



Governance Framework

Scheme of Delegation

Date of Review	
Reviewed By	
Date Agreed by Trustees	

Delta Education Trust Governance Framework

MAT Members

Agree the articles that define the charitable purpose and how the MAT will run, appoint Trustees and remove if necessary, sign off company accounts and annual report, hold Board of Trustees to account, ensuring high standards of academic performance, probity of funds and regulatory compliance

Multi-Academy Trust – Board of Trustees

The Trust Board will consist of between 7-11 Trustees each of whom will bring a specific area of expertise (Education – Cross phase, Finance, Business, HR and Legal). The CEO to be a Trustee

Board of Trustees Sub-Committees:

Finance and Resources (MAT Finances, Premises)

Pay and Personnel

Audit and Risk Committee (Risk Management and systems of Internal Control)

School Development (Standards, Strategic direction and development)

Local Governing Bodies

Each LGB will have between 7-10 governors, the majority of whom are non-staff members appointed by the Trust Board. The remaining Governors will consist of 2 elected parents and 2 elected staff members. The Chair of the LGB will be appointed by the Trust Board
Focus: Students, Standards, Parents, Curriculum, Community, specific Academy Policies, Academy Development Plan and Self-evaluation review.

Scheme of Delegation

The powers delegated to each Local Governing Body will depend on the circumstances of each academy. The principle determining delegated powers will be that of earned autonomy. The performance, capacity and financial security of each academy will be reviewed every term by the Board of Trustees.

Governance Framework

- As a charity and company limited by guarantee, The Delta Education Trust is governed by a Board of Trustees who are responsible for, and oversee, the management and administration of the Trust and the individual academies run by the Trust.
- The Delta Education Trust is the only legal entity accountable for all the academies within the Trust. The Delta Education Trust has entered into a set of Articles of Association with the Secretary of State which governs all academies in the Trust.
- The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety, probity and good practice.
- In order to discharge these responsibilities, the Trustees appoint individuals to serve on sub-committees which focus on specific matters such as Standards, Finance and Audit.

- Additionally, a Local Governing Body oversees each Academy in the Trust. The Local Governing Body focuses on the day to day running of each academy specifically the outcomes for the pupils.
- This Scheme of Delegation outlines the ways in which the Trustees fulfil their responsibilities for the leadership and management of The Delta Education Trust, the respective roles and responsibilities of the Board of Trustees, their sub-committees, the Chief Executive Officer and the Local Governing Body of each Academy and the commitments to each other to ensure the success of The Delta Education Trust
- This Scheme of Delegation has been put in place by the Trustees in accordance with the provisions of the Trust’s Articles of Association (the “Articles”) and it should be read in conjunction with those Articles.

Key Principles

- The Delta Education Trust is committed to ensuring that a robust governance framework is in place harnessing the advantages of collaboration, whilst delegating authority to each academy school, thus retaining the individual character, ethos and unique contribution of each of the Trust’s academies.
- The Delta Education Trust believes in strong and effective local governing bodies working closely to support their Head Teachers to lead and manage their schools, monitor standards of student performance, well-being and safeguarding practice, The Delta Education Trust will be governed and directed by Board of Trustees and its sub-committees to:
 - Oversee strategy and business planning
 - Direct financial planning and compliance
 - Ensure resources are deployed effectively
 - Control expenditure through shared efficiencies and procurement
 - Provide efficient and effective shared services
 - Ensure compliance with legal and statutory obligations
 - Exercise due diligence and determine whether new schools or academies join the Trust
- Each academy shares within The Delta Education Trust a commitment to the mutual support of all academies for which the Trust is responsible, especially those that are in need of assistance at any particular time. Accordingly, the scheme of delegation recognises the commitment to the common good of all academies from the resources provided by the Board.
- The Delta Education Trust is an outstanding learning community committed to educational excellence through collaboration and partnership. We are committed to a common desire to learn from each other, share experiences, expertise and support in order that our students achieve the best possible outcomes.

Members

- Members of The Delta Education Trust determine and appoint the Board of Trustees, receive the Annual Report and Financial Statements, and the Value for Money Statement at the AGM. The liability of the Members is limited to £10 each.

- The members have ultimate control over the academy Trust, with the ability to appoint some of the trustees and the right to amend the Trust's Articles of Association. There must be a minimum of 3 members and the Trust currently has four with the aim to have five members. The Chair and Vice Chair of the Board of Trustees will be members, thereby ensuring a link between the two layers of governance. While trustees can serve as members, the most effective governance models recognise that the members are responsible for holding the trustees to account. Some separation between those serving as trustees and those serving as members is, therefore, desirable for achieving robust accountability, hence only three members will serve as trustees. Full details on the remit of Members are covered in the Articles of Association.

