



Alexandra Academy Trust
Governance Framework and Scheme of Delegation
2023-2024

For approval by the Trust Board	Autumn 2023
For review (annually)	Autumn 2024

Signed.....

Date.....

Our Mission, Vision and Values

Integrity is at the heart of The Alexandra Academy Trust, guiding our actions, decisions, and interactions to ensure that we uphold the highest ethical standards in everything that we do. We instil a strong commitment to excellence in every aspect of education, guiding pupils to reach their highest potential and succeed in an ever-changing world. Co-operation is a fundamental value within our Trust, fostering a culture of teamwork, inclusivity and shared success, where pupils, teachers, and the community collaborate to achieve collective goals.

Mission

Our mission is to establish high aspirations, excellence, and enjoyment where everyone feels valued and is supported to achieve to the best of their abilities. We aim for children to leave our schools well equipped and ready for the next phase in their educational journey and ready to make a positive contribution to society.

Vision

‘Working together to create better futures’

Our vision is wide-ranging. It encompasses aspiration, educational excellence, strong leadership, social mobility and equipping children with the skills and knowledge to adapt to a changing world.

All schools within the Trust and those involved in governance follow the 7 Principles of Public life (Nolan Principles);

- **Selflessness** - Schools within the Trust will act solely in terms of public interest
- **Integrity** - Inappropriate influence will be avoided and conflicts of interest resolved to ensure work is conducted with integrity.
- **Objectivity** - Decisions will be made impartially, fairly and on merit using the best evidence and without discrimination or bias.
- **Accountability** - Schools within the Trust will be accountable to stakeholders for their decisions and will submit themselves to the scrutiny necessary to ensure this.
- **Openness** - Decisions will be taken in an open and transparent manner.
- **Honesty** - Schools within the Trust will be truthful.
- **Leadership**- Everyone will be treated with respect, principles will be promoted, and robustly supported and poor behaviour will be challenged wherever it occurs.

Introduction

The Alexandra Academy Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are accountable to the Department for Education and have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust. The Trust will delegate responsibility to Local Governing Bodies, the Chief Executive Officer and the Chief Finance Officer and Principals for aspects of running the academies as it sees fit, however the Trust retains ultimate decision-making authority in all areas. **(APPENDIX 1 – Scheme of Delegation)**

The governance structure complies with the Academies’ Financial Handbook, the code of conduct (members, trustees and governors) and the Trust’s Articles of Association.

Trust Governance Structure

MEMBERS		
TRUST BOARD		
TRUST BOARD COMMITTEES	LOCAL GOVERNING BOARDS	EXECUTIVE BOARD

Members

The Trust is governed by Members constituted under a Memorandum of Association and Articles of Association.

The Members are responsible for:

- Approving the Articles of Association
- Recruitment and Appointment of Members
- Appointment of some Trustees
- Removal of Trustees
- Securing the highest standards of accountability from Trustees for the provision of all pupils in the Multi Academy Trust (MAT) Holding the Board of Trustees to account for performance and standards within academies.
- Appointment of the Trust’s Auditors

A Member counts towards the quorum by being present in person, by video or conference call or by proxy. Two persons entitled to vote upon the business to be transacted, each being a Member or a proxy of a Member, shall constitute a quorum.

Members are required to maintain an up to date record of pecuniary/business interests.

TRUST BOARD

The Trust Board is responsible for:

- Delivering the charitable objectives of the Trust.
- Setting a clear strategic vision to allow the LGBs to set and achieve their aims and objectives within such vision.
- Strategically controlling the organisation and managing the charitable assets.
- Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE & ESFA including the funding agreement and continued charitable status of the Trust.
- The determination, educational character and mission of the Trust.
- Ensuring the solvency of the Trust company and charity, safeguarding its assets and delivering its charitable outcomes.
- Setting key strategic objectives and targets and reviewing performance against these.
- Ensuring that the governors have access to high quality training.
- Approving the Trust Strategic Plan.
- Approving statutory policies that are common to all Academies within the Trust.
- Ensuring that the year-end accounts are submitted to Members for approval.
- Approving the annual consolidated budget for the Trust.
- Authorising income and expenditure in line with the Scheme of Delegation.
- Appointing or dismissing the CEO, Principals and Central Team Staff Members.
- Intervening as appropriate in any Academy at risk of underperformance.
- Undertaking determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Governing Board and committees along with their annual review and revision.
- The Trust seeks to appoint Trustees with a range of skills and experience. The quorum for meetings of the Board of Trustees will be three Trustees voting in person, or remotely. The term of office for all Trustees will be four years and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office. Other senior staff may be invited to meetings as and when required.
- Where an issue is being discussed that directly affects a Trustee or the CEO an interest must be declared and the individual must withdraw from the meeting. Any Trustee may attend any of the Trust and Local Governing Board meetings.
- The Trustees will hold LGBs accountable for carrying out their delegated duties and will have the authority to suspend or remove a local governor if their conduct breaches the Governor Code of Conduct (**APPENDIX 4 – Code of Conduct**)
- The Trust Governance Professional will undertake the clerking of the meetings of Members and Trustees and its committees and ensure that the minutes are included as an agenda item for consideration and approval at the next appropriate meeting. All decisions made by committees with delegated powers must be reported to the next full meeting of the Trust Board. On occasions approval may be sought for decisions via email or Governor Hub when a timely response is required and minuted at the next meeting.
- The annual agenda for the Trust board revolves around vision and strategy, educational performance, financial performance, governance matters, compliance, safeguarding and risk management. (**APPENDIX 2 – Annual Schedule**).
- The Chair of the Board of Trustees will be elected at the first meeting of the academic year. Chairs of each sub-committee will be elected at the first meeting of the academic year.
- Trustees are required to undertake relevant Disclosure and Barring Service checks and maintain an up to date record of pecuniary/business interests.

Individual Roles and Responsibilities

Chair of Trustees

The Role of the Chair of the Board of Trustees is:

- To lead the board in ensuring the strategic direction of The Alexandra Academy Trust whilst offering effective support and challenge at all levels of the organisation
- To ensure the business of the Board is conducted properly, in accordance with legal requirements
- To ensure any decisions taken are completed in accordance with the scheme of delegation
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available
- To ensure that all attendees have an equal opportunity to participate in discussion and decision making
- To establish and foster an effective relationship with the Chief Executive Officer Chief Finance Officer, Chairs of Local Governing Boards and Principals within the Multi Academy Trust based on trust and mutual respect for each other's roles
- In the event of a need to make genuinely urgent decisions the Chair of the Board of Trustees, where appropriate in consultation with the CEO will take appropriate action on behalf of the Trust Board. The decisions taken and the reasons for urgency will be explained fully and minuted at the next meeting of the Trust Board.
- To exercise emergency powers as and when required.
- To have a casting vote in the event of a tie.

Chief Executive Officer

The role of the chief executive officer is to:

- Provide strategic leadership and direction of the Trust and its Academies within the vision and strategy agreed by the Trust Board, to ensure that children consistently achieve good or better outcomes
- Act in the role of accounting officer.
- Fulfil the Board's vision for medium term growth by engaging with future AAT academies and liaising with external partners
- Be the lead education professional for Academies in the Trust, ensuring an effective strategy for building educational and leadership capacity ahead of need
- Act as an ambassador for the Trust to promote AAT and its ethos and values in the communities in which it works, with the DfE and its Regional Schools Commissioner and Local Authority colleagues.
- Ensure that the Trust's financial viability is secure and is able to meet the Trust's and its Academies' needs
- Establish and foster an effective relationship with the Chair of the Board, Chair of the Local Governing Bodies and Principals within the Multi-Academy Trust based on trust and mutual respect for each other's roles.

