff; to visit the school regularly; and to engage with parents, pupils and the community. The local committees are responsible to the Trust Board. The committee's Terms of Reference are agreed and adopted by the Board and can only be amended with the approval of the Board.

### Membership

The committee will be appointed by the Trust Board and will comprise no more than seven members. This committee will include 1 ex-officio member (Principal), 1 staff member, 2 parent members, 1 community member, 1 Trustee (as necessary), (and for schools with a religious character one Diocese member "foundation governor" who may also be a community member)

The Chair will be appointed on an annual basis by the Trust Board as per the articles of association (the **Chair**).

The Trust Board will assign at the start of each academic year one or more link trustees to provide a conduit between the Trust Board and local committee.

The assignment of linked roles will be agreed by committee members at the start of the year. The PP and SEND, and Attendance and Behaviour, areas of focus will be divided between the parent and community members. The Christian ethos (for C of E schools) will be the focus of the "foundation governor". The staff representative will ordinarily be responsible for focussing upon wellbeing and mental health. The secondary school local Committee will also assign a linked member for Careers. The **Chair** will be appointed by the Trust and lead the ambassadorial role of the Committee in their community. They may also take a link role if appropriate.

The CEO will appoint a clerk to each local committee.

Local committee Chairs will meet termly with the Trust CEO, Governance Manager and Principals and trustees in advance of the Local Committee meeting to agree the areas for discussion at the meetings and to receive and give feedback to and from the Trust Board.

### Attendance

Senior executives from the Trust and a trustee will attend meetings of each local committee.

### Voting

The quorum for each meeting shall be 50% of committee members. Decisions of the Committee shall be taken by a simple majority of those present and voting. The Chair will have a casting vote on an equality of votes.

### Meetings

The Committee shall meet three times per year on such dates as shall be determined by the Governance Manager and clerk.

Unless otherwise agreed, notice of each meeting confirming the venue, date and time together with the link to the agenda and papers held on the NET Governance Hub shall be sent by the clerk to each member of the committee and any other person invited or required to attend no fewer than five working days prior to the date of the meeting.

## **Administration**

The clerk will minute the proceedings and resolutions of the committee and ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

Agendas will be agreed in advance of the meeting by the at the Committee Chairs meeting. The agenda and all required papers and reports for each meeting will be made available to committee members through the NET Governance Hub on Teams at least five working days in advance of each meeting. A link to the folder will be sent by the Clerk. If committee members require to download or copy any material it will be for them to store and destroy this securely in line with Data Protection requirements and the Trust Acceptable Use Policy and procedures.

The agreed minutes of each committee will be uploaded within 10 working days of the meeting to the NET Governance Hub on Teams for review by all local committee members.

A register of attendance will be kept by the clerk and uploaded on an annual basis to the Trust website.

## **Delegation to the LC**

Local committees shall have the roles set out in this section and any other role that the Trust Board agree shall be carried out by the committees and that is communicated in writing to the Chairs of the local committees.

The Chairs of the local committees should refer any queries around delegated roles to the Governance Manager initially.

The Trust Board reserves the right to amend the delegated roles and responsibilities of the local committees at any point of time.

In usual circumstances local committees will not be permitted to create sub committees.

## **Duties**

Local committees are advocates and ambassadors for their school. This reflects that they are no longer “governors” and their role has evolved.

Their two key purposes are:

### **1. Advocacy:**

To capture the experience of the school community and the voice of the pupils, parents and staff to feed up to the Trust Board.

This feedback will be captured through linked committee members for PP, SEND, attendance and behaviour; mental health and wellbeing for staff and pupils, and where appropriate Christian

Ethos and Careers (secondary only). All of the above link to the 'Children First' approach and encompass what the 'experience' of attending each school is really like.

## 2. Ambassadors:

The LCs have a crucial PR role in the local community to promote the work of the school and the Trust. This flows from the evolving role of MATs as key players in civic life. It is important that the local community understands the pivotal role that their schools and the Trust have in developing and enhancing the quality of their communities.