Trustees

- Academy trusts are charitable companies and the trustees are company directors and must comply with company law requirements. Trustees will ensure strategic oversight, setting visions and policy for the Trust, governance, contractual relationships with third parties and overseeing financial performance. The Board must ensure compliance with charity and company law and The Delta Education Trust funding agreement.
- The Trustees of The Delta Education Trust are accountable for the performance of the academies to the Secretary of State and can therefore intervene in the same way as local authorities were able to do for community, foundation and church schools and the Secretary of State is able to do for free-standing academies.
- All Trustees will be expected to serve the interests of all academies within the Trust.
- A Trustee will ordinarily serve for 4 years and the Board will meet at least 3 and usually 4 times per year.

Powers Retained by the Board of Trustees

- The Board of Trustees is responsible to the Charity Commission and the Department for Education (DfE) for the quality of education provided within the Trust's academies and must comply with the requirements set out within the Trust's Articles of Association and the Funding Agreements conferred on the Trust by the Secretary of State for Education.
- Additionally, the Board of Trustees must ensure that The Delta Education Trust complies with Company Law, The Academies Financial Handbook and all other UK legislation relevant to academy schools.
- The Board of Trustees and its subcommittees will set policy for the Trust in accordance with these requirements. All Local Governing Bodies, Head Teachers and employees of the Trust's academies will be required to comply with policy set by the Board of Trustees. Policies will set out decision making limits and controls which will be delegated to Local Governing Bodies and/or their Head Teachers.
- Additionally, the Board of Trustees and its sub-committees will publish policy and procedure which Academy Head Teachers and their LGBs must pursue in order to meet the strategic aims of The Delta Education Trust.
- The Trustees will set targets for the Trust and each of its academies annually.
- The Trustees will oversee standards and outcomes across the Trust.
- Grant funding allocated to each academy by the Education Funding Agency (EFA) is based on the appropriate national funding formula. In the case of Special and AP academies funding will be according to LA Commissioning arrangements in line with

Place Plus funding. The Board of Trustees will approve an academy's budget share based on the support it requires or the support it may be delivering to other academies.

- The Trustees retain the power to withdraw delegated powers from or remove members of a Local Governing Body and if necessary, disband it.
- The delegations set out in this scheme are delegated to the specific committees and any individuals unless otherwise directed by the Board of Trustees.
- Delegations cannot be exercised other than by the designated committee or individual unless otherwise directed or agreed by the Board.
- The Chair of the Board has the power to carry out functions of the Board or Local Governing Body in exceptional circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust or academy, a pupil at the academy or their parents, or a person who works at the academy. However, this power does not include matters relating to the alteration and closure of the academy, a change in category, approval of budget, discipline policies and admissions.
- The Board may, in extreme circumstances and at its discretion, exercise any of the powers delegated by this scheme to a committee or a post holder.
- The Board of Trustees and its sub committees, notably Finance and Resources Committee and the Audit Committee, each operate within a defined Terms of Reference (see appendices).

Local Governing Bodies

- Local Governing Bodies are standing committees accountable to the Trust Board and the majority of their membership is appointed by the Board. Each LGB will operate within their Terms of Reference (see Appendices).
- Authority is delegated to the Local Governing Body from the Board of Trustees. Each LGB will focus on the day to day running of the academy, carrying out the Trust's vision, policies and priorities, holding the academy leadership to account. The authority delegated to each Local Governing Body will depend on the circumstances of each school.
- The principle determining delegated authority will be that of earned autonomy based upon academic performance, financial performance and compliance against the regulatory framework that all academies must operate within. Typically, LGBs will carry out the same functions regardless of their level of delegation. However, academies requiring more support will have specially appointed Governors, with a track record of raising school standards, appointed to their Local Governing Body by the Board of Trustees.
- There are 3 broad categories of delegation (Full, Supported and Sponsored). Each individual Scheme of Delegation will be reviewed annually focused upon the academic performance, capacity and financial security of the academy. A change in category or detailed delegation can only be approved by the Board of Trustees and will be formally notified to each academy.
- **Full Level of Delegation:** There is a presumption that each academy judged by Ofsted to be good or better will have a high and equal level of autonomy. An academy may exercise all powers, other than matters reserved for the Board and its sub-committees that either are strategic in nature or cannot legally be delegated. On an annual basis the performance, capacity and financial security of each academy will be reviewed by the Trustees to assess the continued appropriateness of this status.

- **Supported Level of Delegation:** An academy judged by Ofsted to be less than good or in financial difficulty will have its performance, capacity and financial security reviewed on an annual basis and this will determine the level of delegated power. The principle will be to ensure that appropriate support and challenge is provided from The Delta Education Trust focused upon improving educational provision to ensure that the academy is judged good or better as soon as is possible.
- **Sponsored Level of Delegation:** A Sponsored academy will typically be a school judged 'Special Measures' by Ofsted or likely to be judged so, based upon its performance. Sponsored academies will have limited delegated powers, mostly focused upon the quality of educational provision. It will have a small Local Governing Body appointed by the Board, other than staff and parent members. Once a judgement of good or better has been achieved these governance arrangements will be immediately reviewed.