- Effectively deploy the staff and resources of the Central Trust Team in line with strategic direction as determined by the board of trustees.
- Provide a written report to the Trust Board on termly basis, avoiding duplication and generally reporting by exception.
- Line manage the Trust central team and Principals to ensure the strategic direction of the Trust is followed and that standards are maintained across the Trust
- Ensure that best practice is shared within AAT and research informed practices are implemented to raise standards.
- Actively support and enhance the wellbeing and achievements of pupils and staff.
- Act as the Trust safeguarding officer.
- Provide support and training to Local Governing Bodies to ensure the highest standards of governance are achieved.
- Ensure the Alexandra Academy Trust is represented in national, regional and local networks so that the Trust influences and is aware of new trends and is familiar with current best practice in the education sector
- Ensure any decisions taken are completed so in accordance with the scheme of delegation

Chief Finance Officer

The Role of Chief Finance Officer is to:

- Provide strategic leadership, direction and management of Finance, ensuring high standards and the development of systems appropriate to the Trust
- Develop a strategic plan for robust financial management of the Trust's activities, resources and assets in line with the Academies Financial Handbook and Companies House requirements
- Line manage the Trust's non-educational central team colleagues and academy staff with financial responsibility
- Support Principals in the academies' budget process for submitting their detailed proposed budget to their Local Governing Board for approval
- Use appropriate data to make financial forecasts to facilitate good strategic forward planning
- Ensure robust budgetary control arrangements are in place to enable monitoring of income and expenditure against budgets and ensure corrective action is taken where appropriate
- Oversee benchmarking to review best value for money and to make suitable recommendations
- Ensure the timely submission of all statutory financial statements and returns
- Oversee the preparation of monthly management accounts, forecasts and other financial and non-financial reports, presenting reports to the Board and explaining all significant variances to all relevant stakeholders, in accordance with agreed timetables
- Ensure that the financial and management accounting systems for the Trust are up-to-date and support all accounting and reporting needs

- Liaise with auditors and implement audit requirements and recommendations throughout the Trust
- Ensure best value in the acquisition of supplies and services through effective procurement and tendering
- Monitor the operation of policies concerning procurement and ordering
- Monitor the operation of contracts entered into for the supply of goods and services
- Ensure all contracting and procurement activities are fully compliant with all public sector legislation and regulatory requirements
- Identify Capital Improvement Fund (CIF) opportunities for schools and create an effective process for preparing bids
- Oversee all significant capital building projects and liaise with Principals, governors, consultants, contractors and other interested parties as necessary
- Develop new central services to offer to the Alexandra Academy Trust academies
- Investigate, source and maximise income (revenue and capital), liaising with funding agencies and government, amongst others, and write bids
- Ensure that any funds received from successful bids are spent appropriately, within budget and timescales
- Oversee and develop the Trust's risk management strategy, reporting to all relevant stakeholders as appropriate and within agreed timescales.
- Develop the asset management plan, ensuring that accurate data is maintained, and that projects and priorities support educational plans and requirements.
- Support the CEO to oversee the academy conversion process on behalf of the Trust for incoming schools.
- Establish and foster an effective relationship with the CEO, Trustees, Local Governing Board Chairs, Principals and Local Finance Officers based on trust and mutual respect for each other's roles.
- Ensure any decisions taken are done so in accordance with the scheme of delegation.

Alongside the HR Officer:

- Oversee the administration of personnel matters for staff, including appointments, contracts of employment, conditions of service, insurances, legal and other advisors, discipline and grievance matters, and making recommendations to the CEO, Principals, LGB's and Board as appropriate
- Develop, maintain and implement Human Resource management policies and procedures, ensuring compliance with all relevant employment law

Alongside the Trust Premises Manager:

- Develop and implement strategies for premises management to ensure that the quality of the estate and the learning environment for pupils is sustainable and maintained.
- Develop and deliver building improvement projects, on-site surveys, liaising with architects and drawing up proposals as required.
- Ensure effective tendering and management of contracts for work done by external contractors.
- Ensure the effective implementation of Health and Safety requirements across the Trust and compliance with Health and Safety law.

Trust Governance Professional

The Role of the Trust Governance Professional is to:

- Provide effective support, advice and guidance to the Board, LGB and their respective committees / sub-committees.
- Ensure governance business is conducted properly, in accordance with legal requirements and the Scheme of Delegation.
- Ensure accurate minutes are recorded and maintained of meetings of the Board, LGBs and their respective committees and sub-committees.
- Work with relevant stakeholders to develop an annual overview/calendar of events and meetings for the Board and LGB.
- Maintain those records that are required by legislation (Register of business interests, attendance of governors, persons with significant control etc.)
- Maintain Companies House and Get Information About Schools (GIAS) data on behalf of the Board and LGBs.
- Maintain the statutory information published on the Trust's website
- Oversee the Board's communication strategy and manage day-to-day communications on behalf of the Trust Board.
- Establish and foster an effective relationship with the Members, Trustees, Chair of the Board, Chief Executive, CFO, LGBs and Principals within the Multi-Academy Trust based on trust and mutual respect for each other's roles.

Principals

The Role of the Principal (In those schools identified as in line with gradings of "Good" or better)

The Trust Board in collaboration with the LGB and CEO will appoint the Principal. The Principal of each academy within the Trust is responsible for the operational leadership, internal organisation, management and control of the academy.

They are responsible for:

- Ensuring high quality education for all pupils that includes a broad and balanced curriculum.
- Implementing all policies approved by the Trust Board
- Implementing the agreed assessment cycle.
- Developing and sustaining effective relationships with the CEO, CFO, other central team members and LGB members which are based on trust and mutual respect for each other's roles.
- Providing written reports to the CEO and LGB to enable effective monitoring to take place.
- Ensuring any actions / decisions taken are done so in accordance with the scheme of delegation.

The Role of the Principal (in those schools identified as being at risk of receiving an Ofsted grading 3 or 4, Coasting school or School Causing Concern)

The Trust Board, in consultation with the CEO and LGB, shall appoint the Principal of each academy that is identified as being at risk of receiving an Ofsted grading 3 or 4, being a Coasting school or a School Causing Concern. The Principal of each academy is responsible for the operational leadership, internal organisation, management and control of the academy.

With the support of the CEO or other allocated mentor, they are responsible for:

- Raising the standards and quality of education for all pupils that includes a broad and balanced curriculum.
- Implementing all policies approved by the Trust Board.
- Implementing the agreed assessment cycle.
- Developing and sustaining effective relationships with the CEO, CFO and Chair of LGB which are based on trust and mutual respect for each other's roles.
- Providing written reports to the CEO and LGB to enable effective monitoring to take place.
- Ensuring any actions / decisions taken are done so in accordance with the scheme of delegation.

Board Committees

The Trust Board, in order to meet its requirements, may opt to have board committees.

- The membership will be reviewed and agreed by the Board of Trustees annually.
- The quorum for each of the committees is three.
- The Chair of each committee will have a casting vote in the event of a tie.
- The committees will meet as often as is necessary to fulfil their responsibilities.
- The CEO and other relevant senior staff should routinely attend committee meetings as appropriate to provide information and participate in discussions.
- The committees may invite attendance at meetings from persons who are not members of the committee such as Academy Principals, professional advisors and auditors to assist or advise when and where appropriate.

The Alexandra Academy Trust Board has 4 committees - Audit, Pay and Performance, Finance and Resources, and Curriculum and Standards.

Terms of Reference for each committee can be found in **APPENDIX 3**

Chair of a Trust Committee

The Role of the Chair of a Trust Committee is to:

- Ensure the business of the committee is conducted properly, in accordance with legal requirements and the committee's terms of reference.
- Ensure that all delegated responsibilities are undertaken in line with agreed policies and on a timely basis.
- Ensure meetings are run effectively, focusing on priorities and making the best use of time available.
- Ensure that all members have an equal opportunity to participate in discussion and decision-making.
- Ensure any decisions taken are done so in accordance with the scheme of delegation

Local Governance

In order to assist with the discharge of their responsibilities, the Trustees have established a Local Governing Board ("LGB") for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the "Articles").