3. To champion the trust vision and values in the school and to ensure the spiritual wellbeing of the pupils
4. To determine the educational and spiritual character, mission or ethos of a particular school (to the extent that it is not inconsistent with that of the trust) in consultation with the Trust Board and CEO.
5. To recruit and appoint LC members with specific responsibilities for special educational needs, and LAC, pupil premium, attendance and behaviour. Schools with religious character must have a member recruited by the Diocese or with Diocese approval with responsibility for Christian ethos. Secondary schools must appoint a member with specific responsibility for Careers education.
6. To review and amend school-specific policies (in line with the Trust prescribed delegated responsibilities for this)
7. To be familiar with and note progress against the school improvement plan
8. To monitor the effectiveness of the school's SEND provision
9. To monitor the deployment and impact of Pupil Premium funding, and Sports Premium funding (primary).
10. To monitor the implementation of the school's behaviour policy. To understand the requirements of the DfE with regard to school exclusions and suspensions and undergo training in Trust exclusions policy and procedures to enable them to participate in Trust exclusions panels for their school and other Trust schools.
11. To ensure the safeguarding, mental health and wellbeing of pupils and staff

## **Role of the Chair**

To ensure the local committee fulfils its role and remit and works as a team to support the school.

To ensure there is a conduit between the local committee and the Principal.

To ensure local committee members fulfil the requirements of their link roles and that they undertake their monitoring and reporting duties and provide timely reports for consideration by the local committee.

To consider the CPD needs of their committee and feed them back to the Trust Board.

To be the driver of the ambassadorial role for their school in their local community.

To work with the Principal and Governance Manager to ensure timely recruitment, succession planning and induction of committee members.

To ensure there is a feedback loop from the Trust Board to the school and the school and wider community to the Trust Board.

### **Definition of delegated actions as set out in the following table**

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for recommendation to and approval by the appropriate decision-making individual/group.

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks.

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately.

**Comply:** the individual/group will follow agreed policies and procedures.

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
1 GOVERNANCE							
1.1	Approve Trust Articles of Association	X					
1.2	Appoint and Remove Members (if appointed)	X					
1.3	Guardians of Governance and the Constitution	X					
1.4	Appoint and Remove Trustees	X	X (co-opted only)				
1.5	Receive an annual report from the Trustees and the CEO relating to the Trusts performance	X					
1.6	Change the name of the Trust	X					
1.7	Approve Trust Board Terms of Reference		X				
1.8	Approve Trust Scheme of Delegation		X				
1.9	Approve new convertor or sponsored schools joining the MAT		X	Develop requests, conduct due diligence and make proposals to the Board			
1.10	Establish Trust Committee structure		X				
1.11	Approve Trust Committee Terms of Reference		X				
1.12	Approve Local Committee (LC) Terms of Reference		X				
1.13	Chair and Vice Chair of Board of Trustees: appoint and remove		X				
1.14	Chair and of LC: appoint and remove		X				
1.15	LC members (community): appoint and remove		X				
1.16	Chair of Trust committees: appoint and remove		X				
1.17	Members of Trust committees: appoint and remove		X				
1.18	LC members with specific responsibilities for SEN, LAC, pupil premium, wellbeing: appoint and remove					X	
1.19	Clerk of LC: appoint and remove			X			
1.20	Clerk to Trust Board: appoint and remove		X (Chair)	X			
1.21	Organise calendar of Trust Board, committee and LC meetings				Governance Manager		
1.22	Approve Trust succession policy plan		X				
1.23	Approve Trustees and LC expenses policy		X				
1.24	Approve the directors of MSL one of whom must be a trustee		X				



		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
1 GOVERNANCE							
1.25	Publish on NET website required information on governance arrangements, Members, Trustees, LCs and Committees				GM, Business Support Manager		
1.26	Take out Trustee indemnity insurance cover				CFO		
1.27	Determine the Board's reserved matters		X				
1.28	Determine the vision, values, and ethos of the trust		Determine	Develop			
1.29	Determine Trust 3 year KPI's and approve the NET 3 year Business Plan and monitor progress against this		Determine	Develop			
1.30	Ensure that the Trust has a medium to long term vision for its future growth and ensuring there is a robust strategy in place for achieving its vision		Determine	Develop			
1.31	Entering into, or withdrawing from, a formal partnership		X				
1.32	Approve statutory Trust-wide policies		X	Develop	Develop		Tailor policies to the school as directed and comply
1.33	Approve non statutory Trust-wide policies		X	Delegated non-statutory policies	Develop		Tailor policies to the school as directed and comply
1.34	Approve non-statutory school specific policies					X	Delegated authority-determine which policies to have in place and how they will be approved
1.35	Determine school term dates/ length/organisation of the school day, age ranges, extended school provision			X			Set in agreement with CEO ensure the school meets for 380 sessions in an academic year