Responsibilities Delegated to the Local Governing Bodies

- Subject to provisions in the terms of reference, the Companies Act 2006, the Articles, this scheme of delegation and the principle of earned autonomy the business of the academy shall be managed by the Local Governing Body who may exercise all the powers of the Trust, other than matters reserved to the Board and its sub-committees which either are strategic in nature or cannot legally be delegated.
- The Trustees delegate the day to day running of the academy to the Local Governing Body, to take responsibility for supporting the academy and its leadership and management team in improving the overall effectiveness and educational planning and performance.

Local Governing Body Sub-Committees

- The Local Governing Body may establish sub-committees as it considers desirable to carry out its responsibilities. The powers of any such committees, their terms of reference and membership shall be determined by the Local Governing Body and approved by The Trust.
- Sub-committees may include eligible, co-opted members who are not Governors.
- Except where it is otherwise constrained within its terms of reference, a sub-committee may invite attendance by persons who are not Governors or committee members where such attendance is considered by the members of the committee to benefit its deliberations. Copies of the minutes of sub-committee meetings are to be circulated to all Governors and those who are entitled to attend Local Governing Body meetings.
- Local Governing Bodies are expected to work closely with the academy's Head Teacher providing the necessary challenge and support required to deliver the school's aims and objectives. A summary of responsibilities delegated to Head teachers can be found in the Appendices

Table of Appendices

Appendix 1	Terms of Reference The Board of Trustees
Appendix 2	Terms of Reference Finance, Resources and Audit Committee
Appendix 3	Terms of Reference Personnel and Pay Committee
Appendix 4	Terms of Reference School Development Committee
Appendix 5	Terms of Reference Local Governing Body
Appendix 6	Responsibilities of the Chief Executive Officer
Appendix 7	Responsibilities Delegated To Headteachers
Appendix 8	Policies – Board and Local Governing Bodies

TERMS OF REFERENCE FOR THE BOARD OF TRUSTEES

The Board of Trustees of The Delta Education Trust will adhere to the DfE 'Governance Handbook'. It will take a strategic role, including setting the vision, targets, priorities and policies for the Trust, exercise strategic oversight, ensure rigorous and effective governance and be responsible for contractual relationships with third parties.

For the purposes of clarity a Trustee refers to a member of the Board whilst a Governor is a member on one of the Local Governing Bodies (LGB).

The matters of business stated below are the responsibilities of the Board of Trustees. Points a) to j) cannot be delegated to either a committee or an individual. The Terms of Reference are bound by the Articles of Association:

- a) To agree constitutional matters, including procedures where the Board has discretion
- b) To hold Board meetings in accordance with the Articles of Association (at least three meetings per academic year).
- c) To appoint or remove the Chair and Vice-Chair
- d) To appoint or remove the Clerk/Company Secretary to the Board
- e) To establish the committees of the Board
- f) To decide which functions of the Board will be delegated to its committees, groups and individuals
- g) To receive reports from any individual or committee to whom a task/role has been delegated and to consider whether any further action by the Board is necessary
- h) To approve the first formal budget plan of the financial year for Delta EducationTrust
- i) To review annually the delegation arrangements to committees and local governing bodies
- j) To suspend or dismiss a governor from a LGB. In exceptional circumstances this may also happen by vote involving all the Members of the Trust.

In addition, the Trust Board has the following responsibilities:

- k) To appoint the external auditors on an annual basis and enter into a letter of engagement
- l) To receive an annual Health and Safety Audit from the appropriate Committee and adopt or amend appropriately the Health and Safety Policy.
- m) To set up a Register of Trustees' Business Interests and to ensure this is in place in the LGBs
- n) To review and formally approve the policy for Pecuniary Interests
- o) To formally approve and adopt Delta Education Trust's Development Plan.
- p) To review and monitor the performance of each academy including the effectiveness of their self-evaluation
- q) To oversee the arrangements for the induction of new Trustees to the Board
- r) To ensure all documents required under statutory regulation are published on each academy's website

In practice, the Board of Trustees will determine the following:

Vision and Accountability

- To set out the vision for the Trust and its application at both Trust and academy levels
- To determine the Trust's strategy and planning
- To comply with all legislation, charity and company law
- To provide reports to the Trust Members
- To set the terms of reference for the LGBs
- To appoints Chairs to LGBs
- To comply with Articles and Funding Agreements determining the Admissions Policy and arrangements for each academy (in accordance with the law and DfE codes of practice) and ensuring that each academy complies with its Policy
- To undertake a full range of HR responsibilities including recruitment, setting HR policies and procedures (as legal employer of all staff), developing appropriate terms and conditions of service with each academy, including the performance management policy and pay policy
- To set other Trust wide policies such as Safeguarding, DBS etc
- To exercise its authority to overrule decisions made by its committees and the LGBs
- To have oversight of public relations to promote activities of the Trust and academies in the wider community

Standards

- To have oversight of standards and outcomes across the Trust and in individual academies
- To set annual targets for the Trust in general and for individual academies
- To undertake regular reviews of performance across the Trust
- To support and introduce intervention strategies for individual academies
- To exercise oversight of key performance data on a Trust and individual academy basis
- To exercise its authority to determine the degree of "earned autonomy" for each academy
- To exercise its authority to withdraw delegated powers from a LGB and, if necessary, disband it
- **Appointments and training**
- To ensure processes are in place for the appointment of Trustees and Governors of LGBs
- To appoint the CEO of Delta Education Trust
- To appoint the Headteachers (in consultation with the LGB) and the Clerk to the LGBs