- The responsibilities that are delegated to the LGB's are set out in the Scheme of Delegation (Appendix 1). All decisions made, therefore, must be in line with the agreed Scheme of Delegation.
- Members of the Local Governing Body will be known as Governors.
- In accordance with National Governance Association guidance all Local Governors will serve a 4- year term of office and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office.
- The Local Governing Board is constituted in accordance with the requirements set out by the Trust which shall include:
 - Principal
 - 1 staff governor. Staff governors are nominated and voted on by staff members. Trustees recognise that there may be an occasion where LGB's may want to co-opt a staff member.
 - At least 2 parent governors. Parent governors are nominated and voted for by parents of the school. Trustees recognise that there may be an occasion where LGBs may want to co-opt a parent governor. LGBs can co-opt a maximum of one parent governor without prior approval of the Trust Board.
 - Up to 5 co-opted governors – co-opted governors are governors who are appointed by the LGB on the basis of their skills and experience. The overall size of the LGB should not exceed 10 without the approval of the Trust Board.

- The quorum for a Local Governing Board meeting will be three governors not employed by the school.
- Parent Governors and Staff Governors will be sought through the process of nomination and election procedures.
- The Trustees have the right to appoint such persons to the LGB as they shall determine from time to time.
- Local Governing Bodies will operate by forming a flat structure in which all governors attend all meetings. This is the Trust's preferred structure.

The LGB will play a crucial role in driving forward the school and offer appropriate challenge to the Principal. It will:

- Promote high standards and aim to ensure that students and pupils are attending a successful school which provides them with a good education and supports their well-being.
- Be accountable to the Trust Board for its actions and follow the expectations of governors as laid down by the Trust Board.
- Aim to establish that it is competent, accountable, independent and diverse and that it promotes best practice in governance.
- Aim to ensure that its governors promote and uphold high standards of conduct, probity and ethics.

Where the Trust has significant concerns about a particular academy, including OFSTED gradings the existing governing board may be replaced or supported through an Academy Monitoring Board (AMB). Trustees will be responsible for determining the members of the AMB.

- In those schools identified as having areas of significant weakness, the AMB will have some delegated responsibilities along with a clear remit to provide support to the Principal. Schools that already have or demonstrate the capacity to improve will have additional delegated responsibilities.
- The level of delegation will be assessed on a school by school basis
- Where an Academy is at risk of failing its pupils, the Trust will exercise the right to reconstitute the LGB and appoint the majority of its members to ensure that the identified weaknesses can be effectively addressed.

Terms of Reference for each Local Governing Board can be found in **APPENDIX 4**

Voting at Trust Board and Committee meetings.

Every question to be decided at a meeting of the Trustees/Local Governors shall be determined by a majority of the votes of the Trustees/Local Governors present and voting on the question.

- Trustees/Local Governors shall be able to participate in meetings by telephone or by any suitable electronic means.
- A resolution in writing, which includes a resolution in electronic form signed by all of the Trustees/Local Governors entitled to vote at a meeting shall be valid and effective as if it had been passed at a meeting

APPENDIX 1

Scheme of Delegation

The Scheme of Delegation within the Alexandra Academy Trust serves as an integral framework that delegates the allocation of roles and responsibilities and powers across the organisation. Its primary function is to establish clear lines of accountability, decision-making authority, and governance at various levels, including the Trust Board, Local Governing Bodies, and individual academies within the Trust.

The Scheme of Delegation aims to enhance operational efficiency, ensure legal compliance, and foster a culture of transparency and collaboration. The document is designed to be comprehensive, yet flexible, allowing for adaptations as required by the evolving needs of the Trust and its constituent schools.

The Trustees may review the scheme of delegation at any time but shall review it at least annually.

This scheme of delegation may only be amended by the Board of Trustees.

The following code has been used to determine who is accountable and responsible for decisions and who should be consulted and informed regarding those decisions.

Responsible	Those responsible for the task who ensure that it is done (Completes)
Accountable	Those ultimately answerable for the correct and thorough completion of the deliverable task and who delegate the work to those responsible. (Approves)
Consult	Those whose opinions are sought and with whom there is two-way communication
Inform	Those who are kept up to date on progress and key information
Support	Those who provide to those responsible

SCHEME OF DELEGATION

The Manual of Internal Financial Procedures covers the Financial scheme of delegation

	Members	Trustees	CEO / AO	Principal	CFO	Finance Officer / HR Manager	LGB	
Strategy and Leadership								
Develop the vision, strategy and key priorities of the Trust and Academies	I	A/R	R	C	C		C	
Review and approve the Trust Development Plan		A/R	R					CEO to circulate Trust Development Plan
Deliver and monitor performance against the strategic objectives of the Trust.		A	R	C	C		C	
Deliver and monitor performance against the strategic objectives of the Academies			C	R	C		A	
Agree to other Academies to join the Trust		A	C				I	CEO recommendation post due diligence
Review and agree Articles of Association	A/R							
Enter into funding agreements for new partner academies		A	R		C			
Determine the scope of any central services (Top slice)		A	R		C		C	Consult with LGBs
Governance								
Appointment of Members	A/R	C	C					CEO & Trustees can recommend
Appointment of Trustees appointed by Members (up to 10)	A/R	C	C					CEO & Trustees can recommend
Appointment of Trustees appointed by Trustees (Any number - Co-opted)		A/R	C					CEO & Trustees can recommend
Appointment of Parent Governors (appoint when elected)				C			A	
Removal of Trustees	A/R	A/R	C				I	CEO & Trustees can recommend
Appointment & removal of Trust Clerk		A	R					Recommendation by CEO
Appointment of Chair and Vice Chair of Trust, Committees and LGB		A/R					C	
Recruitment and Appointment of LGB members		A	R	C			C	
Appointment of LGB Clerk		A/R	C				C	
Maintaining Companies House information			A		R			CFO responsibility with clerk
Maintain a People with Significant Control register			A		R			CFO responsibility with clerk
Maintain governance on Get Information for Schools			A		R			CFO responsibility with clerk
Review of Trust governance structure - annual		A/R	C	C				CEO/CFO responsibility
Determine the Scheme of Delegation		A	R	C	C		C	In consultation with CEO/CFO/LGB
Terms of Reference for Committees		A/R	C	C			C	
Maintain and publish register of business and pecuniary interests		A			R		C	CFO responsibility with clerk
Approval of connected party transactions over £2.5k per supplier		A			R			

Maintain a record of connected party transactions over £2.5k per supplier					R	S		
Review connected party transactions over £2.5k per supplier					R			
Gifts and hospitality policy and register		A			R	S	C	ZH to create and maintain gift and hospitality register
Publish proposals to change category of school		A	R	C	C		C	
Complete annual skills audit and appropriate training programme		A/R			C	S	A/R	CFO responsibility with clerk

SCHEME OF DELEGATION	Members	Trustees	CEO / AO	Principal	CFO	Finance Officer/HR Manager	LGB	
Performance, Curriculum and Students/Pupils								
Performance - review and challenge progress of the Trust against its strategic objectives		A/R	C					
Approve and monitor pupil achievement and attendance targets		A	R	C			C	Levels of responsibility is delegated to the principals and LGB's of each school
Approve and monitor standards of teaching and learning		A	R	C			C	Levels of responsibility is delegated to the principals and LGB's of each school
Approve and monitor academy plan for pupil well-being		A	R	C			C	Levels of responsibility is delegated to the principals and LGB's of each school
Approve Academy development and improvement plans		A	R	R			C	
Plan, implement and review curriculum		I	A	R	C	S	I	Reference to budget implications in SDPs
Review and evaluation of performance of individual academies (SDP)		I	R	C			I	
Monitor quality of teaching		I	A	R			I	
Curriculum - meet legal requirements for children with SEND			A	R	C	S	I	Levels of responsibility is delegated to the principals and LGB's of each school
Pupil premium - develop, maintain and review plan			A	R	C	S	I	
Provision of RE in line with basic curriculum and collective worship			A/R					
Agree post Ofsted action plan		I	A	R	I		I	
Compile data for pupil assessment and statutory returns				A/R				
Develop and implement a safeguarding policy in line with statutory requirements		A	C	R			C	