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
1 GOVERNANCE							
1.36	Academy admission policies and criteria		X	Develop and review policies			Ensure compliance with the Academy admissions policy. Make arrangements for pupil recruitment. Ensure participation the Fair Access Protocol Manage in year admissions
1.37	Free school meals						Ensure the provision of free schools meals to eligible pupils
1.38	Implement a means whereby the school can receive and react to pupil, community and parent feedback					Determine	Develop
1.39	To establish and maintain community engagement		X			Determine	Develop
1.40	To ensure effective communication between Trustees and the LC		X			X	
1.41	To attend meetings of Trustees and provide a CEO report as required			X	GM		
1.42	To attend meetings of the LC and provide a Principals report		X	X	DoSI		X (report)
1.43	To champion the Trust vision and values in the school to ensure the spiritual wellbeing of the pupils	X	X	X	X	X	X
1.44	Determine the educational character, mission or ethos of the schools		Determine	Develop			X
1.45	Change delegated power of membership of LCs and establish IABs (where there are concerns about the school or its governance)		X				

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
2 BUDGETS FINANCE AND RISK (refer to appendix 1 for operations)							
Statutory reporting							
2.1	Completion of annual accounts/reports/returns to funding and regulatory bodies		X	X	CFO		
2.2	Approval of annual accounts/reports/returns to funding and regulatory bodies		X				
2.3	Receive the approved end of year of accounts	X					
2.4	Completion and submission of other accounting returns			X	CFO		
2.5	Maintain a register of business interest for the Trust				CFO		
2.6	Authorised to complete PAYE returns				CFO		
2.7	Authorised to completed VAT returns				X		
2.8	Appoint the Accounting officer		X	CEO acts as the Accounting Officer			
2.9	Appoint Trust external auditors	X					
2.10	Appoint internal auditors		A&R				
2.11	Appoint Finance and Resources Committee		X				
2.12	Ensure Trust Governance details are available online				GM plus clerk		
2.13	Appoint Audit and Risk Committee		X				
2.14	Manor Sports and Leisure support and compliance		X		CFO (support)		
Budget Management and reporting							
2.15	Agree long term financial objectives of the Trust		X	Develop Recommendations to the Board			
2.16	Approve and monitor the annual budget for the Trust including Schools		X	Endorsement as Accounting Officer	CFO		Prepare academy annual budget for recommendation to the CEO
2.17	Determine the proportion of the overall academy budget to be retained for central services (top slice)		X	Develop Recommendations to the Board			
2.18	Determine a reserves strategy		X				
2.19	Presentation of management accounts		Accountable	Develop	X		

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
2 BUDGETS FINANCE AND RISK							
2.20	Approve any significant changes to approved budgets		Determine	Develop	CFO		Report changes to cost centre allocations during a financial year.
2.21	The board must ensure appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure		Determine	Develop	CFO		Comply
2.22	Auditing and reporting arrangements for matters of compliance (ie safeguarding, H & S, employment)		X	Report to Board			Comply
2.23	Approval of expenditure not provided for in the annual budget within delegated limits			X	CFO		X
2.24	Manage budget within allocated amounts			X			X Academy
<b>Systems of internal financial control</b>							
2.25	Ensure proper financial controls are in place across the Trust		X	x	CFO		
2.26	Review risk management and maintain a Trust risk register		x	Report to Board			Maintain the academy risk register
2.27	Ensure recommendations from internal and external audit reports are addressed		X	Report to Board	CFO		
2.28	Adopt Trust Financial procedures including charging and remissions policy		X				Comply
<b>Purchasing and procurement</b>							
2.29	Adopt a Trust wide procurement policy (incorporated in Trust Financial Procedures)		X				Comply
2.30	Set the delegated levels of authority for contracts		X				
2.31	Approve contracts which constitute related party transaction		X (refer to ESFA as required)				