- To be responsible for the performance management of the CEO and the Headteachers in consultation with the LGB
- To appoint and have oversight of cross academy staff
- To provide training and evaluation of the Trustees and Governors

The Chair will be elected by the Trust. The Board will appoint Chairs to lead each of its committees and the LGBs. The Board of Trustees and its committees will meet at least 4 times a year and twice in the autumn term although the minimum would be three times per year as set out in the Articles of Association. A scheme of delegation will determine the powers of the committees. The committees will report to the Board throughout the year after the first Board of Trustees meeting has taken place in September. The CEO and the Chair will work closely with the Board's committee Chairs to ensure both high quality reporting and scrutiny is undertaken in relation to key areas of responsibility. The Board will also receive reports from the chairs of local governing bodies and their Headteachers on the performance of schools in the Trust and actions being taken to deliver improvement. This will include reports from the Trust's Peer Review process and this process will be supported by the CEO.

The Role of the Chair of the Board of Trustees

- To ensure the business of the Trust is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all Trustees have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the CEO based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Board acts as a sounding board to the CEO and provides strategic direction.
- In the event of exceptional decisions needing to be made between meetings which fall within the remit of a Board Committee, in consultation with the CEO and the Chair of the Committee, take appropriate action on behalf of the committee
- The Chair and Vice Chair of the Board have the right to attend any committee or LGB meeting held within the Trust's terms of reference and scheme of delegation

Disqualification – the CEO, Staff Governors, Pupils, Staff Members

The Role of the Clerk to the Board of Trustees

- To ensure that information required by the board is presented and circulated in a timely and efficient manner
- To work effectively with the Chair of the Board and Trustees
- To work effectively with the Chair of the Board, Trustees, Governors, the CEO and the Headteachers of academies in the Trust

- To advise the Board on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Board
- To attend meetings of the Board and ensure minutes are taken
- To maintain a Register of Trustees and report vacancies to the Board
- To give and receive notices in accordance with relevant regulation
- To perform such other functions as may be determined by the Board from time to time

Disqualification – Members, Trustees, Governors, the CEO

The Role of the Chair of a Committee /Local Governing Body

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- In the event of urgent decisions needing to be made between meetings, in consultation with the Chair of the Board and CEO take appropriate action on behalf of the committee

Disqualification – the CEO, Staff Governors

The Role of the Clerk to Committees

- To advise the Committee on procedural and legal matters
- To convene meetings of the Committee and circulate agendas, papers and minutes
- To attend meetings of the Committee and ensure minutes are taken
- To perform such other functions with respect to the Committee as may be determined by the Board or Local Governing Body from time to time

Disqualification – the CEO, Staff Governors

TERMS OF REFERENCE OF THE FINANCE, RESOURCES AND AUDIT COMMITTEE

This Committee has oversight of all financial matters pertaining to the Trust and their remit includes:

- Exercising responsibility for and oversight of the finances, assets and staff within the Trust and its academies
- Overseeing all systems of governance, internal control, ensure risk management processes and audit functions are in place and fit for purpose and that an effective internal control environment is established across the Trust and its academies
- Reporting its findings annually to the Board of Trustees and the Accounting Officer as a critical element of the Trust's annual reporting requirements

As part of its Audit and Risk Management function committee is authorised:

- to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.
- to obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Trust

Terms of Reference

Finance

- To establish funding arrangements for the Trust and its academies
- To agree and monitor each and every academy's budget, expenditure and cash flow working closely with each LGB
- To ensure finances of each academy are managed prudently, ensuring value for money
- To determine after consultation with each academy the extent of services provided centrally to the academy including the allocation of cost and oversee the effectiveness of the delivery of centrally provided services
- To ensure that effective financial policies, controls and procedures are in place including appropriate levels of delegation
- To ensure financial risks are identified and managed, ensuring the Trust's compliance with the Academies Financial Handbook and other financial statutory requirements
- To oversee maintenance of proper accounting records and preparation of statements of financial activities and balance sheets as required notifying the Trust of any changes to fixed assets used by the academy

Audit and Risk

- To review the Trust's internal and external financial statements and reports to ensure that they reflect best practice; that they are true and fair and conform to accounting standards (including the Academies Financial Handbook) and that accounting policies are appropriate and applied consistently. An annual statement to the Board will be produced by the Committee in this regard.
- To advise the Board on the appointment, re-appointment, dismissal and remuneration of the external and internal audit
- To direct the nature and scope of audits with the Trust's external auditor, review the external auditor's annual planning document and approve the planned audit approach
- To consider all relevant reports by the appointed external auditor, including reports on the Trust's accounts, achievement of value for money and agree the programme of work proposed by management to address issues raised
- To advise the Board on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to enable the Board to sign the corporate governance statement in the annual accounts
- To review the effectiveness of the Trust's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved
- To direct all aspects of internal audit, including the independent review of systems and controls, the framework of the work programme, and the monitoring of management in implementing recommendations raised by the internal auditor and other audit professionals
- Receive reports (annual reports, management letters etc) from the external auditor and other bodies, for example the EFA, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action.
- To monitor the assessment of significant risks (financial and non-financial) to which the Trust and its academies are exposed, ensuring this is kept up to date and that management are charged with implementing controls to mitigate these risks within agreed risk appetite
- To commission investigations or seek professional advice of potential instances of fraud, irregularity or cases of whistle blowing