Approval of policies at Trust level		A	C				I	
Approval of school specific policies				R			A	
Approve term dates and school times		A	R	C			I	
Provision of Free School Meals		A		R	S	S	C	
Set admissions policy		A	R	C			C	Levels of responsibility is delegated to the principals and LGB's of each school
Admission decisions				A/R			C	Trust buys back appeals panel support from Cheshire East
Suspensions and Exclusions		I	C	R			A	
Exclusion appeals		I	C	R			A	
Finance: Statutory reporting								
Completion and approval of annual accounts and reports to funding and regulatory bodies		A	R		R	S		CFO with support from external accountants
Completion and submission of other accounting returns			A		R	S		Supported by external auditors
Completion of annual and periodic financial reports to Board			A		R	S		
Authorisation of complete PAYE returns		I	I		A			
Authorisation of complete VAT returns		I	I		A	R		

SCHEME OF DELEGATION	Members	Trustees	CEO / AO	Principal	CFO	Finance Officer/HR Manager	LGB	
	Finance: Systems of financial control							
Appointment of external auditors	A/R	C	C		S			
Approval of financial regulations and procedures manual		A	C		R	S		
Assurance over adequacy of systems of internal financial control			A		R	S		
Monitoring appropriate separation of duties			A		R	S		
Responding to recommendations from internal audit		A	C		R	S		
Finance: Budget Planning and Management Reporting								
Plan financial timetable to comply with ESFA reporting deadlines		I	A	C	R	S		

Compliance with financial timetable			A		R	S		
Prepare the annual Trust Budget			A		R			
Approval of budget for the Trust		A/R						
Prepare the individual Academy budgets				A	R	S	I	
Approval of individual Academy budgets		A	R				C	
Submission of approved budget to ESFA		A	R		R			
Approval of Academy contributions to the Trust (top slice)		A	R				A	
Monitoring budgets / receipt and review of management accounts		A			R		A	
Establish a charging and remissions policy		A			R		C	

Human Resources								
Appoint and dismiss CEO/Accounting Officer		A	R					Involve HTs/Principals and Chairs of LGB
Performance manage CEO		A/R						
Agree CEO pay and reward		A/R						
Conduct executive team performance management		C	A/R					
Conduct headteacher performance management			A/R				C	
Agree headteacher pay and reward			A/R				C	
Review and agree staff appraisal procedure and pay		A	R	C				
Determine executive team staffing structure		A	R					
Determine school staffing structure			A	R			C	
Headteacher appointments and dismissal			A/R				C	
Trust wide pay policy, terms and conditions of employment		A	R					
Determine disciplinary and capability policies		A	R					
Implement disciplinary and capability procedures - CEO		A/R						
Implement disciplinary and capability – central team		A	R					
Implement disciplinary and capability procedures - schools		A	C	R			C	
Approval of exit payments/early retirement/pension discretion (above certain threshold)		A	C					
Approval and review of overall staffing structure		A	C	R	C		C	
Authority to increase FTE of staff structure within existing staffing budget		A	C	R	C	C	C	Restructure
Job evaluation policy and procedures			C	A		R	C	HR provide recommendation
Approve job description			A	R				HR provide recommendation
Authorised to evaluate jobs and grades			A	R	C	C		CEO for most senior post holders
Authorised to agree/vary basic terms and conditions			A	R				
Recruitment and appointment of Chief Financial Officer		A	R					Recommendation
Recruitment and appointment of Principal / Principal		C	A/R				C	
Recruitment and appointment of other senior leaders			A	R			C	

Recruitment and appointment of other staff			A	R			C	
Recruitment processes including pre-employment checks						R		
Administration of new appointments and replacement posts					A	R		
Administration of new employees or variation to contracts					A	R		
Employee absence data					A	R		

SCHEME OF DELEGATION	Members	Trustees	CEO / AO	Principal / Principal	CFO	Finance Officer/HR Manager	LGB	
Human Resources: Operation of Policies								
Formulation and approval of Trust policies including recruitment, absence, performance management, capability, disciplinary, grievance, complaints etc		A	R	C			C	
Approval of formal restructure plans		A					C	
Approval of severance or redundancy agreements		A	C	C			C	
Authorisation of settlement agreements		A	C	C			C	
Authority to issue warnings or other disciplinary measures except dismissal			A	R				
Secondments		A	R	C			C	At appropriate level in line with policy
Transfers		A	R	C			C	At appropriate level in line with policy
Suspension		A	R	C			C	At appropriate level in line with policy
Dismissal		A	R	C			C	At appropriate level in line with policy
Appeals		A					C	At appropriate level in line with policy
Pay Policy								
Annual approval of pay policy including pay awards, pay point values etc		A	R	C	C		C	
Determination of pay ranges		A	R				C	
Allocation of TLR / SEN values		A	R	R			C	
Annual pay progression		A	R	R			C	At appropriate level in line with policy
Pension Policy & Discretions								
Handling of all pension matters					A/R			
Approval of use of discretions	A				R			
Performance Management								
Carry out CEO's performance management		A/R						At appropriate level in line with policy
Carry out Principal's / Principal's performance management			A/R				C	At appropriate level in line with policy

Carry out staff performance management				R				At appropriate level in line with policy
Operation of Policies								
Comply with Data Protection legislation	R	R	R	R	R	R	R	
Comply with Academy website requirements		A	R	R	S	S	C	
Maintain a Single Central Record					A	R		
Agree the investment policy in line with regulations		A	R				C	
Media and PR		A	R	C			C	
Marketing - Trust		A	R					
Marketing - Individual Academies inc prospectus			A	R		S	C	

SCHEME OF DELEGATION	Members	Trustees	CEO / AO	Principal / Principal	CFO	Finance Officer / HR Officer	LGB	
Health and Safety & Estates								
Health and Safety Policy		A	R	C			C	
Ensuring the adequacy of health and safety practice throughout the Trust		A	R	R	S	S	R	
Health and Safety RIDDOR incident reporting		I	I	A	R	R	I	
Premises management and security		I		A/R	R	S	I	
Fire Risk Assessment		I	A	R	R	S	I	
Academy health, safety and well-being inc risk assessments			A	R	R	S		
Asbestos Risk Assessment			A	R	R	S		Report to LGB
Statutory training		I	A	R	C			Trustees and LGB oversight of and access to
General monitoring and action plans in relation to site safety and building conditions		I		A	R	S	I	Report to LGB and Trustees
Develop academy estates, buildings and facilities long term strategy for development and maintenance	I	A	R	C	C	S	C	
Business Continuity - Trust								
Critical incident planning		A	R		C			
Business continuity plan		A	R		C			
Maintaining Risk Register			A		R			
Review Risk Register		A	R		C			
Business Continuity - Individual Academies								
Critical incident planning				A/R		C	C	
Business continuity plan				A/R		C	C	

APPENDIX 2

Agenda Schedule for the Academic Year 2023/24

Please note any individual schools will be reported by exception

Focus	Term 1	Term 2	Term 3
Audit and Pay	<p>Scheme of Delegation and Terms of Reference</p> <p>Risk Register</p> <p>Internal audit report and findings</p> <p>External Audit report and findings</p> <p>financial statement for the year ending 31.08.2023. - Review appointment of external auditors</p> <p>To review/agree pay policy</p> <p>To review/agree and pay recommendations</p> <p>Academy trust handbook</p> <p>Submit audited accounts</p> <p>Complete land buildings register</p>	<p>To review the Schools Resource Management Assessment Tool</p> <p>To receive the latest internal audit report.</p> <p>To confirm the audited accounts were signed and submitted before 31st December</p> <p>To confirm the accounts have been uploaded to the Trust website</p> <p>To tender for external auditors (at least every 5 years)</p> <p>To review and approve any changes made to the Manual of Internal Financial procedures since the last meeting.</p> <p>To ensure completed accounts return online form has been submitted by 30th January</p> <p>Schools Resource Management Self-assessment tool</p>	<p>To note submission of the SRMSAT.</p> <p>To receive the latest internal audit report.</p> <p>To discuss the impact of the financial support provided by Haines Watts.</p> <p>To appoint auditors (at least every 5 years)</p> <p>To review the most recent benchmarking data. CFO</p> <p>To ensure audited financial statements have been submitted to Companies house by 31st May</p>
Curriculum and Standards	<p>Scheme of Delegation and Terms of Reference</p> <p>Curriculum development</p> <p>Curriculum support across the Trust</p>	<p>Review cyber security plan</p> <p>Review/agree equalities policies</p> <p>External validation (SIP)</p>	<p>External validation</p> <p>Curriculum support across the Trust</p> <p>Parent surveys</p>