2.32	Placing orders for goods and services and entering in to contracts (within in agreed limits) (including central procurement contracts)			X	CFO		x
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		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
2 BUDGETS FINANCE AND RISK							
2.33	Signing off of large capital projects that generate stage payments and are funded by external financial sources		X	Report to Board			
2.34	Authority to accept best value quote (based on evidence) up to agreed limits			X	CFO		x
2.35	Ensuring compliance with tendering process		X	Report to Board	CFO		
2.36	To review opportunities for Collaborative procurement				CFO		
2.37	Determine scope of mandatory services to be procured and delivered by NET on behalf of schools			x	CFO		
2.38	Arrange provision of Central Trust services including; central finance package, payroll and pensions, HR advice, insurances			x			
2.39	Determine which essential services should be procured by each academy			x	CFO		
2.40	Monitor and evaluation of delivery and ensure good value for money						x
Banking authority & Cash Management							
2.41	Approval to borrow money (bank or sponsor loan)		X	x			
2.42	Cash flow management, treasury and investment		X		CFO		
2.43	Open a bank account and approve signatories		X				
2.44	Applications for business charge card accounts				CFO		
Transaction Processing							
2.45	Payroll, starter, leavers and amendments			Delegated authority	CFO Delegated authority oversees systems of internal control		Delegated authority to named admin person in

							respective Academy
2.46	Payroll authorisation			X	CFO		Delegated authority – authorises monthly payroll costs for each academy

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>2 BUDGETS FINANCE AND RISK</b>							
2.47	Authorisation of expenses claims (cannot authorise own expense claims)		Chair of Trustees	X			Delegated authority for Academy staff
2.48	Purchasing – authorised to create vendors on accounting system				Delegated authority		
2.49	Income				CFO		
2.50	Control account reconciliation			Delegated authority	CFO		
2.51	Write off bad debts		Delegated authority up to EFSA limits	Delegated authority up to EFSA limits	CFO		
<b>Fixed Assets</b>							
2.52	Management of capital projects		Consider and approve capital expenditure		CFO and Director of Operations		X Manage approved projects
2.53	Acquiring a freehold on land and buildings		EFSA approval	Recommendation to Board for submission to EFSA			
2.54	Disposal of a freehold on land and buildings		EFSA approval	Recommendation to Board for submission to EFSA			
2.55	Maintain and review a building strategy and asset management planning systems				Director of Operations		
2.56	Disposing of heritage assets		EFSA approval	Recommendation to Board for submission to EFSA			
2.57	Disposal of assets – not land, buildings or heritage			Delegated authority up to agreed limits	Delegated authority up to agreed limits		Delegated authority up to agreed limits
2.58	Acquisition of assets			Delegated authority up to agreed limits	Delegated authority up to agreed limits		Delegated authority up to agreed limits

2.59	Asset register/security/loan of assets			Delegated authority			Maintain asset register
<b>Insurance</b>							
2.60	Approve insurance arrangements		X		CFO - Develop Recommendation to Board		

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
2 BUDGETS FINANCE AND RISK							
<u>Leasing</u>							
2.61	Taking up a finance lease		X	Recommend approval to Board for submission to EFSA			
2.62	Taking up a leasehold on land buildings		EFSA approval for leases over 7 years	Recommend approval to Board for submission to EFSA less than 7 years			
2.63	Taking up any other lease			Delegated authority up to agreed limits			
2.64	Granting a lease on land and buildings		EFSA approval				
<u>Special payments</u>							
2.65	Staff severance and compensation		EFSA approval over £50K	Delegated authority up to £50K			
2.66	Ex gratia payments		EFSA approval				
2.67	Adopt a Trustees/Governors expenses policy in accordance with Trust Financial Procedures		X		Develop policy		

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
3 STANDARDS, CURRICULUM, TEACHING AND TARGETS							
3.1	Approval and monitoring of NET and academy targets for pupil achievement, progress and attendance		X	X			x
3.2	Appoint Educational standards committee		X				
3.3	Determine Trust wide Education policy to ensure provision of a balanced and broadly based curriculum to include:- Prohibition of a political indoctrination and a balanced treatment of political issues;		x	x	Develop	Monitor compliance of policy	Comply
3.4	Determine a Trust wide policy on religious education and collective acts of worship		x	X	Develop	Monitor compliance of policy	Tailor policies to the Academy, Ensuring compliance
3.5	Determine SEN and Inclusion Policy		x	X	Develop	Monitor compliance of policy	Tailor policies to the Academy, Ensuring compliance
3.6	Determine phase specific policies on RSE (Relationship and sex education)		X	X	Develop	Monitor compliance of policy	Tailor policies to the Academy, Ensuring compliance
3.7	Review and approve the school improvement plans and monitor progress against them		Determine	Develop	Develop	To be familiar with and be aware of key priorities	Develop the Academy Improvement Plan and implement, regularly reporting on progress
3.8	Ensure the curriculum is delivered at each school including compliance with any funding agreement requirements		x	x	x		x
3.9	To review KPIs and benchmark the Trust for identification of any areas of concern for referral to the Board			x			