Resources

- To prioritise and oversee maintenance, repair and development of the Trust's premises with due regard to health and safety
- To be responsible for the contractual relationships for building maintenance and estates management for all academies

- Establish and recommend to the Board a medium/long term estates management plan and strategy
- To agree a health and safety policy, monitor risk assessments and set up arrangements to manage health and safety
- Ensure all statutory inspections and health and safety procedures and policies are implemented

Membership

The Membership of this Committee shall be the Chair of the Trust and at least 3 other Trustees.

In attendance: Chief Financial Office

The CEO has the right to be a full member of the Committee.

Voting Rights

All members of the Committee have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote.

Appointment of Chair and Vice-Chair

The Chair of the Committee shall be appointed by the Board of Trustees. Each school year the Committee shall, at their first meeting in the year, elect a Vice-Chair from among their number.

Delegated Powers and Functions

A schedule of delegated powers and functions is available separately and reviewed annually.

Frequency of Meetings

The Committee shall meet at least four times a year but may meet more frequently as required.

Quorum

The quorum for a meeting of the Committee shall be any 3 Trustees

Accountability

This Committee reports directly to the Board of Trustees that receives minutes, reports and recommendations from the Committee.

Secretariat

The agendas, papers and minutes shall normally be prepared and circulated by the Clerk of the Committee after consultation with the Chair of the Committee and the relevant staff of the Trust. Minutes of meetings will be taken and once approved in draft by the Chair, be submitted to the next scheduled meeting of the Board of Trustees.

TERMS OF REFERENCE FOR THE PERSONNEL AND PAY COMMITTEE

This Committee has oversight of personnel matters:

1. Formulating and reviewing the overall staffing provision of the Trust, in conjunction with the Finance Committee
2. Ensuring that all procedures relating to the recruitment, selection and appointment of all staff in the Trust meet statutory and safeguarding requirements
3. Keeping abreast of relevant developments in employment legislation and advising the Trust of revisions when appropriate
4. Keeping under review policies relating to the recruitment and employment of staff, including disciplinary and capability procedures, professional development, equal opportunities policies etc
5. Ensuring that all members of staff have an up-to-date job description and an annual salary statement
6. Reviewing the Trust's Teacher Appraisal Policy and Performance Management Policy for Support Staff annually and making appropriate recommendations to the Trust Board
7. Reviewing the Whole School Pay Policy annually to take account of local and national developments and make appropriate recommendations to the Trust Board
8. Ensuring that all policies relating to staff are applied fairly
9. Establishing the criteria and procedures for determining all discretionary elements of the Pay Policy
10. Monitoring the Trust's procedures for staff development
11. Monitoring the Trust's support for NQTs
12. Receiving reports on staff absence on behalf of the Trust / Governing Body
13. Ensuring that the staff handbook is kept under review and is accessible by all Trust staff
14. Agreeing membership and procedures for staff appointments' panels
15. Agree membership of the Executive Headteacher/CEO's Performance Management Panel
16. Agreeing procedures for hearing staff grievances
17. Agreeing procedures for dismissal of staff and subsequent appeals
18. Submitting annually to the Finance Committee the costing for proposed staffing levels
19. Considering general staffing matters as advised by the Executive Headteacher/CEO

The committee will be assisted and advised by relevant members of staff and, when appropriate, other bodies eg the Trust's HR advisers.

The Committee will also act as the Pay Committee for the Trust. However, at such time as specific matters of pay are being discussed, no director who is employed by the school will be able to make determinations although they shall be in attendance to give advice and make recommendations.

The responsibilities of the committee with regard to pay include:

1. Reviewing the individual salary range of the school annually
2. Determining the salaries of the teaching staff on 1 September of each year, in line with legal requirements
3. Taking decisions regarding the pay of the Heads of School, Deputy Headteachers and Assistant Headteachers following consideration of the recommendations of pay reviewers and the advice of the Executive Headteacher/CEO
4. Taking decisions regarding the pay of the Executive Headteacher/CEO following consideration of the recommendations of the Directors responsible for the Executive Headteacher/CEO's performance review.
5. Determining the salaries of all support staff annually, in line with legal requirements
6. Being responsible for submitting reports of the decisions to the Trust Board
7. Ensuring that the Executive Headteacher/CEO is informed of the outcome of the decision of the Personnel/Pay Committee and of the right of appeal.
8. Researching or considering any proposals made by the Executive Headteacher/CEO relating to the promotion or pay of teaching or support staff
9. Researching or considering any requests made by teaching or support staff relating to pay or promotion
10. Informing the Trust of any decisions arising from the research or considerations

Membership

The Membership of this Committee shall be the Chair of the Trust and at least 3 other Trustees.