	<p>External validation (SIP)</p> <p>School Performance</p> <p>To review/agree suspensions and exclusions policy</p>	<p>Curriculum support across the Trust</p> <p>Pupils surveys</p>	
Finance and Resources	<p>Scheme of Delegation and Terms of Reference</p> <p>To receive a Financial report from the CFO.</p> <p>To note Management accounts</p> <p>To receive a Health and Safety report & Safety issues highlighted from the LGB meetings.</p> <p>Staffing and surveys</p> <p>To review/agree charging and remissions policy</p>	<p>To receive a Financial report from the CFO.</p> <p>To discuss the implementation of a cyber-attack contingency plan</p> <p>To discuss disaster arecovery plan.</p> <p>To receive a Health and Safety report & Safety issues highlighted from the LGB meetings.</p>	<p>To receive a Financial report from the CFO.</p> <p>Management accounts uploaded to Governor Hub.</p> <p>To review the budget for the Trust and to recommend to the Trust Board for approval</p> <p>To review any Health & Safety issues highlighted from the LGB meetings.</p> <p>To ensure budget forecast return has been completed and submitted</p>
Trust Board	<p>Strategic Development Plan</p> <p>Evaluate the Building strong trust assurance framework</p> <p>Appraisal CEO/HT/staff</p> <p>To receive CEO report</p> <p>GDPR update</p> <p>Approve term dates</p> <p>Mat expansion update</p>	<p>To receive CEO report</p> <p>To discuss the implementation of a cyber-attack contingency plan</p> <p>To discuss disaster recovery plan.</p> <p>To receive a Mat expansion update</p> <p>To receive and review the Strategic development</p>	<p>To receive CEO'S Report</p> <p>To receive a MAT expansion update</p> <p>CFO Report -To include:</p> <p>Management accounts and Budget Bids Building plans</p> <p>To approve the draft budget.</p> <p>Health & safety –report</p> <p>To receive and review the Strategic development</p>

APPENDIX 3

Audit Committee Terms of Reference

1. Introduction & Purpose

The aim and purpose of the Committee is to assist the Trust Board to discharge its duties and strategic responsibilities for;

1. Ensuring the adequacy and effectiveness of control systems and procedures.
2. Monitoring the adequacy and effectiveness of risk register.
3. Consider audit and other reports.
4. Receiving and recommending the annual audited accounts and governance statement to the Trust Board.

2. Scope of the Committee's duties and responsibilities

• Adequacy and Effectiveness of Control Systems

- make recommendations to the Trust Board on the adequacy and effectiveness of the Trust's audit arrangements, framework of governance, risk management and control, and processes for the effective and efficient use of resources, the solvency of the Trust and the safeguarding of its assets;
- make recommendations to the Trust Board on the appointment, reappointment, dismissal and remuneration of all assurance providers, including internal auditors, external auditors and advisers and establish that all such assurance providers are independent and objective and adhere to relevant professional standards;
- make recommendations to the Trust Board on the scope and objectives of the work of all assurance providers including internal audit service, the external auditor and advisers;
- ensure effective coordination between the internal audit service, the financial statements auditor and other audit and assurance providers;
- consider and advise the Trust Board on the audit strategy and annual internal audit plans for the internal audit service and other audit and assurance providers;
- make recommendations to the Trust Board on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor (including their work on regularity), and management's responses to them;
- monitor, within agreed timescales, the implementation of agreed recommendations arising from the management letters and reports of the financial statements and regularity auditor, and of any reports submitted by other providers of audit and assurance services;
- consider and advise the Trust Board on relevant reports by the National Audit Office, the funding bodies, and where appropriate management's response to them;
- establish, in conjunction with management, relevant annual performance measures and indicators, and to monitor the effectiveness of the Internal Audit Service and financial

statements auditor through these measures and indicators and decide, based on this review, whether a competition for price and quality of the audit service is appropriate;

- produce an annual report for the Trust Board and accounting officer, which summarises the Committee's activities relating to the financial year under review, including any significant issues arising up to the date of preparation of the report, and any significant matters of internal control included in the management letters and reports from auditors or other assurance providers. The report must include the Committee's view of its own effectiveness and how it has fulfilled its terms of reference. The report must include the Committee's opinion on the adequacy and effectiveness of the trust Board's audit arrangements, its framework of governance, risk management and control, and its processes for securing economy, efficiency and effectiveness. The annual report must be submitted to the Trust Board before the Statement of Corporate Governance and Internal Control in the accounts is signed. A copy of the Audit Committee's annual report must be submitted to the funding body with the annual accounts;
 - oversee the Trust Board's policies on fraud and irregularity and whistleblowing, and ensure that the proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity take place and that investigation outcomes are reported to the Trust Board and relevant Committee, and that external auditors and internal auditors have been informed, and that all significant cases of fraud or suspected fraud or irregularity are reported to the funding body
- **Management of Risk**
 - To review and monitor the Trust Risk Register at each meeting.
 - To receive an overview of the Risk Registers for each institution in the Trust and to ensure satisfactory management and mitigation of risk (details to be reviewed and actioned by Local Governing Bodies).
 - **Audited Accounts**
 - To receive and consider the annual audit report of the Trust financial accounts and governance statement.
 - To recommend the audited accounts for approval by the Trust Board.
 - **Other matters**
 - To undertake an annual review of the Trust Board's assurance framework.
 - To investigate any activity within its terms of reference;
 - To seek all or any information it requires from the Trust Board, any employees or representatives of the Trust, the internal audit service, the external auditor, the Local Governing Body, Committees of the Trust and/or relevant subcontractors and/or other third parties;
 - To obtain external professional advice as appropriate.

3. Constitution and Membership

The committee shall comprise at a minimum:

- Four committee members, appointed by the Trust Board, the majority of which will be Trustees. The Chief Executive Officer, Chief Finance Officer and any other member of senior management staff may not be members of the Committee.

- Other members may be co-opted to the committee to provide specific skills, expertise and sector representation to support the efficient operation of the Committee. Staff members, other than those with significant financial responsibility, may serve on the Committee.
- The Chief Executive Officer and the Chief Finance Officer together with appropriate senior staff as appropriate from member institutions, will be 'in-attendance' without voting rights at Committee meetings.
- The internal audit service auditor, the financial statements auditor and other providers of audit and assurance services shall be invited to attend meetings as appropriate.

The establishment, terms of reference, constitution and membership of the Audit committee shall be reviewed annually by the AATB.

3.1 Chair

The Committee shall appoint a Chair and a Vice Chair from within the Committee to hold office for one year commencing on 1 September each year and shall be eligible for re-appointment.

3.3 Clerk

The Clerk to the Trustees shall attend all meetings of the Committee and shall record the minutes of meetings.

Approved minutes will become available for public scrutiny with the exception of agreed confidential items.

3.4 Quorum

The quorum for each committee meeting shall be three committee members.

3.5 Meetings

The Committee shall hold meetings as frequently as it decides is appropriate to discharge its functions effectively but shall hold at least termly meetings. The internal auditors, financial statements auditors and other providers of audit and assurance services may request a meeting of the Committee if they consider that one is necessary and the Committee will endeavour to comply with such requests.