		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
3 STANDARDS, CURRICULUM, TEACHING AND TARGETS							
3.10	Monitor the impact of pupil premium, and Sports Premium (Primary) across the Trust		X	X		Monitor and review impact  Pupil Premium Sports Premium Year 7 catch-up	X
3.11	Post Ofsted action plan sign off for any school that has Requires improvement or Special Measures Category			X			
3.12	Determine Trust training days			X			5 days
<b><u>Behaviour</u></b>							
3.13	Ensure there is a Trust wide behaviour policy and each school has an effective behaviour policy and monitor behaviour in Schools		X	X	X	Monitor and review impact	X
3.14	Exclusions (follow Trust overarching guidance and procedures)		X	X	X	X	X

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>4 COMPLAINTS</b>							
4.1	Adopt a Trust wide complaints policy and monitor complaints		X	Develop and review policy			Comply and include Academy specific appendices

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>5 SPECIAL EDUCATION NEEDS AND DISABILITIES (SEND) AND PUPIL PREMIUM</b>							
5.1	Determine a Trust wide template SEND and pupil premium policy			X		Monitor compliance of policy	Develop, comply and include Academy specific appendices
5.2	Ensure compliance with the Disability Discrimination Act (DDA) requirements within the schools			X		Oversight of compliance	Comply
5.3	Designate a teacher to be responsible for co-ordinating SEND provision (SENCo) and pupil premium						X
5.4	Liaise with the Local Authority in respect of SEND and pupil premium pupils						X
5.5	Monitor overall educational performance of SEND and pupil premium pupils		X	X		X	X
5.6	Make provision for SEND pupils with or without a statement of education of education Health and Care plan						X

				DELEGATION			
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
6 SAFEGUARDING							
6.1	Adopt a Trust wide template Safeguarding and Child Protection Policy that is compliant with statutory guidance		X	Develop policy and review annually			Comply and include school specific appendices
6.2	Adopt and monitor procedures and KPIs related to safeguarding			X	X		Review and report to the CEO.
6.3	Review overall outcomes of school safeguarding audits conducted by an independent provider			X	X		Receive report of the independent safeguarding audit and ensure compliance with any areas identified for improvement are dealt with swiftly
6.4	Appoint a member of the Trust Board as lead safeguarding Trustee		X				
6.5	Appoint members of the Safeguarding Committee		X				
6.6	Ensure the Single Central Record (SCR) for schools is complete and regularly updated. Maintenance of SCR for all central Trust staff, Trustees and LC members.			X	Termly audit of Trust and school SCR by Trust safeguarding Lead		X
6.7	Ensure the school has an appropriate number of trained DSLs and a named member of staff for LAC their details are published with the school and contained on the school website						X
6.8	Ensure school staff and Trust central team receive regular and appropriate safeguarding training			X	X		X

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>6 SAFEGUARDING</b>							
6.9	To maintain a Trust wide register relating to key roles (ie DSL, safer recruitment, prevent, safety, team teach)				Trust safeguarding Lead		X school level register
6.10	Ensure appropriate members of staff, LC members and Trustees are safer recruitment trained		X	X	Trust safeguarding lead		X
6.11	Approve off site visits for pupils of more than 24 hours						X
6.12	Discuss any staff or LC members DBS returns with disclosed information to the Central Team				x		X
6.13	Adopt a Trust wide safer recruitment policy		X	Develop policy and review			Comply
6.14	Adopt a Trust wide off-site visits model policy		X	Develop policy and review			Comply and include school specific appendices
6.15	Ensure that a robust process is in place for safer recruitment checks on staff				DOO		

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>7 HEALTH &amp; SAFETY AND ESTATES</b>							
7.1	Adopt a trust wide H & S policy and ensure adequacy of H & S practice across the Trust		X	Develop policy, monitor implementation and oversee H & S arrangements across the Trust			Comply
7.2	Ensure statement of H & S is signed by the Chair of the Trust Board and displayed in each school		X		Director of Operations		
7.3	Ensure Academy staff and central team receive appropriate H & S training			X	Director of Operations		Delegated authority to named person in respective Academy