In attendance: Chief Financial Office

The CEO has the right to be a full member of the Committee although not when matters of Pay are being discussed when they are there in attendance to provide advice and recommendations.

Voting Rights

All members of the Committee have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote.

Appointment of Chair and Vice-Chair

The Chair of the Committee shall be appointed by the Board of Trustees. Each school year the Committee shall, at their first meeting in the year, elect a Vice-Chair from among their number.

Frequency of Meetings

The Committee shall meet at least four times a year but may meet more frequently as required.

Quorum

The quorum for a meeting of the Committee shall be any 3 Trustees

Accountability

This Committee reports directly to the Board of Trustees that receives minutes, reports and recommendations from the Committee.

Secretariat

The agendas, papers and minutes shall normally be prepared and circulated by the Clerk of the Committee after consultation with the Chair of the Committee and the relevant staff of the Trust. Minutes of meetings will be taken and once approved in draft by the Chair, be submitted to the next scheduled meeting of the Board of Trustees.

TERMS OF REFERENCE FOR THE SCHOOL DEVELOPMENT COMMITTEE

The role of the School Development Committee is to advise the Trust Board on all matters relating to the curriculum, students, learning and teaching within the Trust.

It has the following responsibilities:

- To contribute to the drawing up of the Trust's Development Plan and targets on an annual basis
- To keep under review progress throughout the year on the Trust's Development Plan
- To monitor progress towards achieving targets set for the Trust and individual academies
- To receive reports from academies on strategies they are introducing
- To monitor standards, outcomes and destinations for students at all Trust academies
- To keep under review Trust developments
- To monitor implementation and effectiveness of Trust policies
- To keep under review local policies from individual academies
- To keep under review the curriculum statements of individual academies
- To review the provision for students to ensure that their needs are met

Membership and meetings

The Committee will meet at least three times per year and shall comprise at least four Trustees. The quorum will be three. The CEO has the right to be a full member of the Committee.

Voting Rights

All members of the Committee have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote.

Appointment of Chair and Vice-Chair

The Chair of the Committee shall be appointed by the Board of Trustees. Each school year the Committee shall, at their first meeting in the year, elect a Vice-Chair from among their number.

Accountability

This Committee reports directly to the Board of Trustees that receives minutes, reports and recommendations from the Committee.

Secretariat

The agendas, papers and minutes shall normally be prepared and circulated by the Clerk of the Committee after consultation with the Chair of the Committee and the relevant staff of the Trust. Minutes of meetings will be taken and once approved in draft by the Chair, be submitted to the next scheduled meeting of the Board of Trustees.

TERMS OF REFERENCE FOR THE LOCAL GOVERNING BODY

- On behalf of the Board of Trustees of The Delta Education Trust the Local Governing Body will have responsibility, oversight and scrutiny of the academy within an overall strategic direction and framework determined by the Trust.
- The Local Governing Body will play a crucial role in both supporting and challenging the Headteacher and their senior team to ensure standards are high and students make at least the good progress expected of them, the quality of teaching is a constant focus of attention and the leadership of the academy is held to account for the performance and well-being of the students. In conjunction with the Trust's overall vision, targets, priorities and policies the Local Governing Body will set the strategic direction of the academy and play a central and significant role in its leadership

Scheme of Delegation

1. The powers delegated to each Local Governing Body will depend on the circumstances of each academy. The principle determining delegated powers will be that of earned autonomy. The performance, capacity and financial security of each academy will be reviewed regularly, and at least every academic year, by the Board of Trustees.
2. Each academy judged by OFSTED to be good or better and demonstrating the continuing capacity to improve or sustain performance will have a high and equal level of autonomy. An academy judged to be less than good will have its performance, capacity and financial security reviewed on a regular basis and this will determine the level of delegated power. The level of delegated power will be determined by the quality of leadership and governance, financial position, quality of teaching and learning and the progress and attainment made by the students. The principle will be to ensure that appropriate support and challenge is provided from The Delta Education Trust to ensure that the academy is judged good or better as soon as is possible.
3. A Local Governing Body of a Sponsored academy will have limited delegated powers, mostly focused upon the quality of educational provision. Key powers related to staffing, finance, site, business continuity, health and safety will be delivered through the Board and the CEO. It will have a small Local Governing Body appointed by the Board, other than staff and parent members. Once the academy has an inspection judgement of good or better these governance arrangements will be revisited.
4. For the purposes of clarity a Trustee refers to a member of the Board whilst a Governor is a member on one of the Local Governing Bodies.
5. The Delta Education Trust's expectation of good governance is that each Local Governing Body which is awarded a high degree of autonomy will, consistent with all policies, objectives and targets adopted at the Trust level:

Exercise responsibility for and oversight of the following:

Governance

- Day to day running of the academy
- Vision and Accountability
- Implementation of actions required to comply with legislation and the funding agreement
- Recommending the annual budget to the Board that meets all statutory requirements and when approved monitor expenditure against it
- Implementing and monitoring policies and plans agreed by the Board as shown in Appendix 8
- Developing, implementing and monitoring local policies and plans as shown in Appendix 8
- Ensure compliance with the Equality Duty
- Preparing annual reports on the above policies
- Appointing lead governors to have oversight of key areas such as SEN, Safeguarding and Health and Safety
- Oversight of the curriculum and curriculum policies to meet statutory requirements
- Setting ambitious annual targets for performance and regularly reviewing progress
- Oversight of the quality of teaching and learning across the academy with detailed knowledge of strengths and weakness
- Ensuring that the academy has appropriate intervention and support strategies in place to deliver high quality teaching and learning in all areas
- Overseeing the distribution and effectiveness of pupil premium funding
- Reviewing and reporting to the Board on the effectiveness of leadership and management of the school at all levels in order that it drives school improvement and challenges underachievement.
- Monitoring academy data.

Exercise responsibility for and oversight of the following:

Students

- Progress and achievement of all individuals and groups
- Standards of learning and teaching

- Admissions
- Attendance
- Behaviour
- Exclusions
- Any other matters particularly relating to students' personal development and well-being
- Arrangements for consulting with students and listening to their views.

Exercise responsibility for and oversight of the following:

Parents

- Liaison between academy and home, including arrangements for reporting to and informing parents of their child's performance, achievements and general conduct
- Academy-Home contracts
- Arrangements for consulting with parents and listening to their views.

Community

- Relations with the immediate local community
- Relations with the various stakeholder groups, including religious groups, feeder and other partnership schools, public services.

Curriculum

- The monitoring of the overall curriculum model
- Significant changes and major changes to the curriculum.

Public Relations

External communications which comply with the trust's Marketing and Communications Policy. Specifically:

- Communications with the school's parents and carers in relation to the school and its activities only.
- Restricted communications with the media including advertising for events including Open Evening, recruitment for staff but excluding participation in broadcasting material, bad news stories and whole trust matters.

Appointments and training

- Monitoring local HR activity and policy, e.g. ensuring the process for local performance reviews of staff is within the parameters for the particular academy
- Monitoring the employment and performance management of all staff (except the Headteacher) employed by the academy and managing disciplinary matters in accordance with the set policy
- Considering whether any changes are required to staff terms and conditions (making amendments requires the consent of the Board)
- Raising concerns if it is felt that appropriate training and development is not being provided
- Governors taking part in regular self-review.

Exercise responsibility for and oversight of the following:

Annual Academy Development Plan

- Staff consultation
- Ensuring that targets, priorities, implementation, monitoring and evaluation are included
- Ensuring that the Plan is focused on educational outcomes and the raising of standards
- Ensuring that self-review is constant in order to evaluate impact on raising standards and student achievement
- OFSTED Inspection – incorporating findings into a new Academy Development Plan

Key targets agreed by the Board of Trustees of Delta Education Trust in respect of any of the above areas, and issues of quality or standards relating to any of the above areas.

Any other matters referred to it by the Board of Trustees.

The Delta Education Trust will determine which of the responsibilities above are delegated to the Local Governing Body of a Supported or Sponsored academy.

Membership

1. The Membership of the Local Governing Body shall be the Chair and between 7-10 other governors. There will be 2 elected parents and 2 elected staff members whilst the remaining governors will be appointed by the Board of Trustees ensuring that the majority of this Committee are non-staff members. The Local Governing Body in consultation with the Board may decide from time to time to co-opt non-voting members for a fixed period time related to the need for a specific area of expertise.
2. The Headteacher of the academy shall have the right to be a full member of the Local Governing Body.

3. In attendance: as requested, members of staff with leadership responsibilities for progress, curriculum, student welfare, parental liaison, links with the community and public relations

Quorum and Voting Rights

The quorum for a meeting of the LGB shall be any three governors, or, where greater, any one third (rounded up to a whole number) of the total number governors holding office at the date of the meeting. All members of the Local Governing Body have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote. However, no vote on any matter shall be taken at a meeting of the Local Governing Body unless the majority of members present are non-staff members.

Appointment of Chair and Vice-Chair

- The Chair shall be appointed by the Board of Trustees. Each school year the Local Governing Body, at their first meeting in the year, will elect a Vice-Chair from among their number. A Governor who is employed to work at the academy shall not be eligible for appointment or election as Chair or Vice-Chair.

Delegated Powers and Functions

- A schedule of delegated powers and functions is available separately and reviewed annually.

Oversight of Committees

- The LGB shall be responsible for the setting up of any sub-committee to hear any matters in connection with student admissions, discipline or well-being, and parental complaints.

Frequency of Meetings

- The LGB shall meet at least three times a year but may meet more frequently as required.

Accountability

- This Local Governing Body reports directly to the Board of Trustees that receives minutes, reports and recommendations from the LGB

Secretariat

- The agendas, papers and minutes shall normally be prepared by the Clerk to Governors and circulated after consultation with the Local Governing Body Chair.
- The minutes will be available on request to the CEO and the Board of Trustees.