Pay and Performance Committee Terms of Reference

1. Introduction & Purpose

- 1.1. The purpose of the Pay and Performance Committee is to support the Board of Trustees in fulfilling its corporate governance and oversight responsibilities by providing advice that is independent of management on all items relating to pay and remuneration of its employees. It shall ensure compliance with School Teachers Terms and Conditions, policy and procedure agreed by the Board and liaise with other committees as necessary.
- 1.2. These Terms of Reference are in place to enable the Trust Board to deliver its responsibility and accountabilities highlighted within the Articles of Association, Academies Financial Handbook and the Trust Scheme of Delegation. In the event of uncertainty regarding these terms of reference the scheme of delegation and/or articles the latter takes priority.

2. Scope of the Committee's duties and responsibilities

- 2.1. to appoint a Chair of the Committee each year;
- 2.2. to achieve the aims of the Trust-wide pay policy in a fair and equal manner;
- 2.3. to apply the criteria set by the Trust-wide pay policy in determining the pay of each member of staff at the annual review;
- 2.4. to review the Trust Pay Policy annually;
- 2.5. to review the Trust Appraisal Policy;
- 2.6. to ensure a consistent approach to appraisal and benchmarking of proposed pay awards and new posts has taken place;
- 2.7. to observe all statutory and contractual obligations for both teachers and support staff;
- 2.8. to receive individual academy proposals and consider the recommendations made by the Principal/head of school in order to determine the final pay award decisions for each academy;
- 2.9. to review the pay scales used by the Trust, including approving any annual proposed annual pay awards/rises;
- 2.10. to ensure that minutes clearly reflect the reasons for all decisions and report the fact of these decisions to the next meeting of the full Trust Board;
- 2.11. to work with the Principals and/or head of schools in ensuring that the Trust Board complies with the Appraisal Regulations 2012 (teachers).
- 2.12. To ensure executive pay is in line with requirements of Academies Financial Handbook 2021 by ensuring its approach to pay and benefits is transparent, proportionate and justifiable including:
 - ensuring the procedure for determining executive pay and benefits, and keeping them proportionate, is agreed by the Board in advance and documented
 - ensuring that decisions about executive pay and benefits reflect independent and objective scrutiny by the Board and that conflicts of interest are avoided
 - ensuring factors that determine pay and benefits are clear, well evidenced and fully documented.

- ensuring the presumption that executive pay and benefits does not increase at a faster rate than that of teachers, in individual years and over the longer term.
- ensuring the Trust publishes on its website, in a separate readily accessible form, the number of employees whose benefits exceeded £100k.

3. Constitution and Membership

- 3.1. The Pay and Performance Committee will be appointed by the Board of Trustees from among its own members.
- 3.2. There shall be up to 4 members, the majority being Trustees of Alexandra Academy Trust; a quorum shall be at least 2 members of the Committee.
- 3.3. Up to 2 associate members may be appointed to the Committee. They may contribute to meetings but have no voting authority within the Committee meetings.
- 3.4. No vote on any matters shall be taken at a meeting of the Pay and Performance Committee unless the majority of voting members present are Trustees.
- 3.5. Only members of the Committee may vote at the meeting. Where necessary, the Chair may have a second or casting vote.

Membership: Up to 4 Trustees Quorum: 3

In attendance: CEO/Principals as appropriate (for their school item only), Chief Financial Officer, Clerk to the Board.

4. Frequency of Meetings and Administration

- 4.1. The Committee is authorised by the Trust Board to:
 - carry on any activity authorised by these terms of reference; and
 - carry out pay duties highlighted in the scheme of delegation that are allocated to the Board of Trustees providing recommendations where appropriate;
 - seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made.
- 4.2. Meetings shall normally be held a minimum of once a year in the autumn. The CEO, HR Advisor or Chief Financial Officer may request additional meetings throughout the year if they consider it necessary.
- 4.3. Approval of policies and documents may, at times, be required outside of Committee meetings. In such circumstances, approval can be sought via e-mail through the Clerk.
- 4.4. Where a quorum of responses is not received by the approval date, the approval will be requested from the full Board of Trustees via e-mail through the Clerk.

Finance and Resources Committee Terms of Reference

1. Introduction & Purpose

Under the scheme of delegation for the Alexandra Academy Trust, the Finance & Resources Committee is responsible to the Trust Board.

The aim and purpose of the Committee is to assist the Trust Board in the discharge of its strategic responsibilities for;

1. Monitoring the financial performance of the Trust and its academies.
2. Reviewing and approving capital projects.
3. Monitoring of key Human Resources performance indicators.
4. Monitoring the effective usage and maintenance of the Trust estates

2. Scope of the Committee's duties and responsibilities

The Committee is authorised to:

- Investigate any activity within its Terms of Reference.
- Seek any information it reasonably requires for the proper performance of its role.
- In compliance with all procurement and value for money requirements, obtain such external legal or other independent professional advice as is reasonably necessary for the performance of their role, the cost of which shall be borne by the Trust.

In respect of finance policy the Committee is authorised to:

- In consultation with the CEO and Principals, recommend to the Board for approval the first formal three-year budget plan of the financial year.
- Ensure that the Academy Trust operates and complies within the requirements of the Academies Financial Handbook, Trust Scheme of Delegation and Academy Financial Management Policy.
- Review, adopt and monitor the Manual of internal financial procedures and other finance related policies and procedures which include the scheme of delegation for spending for the Board of Trustees, its committees, Principals and other nominated staff.
- Make recommendations to the Board of Trustees where appropriate;
- Inform academies and the Trust Board of any changes in legislation and/or policy which may affect the day to day running of an academy or the Trust.

In relation to financial decision-making & planning the Committee is authorised to:

- Ensure the establishment of a three-year plan taking into account the agreed priorities of the Academy Development Plans by recommendation to the Board for approval.
- Approve a detailed annual budget (revenue and capital expenditure), which incorporates the agreed priorities of the Trust's strategic plans;
- Authorise all contracts and expenditure between the limits set by the Scheme of

Delegation and Manual of Internal Financial Procedures;

- Recommend a consolidated budget and central top slice charges to academies to the full Board on an annual basis.
- Make decisions on expenditure following recommendations from the CEO and Curriculum & Standards Committee, in line the with the scheme of delegation;
- Receive reports from any other committees that may have financial implications on the operation of the schools and Trust (including the Pay and Performance Committee and Local Governing Bodies, if applicable);
- To ensure the Trust has suitable arrangements in place to hold and maintain a fixed asset register.

In relation to financial monitoring the Committee is authorised to:

- Monitor the income and expenditure throughout the year of all funds against the annual budget plan in monthly management accounts produced by the Chief Financial Officer (or equivalent);
- Oversee and challenge pupil number projections and review these termly.
- Monitor monthly accounts for all academies and the Trust;
- Monitor and report on pupil premium expenditure in line with associated guidance;
- Monitor and report on grant funding allocations in line with associated guidance;
- Monitor the Trust’s cash flow position and ensure effective treasury management;
- Report to the Board any significant variances in the performance of the academy against the annual budget plan;
- Monitor financial risk and regularly review the Trust Risk Register to ensure that it is fit for purpose;
- To oversee the Schools resource management self-assessment tool completion and timely submission.
- Review performance against agreed key financial performance indicators on a regular basis
- Control/monitor delegated budgets.
- Receive and recommend the annual financial statements to the Board of Trustees for approval.
- Ensure that the conditions of the Trust’s Funding Agreement are met, including compliance with the Academies Financial Handbook.

3. Constitution and Membership

The committee shall comprise at a minimum:

- Four committee members, appointed by the Trust Board, the majority of which will be Trustees. The Chief Executive Officer, Chief Finance Officer and any other member of senior management staff may not be members of the Committee.
- Other members may be co-opted to the committee to provide specific skills, expertise and sector representation to support the efficient operation of the Committee.
- The Chief Executive Officer and the Chief Finance Officer together with appropriate senior staff as appropriate from member institutions, will be ‘in-attendance’ without voting rights at Committee meetings.

The establishment, terms of reference, constitution and membership of the Audit committee shall be reviewed annually by the AATB.

3.1 Chair

The Committee shall appoint a Chair and a Vice Chair from within the Committee to hold office for one year commencing on 1 September each year and shall be eligible for re-appointment.