7.4	Critical incident planning			X	Director of Operations		Comply and reports to the central team as required
7.5	Health & Safety reporting including RIDDOR				Director of Operations		Comply and monitors
7.6	Statutory compliance testing				Director of Operations		Comply and monitors
7.7	H&S Risk assessment		X	X	Director of Operations		X
7.8	Ensure each Academy has a designated H & S member of staff who has overall responsibility for every aspect of H & S				Director of Operations		X
7.9	To conduct site inspections to review H & S, security, maintenance, and compliance issues				Director of Operations		
7.10	To arrange and monitor accessibility plans for each academy				SEND lead	Oversight of compliance	Comply and monitors
7.11	To review and maintain a building strategy and asset management planning arrangements		X	X	Director of Operations		
7.12	To engage the services of an external H & S provider to support and advice				Director of Operations		
7.13	Appoint an executive Health and Safety Working Group that reports to the Audit and Risk Committee		X	X			

Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>8 INFORMATION MANAGEMENT AND COMMUNICATION &amp; MARKETING</b>							
8.1	Adopt a Trust wide Data Protection and GDPR policy and procedures, monitor compliance		X	Appoint DPO Develop policy and ensure compliance		Ensure compliance with the policy and undertake GDPR training	Compliance with policy Data breaches, SAR requests and FOI requests reported to the Trust DPO
8.2	Ensure systems and process are in place for effective communication with pupils, parents/carers, staff and the wider community (to include PTA – if present)			X		X	X
8.3	Review overall outcomes of GDPR audits conducted by an independent provider			Ensure compliance that GDPR audits are conducted at each school by an independent provider and report to the LC and Audit & Risk on the overall outcomes	X		Receive report of the independent GDPR audit and ensure compliance with any areas identified for improvement are dealt with swiftly
8.4	Ensure Trust and school websites are compliant with statutory guidance			X	Carry out checks to ensure compliance		X Academy
8.5	Liaison with Trust DPO regarding GDPR development, SARs, data breaches and FOI requests				DOO		X
8.6	Day to day GDPR support to schools include advice, data retention and storage, GDPR legislation and good practice				X		
8.7	Periodic reporting about GDPR activity to the Audit and Risk committee		X		X		
<b>Branding and marketing</b>							
8.8	Ensure that all branded items follow NET branding guidelines (stationery, email signatures, badges)				X		Comply

Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>9 OTHER PUPIL RELATED MATTERS</b>							
9.1	To liaise with Principals over exceptional bans from premises of any persons ensuring the relevant protocol is adhered to			X		Monitor	Monitor and report to the LC
9.2	Ensure effective arrangements are in place for pupil support and representation at each school						X
9.3	Monitor the level of attendance in the schools and the use of home-school agreements			Review and report to the Board, refer any areas of concern to the Board as they arise			X Report to the CEO
9.4	Maintain a register of pupil attendance					Receive and note	X
9.5	Report on attendance and pupil absence (as part of KPIs)			Review and report to the Board, refer any areas of concern to the Board as they arise			X Report to CEO



		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
10 STAFFING AND HR							
Staffing structure							
10.1	Delegate HR matters to Finance and Resources Committee an and appoint an Executive Pay Review Committee		X				
10.2	Appoint an appeals committee (as required)		X				
10.3	Approval of overarching senior/management structures across the Trust			X			X
10.4	To review and authorise any staffing re-structures recommended on the grounds of efficiency savings		X	Review and report to the Board			Determine structure Report to the CEO
10.5	To consider and authorise a redundancy process		X	X			Prepare business case
10.6	To adopt trust wide staffing and HR policies		X	Develop policy and review annually			Comply with guidelines
10.7	To provide routine updates on staffing changes across the Trust			X			Report to CEO
10.8	Develop an appropriate staffing structure for each school and appointment of staff in ensure that the school is fully staffed.						X
Pay policy							
10.9	To adopt a trust-wide pay policy		X				Comply with policy
10.10	To ratify pay awards for teaching and support staff			X			Principals submit report to CEO of pay recommendations for school staff

Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
<b>10 STAFFING AND HR</b>							
10.11*	Approve annual changes to Principals and Central Team pay		X	X			
10.12*	Determination of pay ranges across Schools		X Determine	X Deliver			
10.13*	Appointment outside of range in salary structure			X			Report to CEO
10.14*	Allocation of TLR values			X			
10.15	Job evaluation and changes to terms and conditions of employment		X Determine	X Deliver Recommendations to the Board			
10.16	To approve settlement agreements for all staff (excluding CEO)			X			
10.17	To approve settlement agreements for CEO		X				
10.18	Approval of severance/redundancy agreements			Delegated authority (up to approved limits)	CFO		Report to central team
10.19	Approve changes to staff hours and pay in accordance with Trust terms and conditions of employment and policies			X			X
10.20	Handling of all pension matters (teachers and support staff)				CFO		
10.21	To approve applications for early retirement, secondment and leave of absence			X			
10.22	Value of other discretionary allowances			X	Review and recommend to CEO		
<u>Performance Management</u>							
10.23	Conduct the performance management review of the CEO		X				

\*See appendix 4

		DELEGATION					
Ref	Decision	Members	Trustees	CEO	Central Team	LC	Principal
10 STAFFING AND HR							
10.24	To conduct the performance management review of the central team (excluding CEO)			CEO- DoSI, CFO, DOO, GM	DoSI, CFO, DOO – line reports		
10.25	Principals performance management			X	DoSI – Primary Principals		
10.26	Lead, monitor, review and conduct the performance management of all staff in the Academy						X
10.27	Appoint, suspend and dismiss the CEO		X				
10.28	Appoint, suspend and dismiss members of the Central Team (excluding the CEO)			CEO - CFO, DOO, DoSI, GM	DoSI, CFO, DOO – line reports		
10.29	Appoint Principals in Schools			X			
10.30	Suspend and dismiss Principals in Schools (if not directly involved)			Delegated Authority with reporting to the Board			
10.31	Discipline, suspend and dismiss Principals		where the CEO is acting as the investigating officer				
10.32	Appoint, suspend and dismiss all teaching (up to Vice Principal) and support staff			X (VP)			X

## Appendix 1

### Financial delegations

Delegated Duty	Value	Delegated Authority	Method
Purchase Orders - Ordering Goods & Services	Up to £2,000	All budget holders and Head of Finance (central purchasing) to include schools with a PAN greater than 600	Preferred supplier list where possible
	£2,001 to £10,000	As above and Principals with a PAN greater than 600	2 quotations for orders from £2,000 up to £10,000
	Up to £10,000	As above and Principals of schools with a PAN less than 600	
		Head of Finance (Central Purchasing)	
	£10,001 to £25,000	As above & CFO, DOO	3 written quotations
	£25,001 to £50,000	As above & CEO	
	£50,001 to £100,000	As above & Audit Committee	Formal tendering process
	Over £100,001	As above & Board of Trustees	
Signatories for cheques, BACS payment authorisations and other bank transfers	Up to £25,000	Any 2 signatories from the Lloyds Bank mandate	
	Over £25,000	Any 3 signatories from the Lloyds Bank mandate	
Investments - transfers between Lloyds Bank Accounts	Up to £300,000	CFO/ CEO	
	Over £300,000	Board of Trustees	

Virement of budget provision between budgets	Up to £10,000	CFO	
	£10,001 to £50,000	As above plus CEO	
	Over £50,000	As above plus Audit Committee	
Disposal of Assets (net book value)	Up to £10,000	CFO/ CEO	
	£10,001 to £20,000	As above plus Audit Committee	
	Over £20,000	Board of Trustees	
Write off of Bad Debts	Up to £1,000	Chief Operating Officer	
	£1,001 to £5,000	As above plus CEO	
	Over £5,000	As above plus Board of Trustees receiving recommendation from the Audit committee	
	1% of total income or £45,000 (whichever is the smaller) per single transaction	ESFA approval as per the Academy Trust Handbook	
	Cumulatively 2.5% of total annual income	Refer to ESFA limits and stipulations as per the Academy Trust Handbook	
	Cumulatively 5% of total annual income	Refer to ESFA limits and stipulations as per the Academy Trust Handbook	

## Appendix 2

### PROTOCOL FOR VIRTUAL ATTENDANCE AT GOVERNANCE MEETINGS

This protocol applies to formally convened meetings of the Trust Board, Committees, Local Committees and IABs.