RESPONSIBILITIES OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (“CEO”) is responsible for leading the development and execution of The Delta Education Trust long term strategy and securing value for money in exchange for public funds across all constituent parts. The CEO’s decision-making and actions will focus upon 3 clear principles:

- **Turning Around Lives** - support to ensure students, teachers and leaders have an unrelenting focus on removing barriers to learning and progress
- **Creating opportunities** – support to ensure students, teachers and leaders are focused upon developing and improving learning
- **Building futures** – support to ensure aspirational student outcomes are the key priority

Value for money will be demonstrated through the following:

- Improve upon or maintain OFSTED ratings so that all DET students attend Outstanding academies
- Ensure students make outstanding progress, achieve and exceed targets
- Ensure Teaching and Leadership across the Trust are outstanding and sustainable

The CEO’s leadership role entails being ultimately responsible for all day-to-day management decisions and for implementing the Trust’s long and short term plans. The CEO acts as a direct liaison between the Board and leadership of the Trust and communicates to the Board on behalf of the leadership. The CEO also communicates on behalf of the Trust to all relevant stakeholders, including but not exclusively, employees, parents, students, Government authorities and the public.

More specifically, the duties and responsibilities of the CEO of The Delta Education Trust include the following:

1. To lead, in conjunction with the Board, the development of the Trust’s strategy;
2. To lead and oversee the implementation of the Trust’s long and short-term plans in accordance with its strategy;
3. To lead and deploy the central team of the Trust to ensure the effective delivery of approved strategy;
4. To ensure the Trust is appropriately organised and staffed and to have the authority to hire staff and terminate their employment, in accordance with Trust policies as necessary to enable it to achieve the approved strategy;
5. To ensure that expenditure across the Trust is within budgets authorised by Trustees;
6. To assess the principal risks of the Trust and to ensure that these risks are being monitored and managed;

7. To ensure effective internal controls and management information systems are in place;
8. To act as Executive Head Teacher in accordance with the Scheme of Delegation in schools sponsored by the Trust
9. To uphold the 7 principles of public life and through leading by example ensure the following behaviours are at the forefront of decision-making:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership
10. To keep abreast of all material undertakings and activities of the Trust and all material external factors affecting the Trust and to ensure that processes and systems are in place to ensure that the CEO and leadership of the Trust are adequately informed;
11. To ensure that the Trustees are properly informed and that sufficient information is provided to the Board to enable them to form appropriate judgments;
12. To ensure the integrity of all public disclosure by the Trust;
13. In conjunction with the Chair, ensure the business of the Trust Board and the Scheme of delegation is implemented fully.

RESPONSIBILITIES DELEGATED TO HEAD TEACHERS

Head teachers are responsible for the leadership and management of their academy. They report directly to the CEO and are accountable to their school's Local Governing Body and the Board of Trustees. Head teachers also carry a responsibility to the other schools within the Trust and should act in a manner that contributes to the overall success of The Delta Education Trust. They are responsible for the following to the extent that these are consistent with the notified Scheme of Delegation for their academy:

- Implementing the agreed policies and procedures laid down by the Local Governing Body and the Trust - this includes the implementation of all statutory regulations
- Advising the Local Governing Body and the Trust on strategic direction, forward planning and quality assurance
- Ensuring that a broad and balanced curriculum is implemented in the school
- The leadership and management of the academy
- Deploying, managing and leading all teaching and non-teaching staff of the school and allocate particular duties to them
- Evaluating the standards of teaching and learning in the school and ensure that proper standards of professional performance are established and maintained
- The admission of pupils
- Ensuring that appropriate targets are set for all pupils so as to maintain high standards of attainment and achievement.
- The maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the Local Governing Body
- Ensuring the Register of pupils' admission to school and Register of pupils' attendance are kept continuously up to date
- Day to day management of the school and day to day charge of who can enter the school premises
- Advising on staff requirements and review the establishment annually and recommend changes to the LGB in preparation for final approval by the Board
- Staff Appointments within the approved establishment and budget
- Devising an annual budget and recommend to the LGB in preparation for final approval by the Board
- Ensuring the Trust's financial and other policies and practices are implemented
- Complying with the Trust's directions and policies on health and safety

- All such additional functions as may be assigned under the job description or contract of employment.
- In the absence or incapacity of the Head Teacher of any academy, the responsibilities of the Head Teacher stand delegated to the nominated Deputy Head Teacher or Senior Leader unless otherwise directed or agreed by the Trust Board.

Appendix 8

POLICIES

TRUST-WIDE

- Complaints
- Disability
- Discipline and behaviour
- Disclosure and Barring Service – procedures and process
- Equal opportunities
- Gender and race equality
- HR and employment policies, including Performance Management and Pay
- Looked After Children
- Moral, social and cultural awareness
- Religious Education and collective worship
- Sex education

INDIVIDUAL ACADEMY (Approved by the Board)

- Admissions
- Behaviour
- Child Protection and Safeguarding
- Curriculum Statement
- Financial Plan for the Academy
- Pupil Premium statement
- SEN Policy
- SEN Statement