3.3 Clerk

The Clerk to the Trustees shall attend all meetings of the Committee and shall record the minutes of meetings.

Approved minutes will become available for public scrutiny with the exception of agreed confidential items.

3.4 Quorum

The quorum for each committee meeting shall be three committee members.

3.5 Meetings

The Committee shall hold meetings as frequently as it decides is appropriate to discharge its functions effectively but shall hold at least termly meetings

Curriculum and Standards Committee Terms of Reference

1. Introduction & Purpose

The purpose of the Curriculum and Standards Committee is to:

- support the Board of Trustees in fulfilling statutory duties relating to curriculum, standards and safeguarding;
- support the Board in understanding the unique context of each academy whilst ensuring a consistent approach to reporting;
- support the Board in understanding relevant key performance indicators, including performance, progress, outcomes, behaviour, attendance;
- support the strategic role of school and Trust leadership;
- support and challenge by linking the work of committees to key priorities in the Trust's strategic plans.

2. Scope of responsibilities

- 2.1. To monitor key performance indicators and consider how these reflect local and national performance data.
- 2.2. To ensure that all learners receive a broad and balanced, inclusive curriculum in line with statutory requirements.
- 2.3. To provide effective challenge on educational performance and academic progress of pupils to ensure the best possible outcomes for all children.
- 2.4. To understand the needs of the academies, particularly in relation to the Social, Emotional and Mental Health needs of pupils.
- 2.5. To monitor the views of pupils and to evaluate the ways in which each academy actively responds to pupil views;
- 2.6. To monitor the views of parents/carers/guardians to evaluate the ways in which each academy actively responds to the views of parents/carers/guardians;
- 2.7. To ensure that effective safeguarding procedures are in place across the academies.
- 2.8. To be assured that parents/carers/guardians receive the results of statutory assessments, an annual report on learner's educational achievements and relevant curriculum information about each academy through the prospectus and website;
- 2.9. To monitor provision for all groups of vulnerable children to ensure that their needs have been identified and addressed, and to evaluate their progress and achievement.
- 2.10. To monitor the progress and standards of the pupil premium group and those designated as vulnerable by the academy/Trust

To regularly review, publish and report on the special educational needs policy, monitor provision and ensure that statutory requirements and the Education, Health and Care Plans of children with Special Educational Needs and disabilities are met.

- 2.11. To monitor provision for looked after children and evaluate their progress and achievement.
- 2.12. To monitor EAL provision and to ensure that the needs of children are met
- 2.13. To regularly review assessment policy and practice and ensure that the policy is operating effectively.
- 2.14. To ensure that a teaching and learning policy is in place, appropriately resourced and regularly review the operation of the policy.
- 2.15. To review progress against the targets in the School Development Plans and the action plans which underpin them.
- 2.16. To review, adopt and monitor the statutory policies and procedures related to curriculum provision, behaviour, attendance and educational standards.
- 2.17. To monitor student behaviour and attendance.
- 2.18. To agree the school curriculum (beyond those dictated by the current Government regulations)
- 2.19. To keep under review the requirements of the Equalities Act 2010 with reference to particular characteristics, in relation to the curriculum, teaching and learning, assessment, achievement and progress; monitor implementation of the scheme, assess its impact on staff, learners and parents/carers/guardians and report emerging issues to the Board of Trustees.
- 2.20. To recommend targets for school improvement to senior leaders.
- 2.21. To monitor and agree curriculum policies for each academy.
- 2.22. To review the policy and provision for RE, collective worship and spiritual development, including providing information to parents/carers/guardians and make recommendations as necessary.
- 2.23. To review the policy and provision for sex and relationships education including providing information to parents/carers/guardians and make recommendations where necessary.

3. Constitution and Membership

Membership: A minimum of 4 Trustees

Quorum: 3 Trustees

In attendance (agreed in advance by the Chair): CEO, Clerk. As invited Principals, Deputy / Assistant Heads.

4. Frequency of Meetings and Administration

- 4.1. The Committee will meet at least once per term and be prepared to meet up to 6 times a year; otherwise as required unless its core function is fulfilled by the full Board;
- 4.2. The Committee will receive reports from the academies in sufficient detail to enable it to undertake its strategic responsibilities for planning, monitoring and evaluation;
- 4.3. Whenever possible, reports will be shared in common across the academies.
- 4.4. The Committee is authorised by the Trust Board to:
 - carry on any activity authorised by these terms of reference;
 - seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made.
- 4.5. Proceedings of Committee Meetings
 - a) Every matter to be decided at a meeting of the Committee must be determined by a majority vote of the members present and voting on the matter;
 - b) Where there is an equal division of votes the Chair shall have a casting vote;
 - c) A register of attendance shall be kept for each Committee meeting and published annually on the Trust's website in accordance with the Academies Financial Handbook.
 - d) Approval of policies and documents may, at times, be required outside of Committee meetings. In such circumstances, approval can be sought via e-mail or Governor Hub through the Clerk.
 - e) Where a quorum of responses is not received by the approval date, the approval will be requested from the full Board of Trustees via e-mail through the Clerk.

Local Governing Body Terms of Reference

Introduction & Purpose

The Local Governing Board Terms of Reference relates to all academies and settings across the Alexandra Academy Trust.

The Alexandra Academy Trustees Board (AATB) has established for each Academy a Local Governing Body (the LGB). Each LGB's role is to provide advice to the AATB in relation to the functioning of the relevant Academy. The areas upon which each LGB will provide such advice, appropriate comments and recommendations are set out below.

It has three key functions: Overseeing the financial performance of the school and making sure its money is well spent. Holding the Principal to account for the educational performance of the school and its pupils. Ensuring clarity of vision, ethos and strategic direction.

2. Scope of the Committee's duties and responsibilities

- To receive and provide input into the School Development Plan
 - To review termly progress against the School development action plan
 - To review and monitor the Academy's budget including approval of the top slice to the Trust.
 - To review the Academy staffing structure
 - To ensure that all learners receive a broad and balanced, inclusive curriculum in line with statutory requirements
 - To provide effective challenge on educational performance and academic progress of pupils to ensure the best possible outcomes for all children
 - To monitor behaviour and attendance within school
 - To review and adopt standalone school policies
 - To review and monitor the implementation of policies
 - To monitor the views of staff, pupils, parents carers and guardians and how the school responds
 - To monitor provision, progress and standards for all vulnerable groups of children (including pupil premium, EAL and LAC) to ensure their needs have been identified and addressed.
 - To monitor the implementation and impact of the pupil premium, sports premium and any other grants, for example the covid catch up premium.
 - To set and monitor all pupil attainment targets
- To review and monitor the SEND provision to ensure statutory requirements and EHC plans are being met.
- To appoint Parent Governors when elected
 - To appoint Local Governing Board members in consultation with Trustees
 - To agree the annual schedule of LGB business
 - To review the work of the LGB and provide an annual impact statement to the Board of Trustees
 - To monitor staff and pupil wellbeing
 - To set up as required panels for suspensions, exclusions, admissions, appeals
 - To set up as required panels for staff disciplinary/ dismissal
 - To review and monitor safeguarding practice within school

- To review and monitor standards of Health and Safety within school
- To ensure critical incident policy and procedures are in place
- To ensure the website is statutorily compliant
- To complete appropriate training as required

3. Constitution and Membership

Each LGB shall comprise at a minimum:

- two parents of a pupil at the relevant Academy (to be elected by the parents of registered pupils of the relevant Academy)
- one employee at the respective Academy (to be elected by employees of the respective Academy).
- Further appointments to each LGB will be at the discretion of the AATB.

The establishment, terms of reference, constitution and membership of each LGB shall be reviewed annually by the AATB.

3.1 Chair

The Chair of the LGB shall be appointed by the AATB in consultation with the LGB each September from among the members of the LGB, provided this is someone other than an employee at the relevant Academy.

3.2 Vice Chair

The Vice Chair shall be elected each September from amongst the members of the LGB, provided this is someone other than an employee at the relevant Academy.

3.3 Clerk

The LGB Clerk shall be appointed by the AATB.