The NET Articles of Association state that trustees shall be able to participate in meetings by telephone or video conference provided that:

- a. they have given notice of their intention to do so and provided the telephone number or video conferencing platform they will be using, at least 48 hours before the meeting; and
- b. the Trustees have access to the appropriate equipment. This also applies to Local Committees and IABs. The exceptions to this will be any of the statutory hearings for staff grievance/appeals, staff discipline/appeals, exclusion reviews and complaints that will comply with statutory guidance, Trust policies and DfE guidance as appropriate

Technical information for holding a virtual meeting

1. Teams will be the platform used- reason being is that screen sharing of documents can take place and all our documents are held on Teams.
2. The Clerk will send out a calendar invite that will have the meeting invite attached.
3. To join the meeting, click in the invite, click on join Teams meeting.

Protocol for virtual participation in a meeting by one or more individuals and for a virtual meeting

1. Online meetings will be used for some Board committees as agreed. Virtual attendance at LCs will only be used if attendance by other means is not possible, agreed with the Chair and Clerk and the clerk is able to set the meeting up as a hybrid online/face to face with existing technology.
2. At least 48 hours' notice must be given by the person who wishes to participate virtually, to enable the Clerk to inform others attending.
3. Individuals attending the meeting virtually count towards the quorum whilst they are connected and will be entitled to vote on any issue providing they have been 'present' for the whole agenda item to which the vote relates.

4. Should there be a requirement for a vote by secret ballot, this will be facilitated where possible (e.g. by taking a telephone call off speaker phone and the individual sharing their vote verbally with the Clerk, or the individual emailing the Clerk). Where this is not possible the individual will be required either to vote publicly or abstain.
5. Individuals attending the meeting virtually will abide by the normal rules, procedures and code of conduct, in particular the duty to maintain confidentiality. They will call in from a quiet location where their conversation cannot be overheard, giving their full attention to the meeting.
6. If there is no video contact, all attendees (virtual and present in person) will start their comments by stating their name. This will also aid the Clerk in taking the minutes.
7. If the connection to a virtual attendee is lost and cannot be regained within a reasonable time, that person will cease to count towards the quorum. This will not prevent the meeting continuing in their absence unless it has become inquorate.
8. The minutes will record any virtual attendance.
9. Where the whole meeting is conducted virtually, every effort will be made to enable everyone to access the meeting, e.g. by choosing a video conferencing platform all can use (Teams being the default), providing clear instructions on how to join the meeting, and the Clerk offering a practice session to those unfamiliar with the platform.
10. The usual statutory notice arrangements will apply, except where the chair has exercised his/her right to waive the usual notice in an emergency situation.
11. All participants will note and follow any instructions and ground rules on how to manage their participation in the meeting, e.g. confirming attendance, indicating their wish to speak, voting, muting their microphone when not talking.
12. Virtual meetings will be minuted in the same way as other meetings, either by the Clerk being present virtually or, with the approval of the Board/Local Committee/IAB, by an attendee (other than the CEO/principal).

13. The minutes will record the fact that the meeting was held via telephone or video conferencing.

14. Minutes of meetings will be deemed to have been signed by the Chair through a note to that effect in the minutes of the following meeting.



## **Appendix 3**

### **Acceptable Use of Digital Systems and Information Protocol**

The Trust Acceptable Use Policy or any protocol that replaces it must be adhered to by all layers of governance and staff. The default for storage and sharing of information is via Teams using the NET Governance Hub

## Appendix 4

### Relating to points 10.11 to 10.14

The introduction of any new role or the re-evaluation of a current role at any school or centrally in the trust must satisfy one of the following requirements when setting the job title and salary range:

- Leadership appointments – leadership scale determined by pay bands within Pay Policy.
- Teacher appointments – appointed on the teacher pay scale within the Pay Policy.
- Support staff appointments- matched to a job family from the NCC job families and paid on the support staff pay scale within the Pay Policy
- Where neither of the above appropriate – the post must be benchmarked against similar posts in schools and Trusts.

Approval of each post will relate directly to the levels of financial authority delegated in this policy:

Up to £10,000	Principal
£10,001 to £25,000	As above & CFO/Director School Improvement
£25,001 to £50,000	As above & CEO
£50,001 to £100,000	As above & Exec Pay Committee
Over £100,001	As above & Board of Trustees