3.4 Quorum

The quorum for each LGB shall be three governors (excluding staff) or one-third of those governors eligible to vote.

3.5 Meetings

The LGB shall meet as often as is necessary to fulfil its responsibilities and not less than once per term. Minutes of meetings will be recorded and included among the supporting papers for the next meeting of the AATB.

3.6 Agendas

The Clerk shall circulate an agenda for each meeting, together with any supporting papers, at least one week in advance of the meeting.

3.7 Decisions

Decisions may be taken only by members of the LGB. Where necessary, the LGB Chair will have a second or casting vote.

3.8 Chair's Action

In the event that an urgent decision has to be taken between meetings on matters falling within the remit of the LGB, the LGB Chair shall have delegated authority to make any such decisions following consultation with the LGB. The decisions taken and reasons for the urgency shall be explained and ratified at the next meeting of the LGB.

In exceptional circumstances a Special Meeting of the LGB may be called.

Membership: min 7 max 10 quorum half total of Board (or half those in post)

In attendance: CEO / Principals as appropriate, Clerk to the Board.

4. Frequency of Meetings and Administration

- 4.1. The Committee is authorised by the Trust Board to carry on any activity authorised by these terms of reference;
- 4.2. Meetings shall normally be held a minimum of three times a year in. The CEO, may request additional meetings throughout the year if they consider it necessary.
- 4.3. Approval of policies and documents may, at times, be required outside of Committee meetings. In such circumstances, approval can be sought via e-mail through the Clerk.
- 4.4. Where a quorum of responses is not received by the approval date, the approval will be requested from the Full Board of Trustees via e-mail through the Clerk.

APPENDIX 4

Register of Personal, Business & Educational Interests

Alexandra Academy Trust

It is necessary for the Trust Board to establish a Register of Interests of the Trustees, governors and staff which will be open for inspection. Trustees, governors and staff should declare any association they have with companies or individuals from which the Trust may wish to obtain goods or services and links with other Schools or Trusts in which they serve as a Trustee/governor. The reason for the Register is to ensure that those individuals responsible for managing and spending public money demonstrate that they do not benefit personally from decisions that they make. Trustees must also disclose any links they have with educational establishments such as governor/staff/volunteer member of another School or Institution.

Please complete this form, ticking the box that applies to you, and return it to the Clerk or Chair of Trustees.

Name: _____ Trustee

I do not have any Personal and Pecuniary Interests

I have the Personal and Pecuniary Interests listed below:-

Date from which involved	Name of Company or Individual	Link (e.g. wife/brother/member of staff/other School where you are a governor or member of educational establishment)	Date ceased (where applicable)

*By signing the declaration Trustees understand that their details are required by the Department for Education to be entered into **GIAS** (national government database which includes details of all Trustees and governors of all maintained Schools and academies – data is not publicly available).*

Note: Generally, if the School wishes to purchase goods or services from a company or individual and you or a relative (including partner) have an association with that company or individual then you have a pecuniary interest. Therefore, if you have such an interest you cannot take part in any discussions at School meetings where the purchase is being considered. If you are a Trustee you must withdraw from the meeting and cannot vote.

Please note that both the School Governance Regulations and model Articles also are clear that failure to reveal this information should lead to a charge of bringing the governing body into disrepute and suspension of the governor. Oral declarations of interest must also be made at each meeting and governors will leave the meeting for appropriate related items.

Confirmation of Eligibility

Statutory Guidance on School Governance Constitution Regulations 2012:

Notification of Appointments, term of office, removal and disqualification (part 4 of the regulations)

Alexandra Academy Trust

Notification of appointments (regulation 16)

The person making an appointment or nominating a person to be appointed to the governing body must give written notice to the clerk of the name and usual place of residence of the person nominated or appointed.

Qualifications and disqualifications (regulation 17 and schedule 4 to the regulations)

Grounds for disqualification fall into three broad categories:

- general grounds;
- grounds that apply to particular categories of governor;
- grounds that arise because of particular failings or actions on the part of the governor; and
- All the grounds for disqualification apply also to associate members except that associate members can be registered pupils at the School and can be under 18.

General grounds:

Registered pupils cannot be Trustees or governors.

A Trustee must be aged 18 or over at the time of election or appointment.

A person cannot hold more than one Trustee/governor post at the same School at the same time.

Grounds that apply to particular categories of governor:

A person is disqualified from being a parent governor if they are an elected member of the LA or paid to work at the School for more than 500 hours (i.e. for more than one-third of the hours of a full-time equivalent) in any consecutive twelve-month period (at the time of election or appointment).

A person is disqualified from being a LA governor if they are eligible to be a staff governor.

A person is disqualified from being a partnership governor if they are:

- a parent of a registered pupil at the School;
- eligible to be a staff governor at the School;
- an elected member of the LA; or

- employed by the LA in connection with its education functions.

Grounds that arise because of particular failings or actions on the part of the governor:

A person is disqualified from being a Trustee/governor of a particular School if they have failed to attend the meetings of the governing body of that School for a continuous period of six months, beginning with the date of the first meeting they failed to attend, without the consent of the governing body. This does not apply to the Principal or to foundation governors appointed by virtue of their office.

A foundation, LA, co-opted or partnership governor at the School who is disqualified for failing to attend meetings is only disqualified from being a governor of any category at the School during the twelve-month period starting on the date on which they were disqualified.

A person is disqualified from holding or continuing to hold office if that person:

- is the subject of a bankruptcy restrictions order or an interim order, debt relief restrictions order, an interim debt relief restrictions order or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
- is subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986, a disqualification order under Part 2 of the Companies (Northern Ireland) Order 1989, a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002, or an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order);
- has been removed from the office of charity trustee or trustee for a charity by the charity commission or commissioners or high court on grounds of any misconduct or mismanagement, or under section 34 of the Charities and Trustee Investment (Scotland) Act 2005 from being concerned in the management or control of anybody;
- is included in the list of teachers or workers considered by the Secretary of State as unsuitable to work with children or young people;
- is barred from any regulated activity relating to children;
- is subject to the direction of the Secretary of State under Section 128 of the Education and Skills Act 2008.
- is disqualified from working with children or from registering for child minding or providing day care;
- is disqualified from being an independent School proprietor, teacher or employee by the Secretary of State;
- has been sentenced to three months or more in prison (without the option of a fine) in the five years before becoming a governor or since becoming a governor;
- has received a prison sentence of two years or more in the 20 years before becoming a governor;
- has at any time received a prison sentence of five years or more;
- has been fined for causing a nuisance or disturbance on School premises during the five years prior to or since appointment or election as a governor; or
- refuses a request by the clerk to make an application to the Criminal Records Bureau for a criminal records certificate.

Anyone proposed or serving as a governor who is disqualified for one of these reasons must notify the clerk to the governing body or the Chair of the Board.

Code of Conduct for the Trustees Of Alexandra Academy Trust

This code sets out the expectations on and commitment required from Trustees in order for the governing board of Alexandra Academy Trust to properly carry out its work within the school/s and the community.

Upon approval by the Trust Board, the Code will apply to all governors/trustees/academy committee members.

This Code should be read in conjunction with the relevant laws and protocols.

August 2020 (National Governance Association)

As Trustees, we will focus on our strategic functions:

1. ensuring there is clarity of vision, ethos and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent
4. ensuring the voices of stakeholders are heard

As individuals on the Board we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day to day management.
2. We will develop, share and live the ethos and values of our school/s.
3. We agree to adhere to school/Trust policies and procedures as set out by the relevant governing documents and law.
4. We will work collectively for the benefit of the school/s.
5. We will be candid but constructive and respectful when holding senior leaders to account.
6. We will consider how our decisions may affect the school/s and local community.
7. We will stand by the decisions that we make as a collective.
8. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
9. We will only speak or act on behalf of the board if we have the authority to do so.
10. We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
11. When making or responding to complaints we will follow the established procedures.
12. We will strive to uphold the school's / Trust's reputation in our private communications (including on social media).

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board, and accept our fair share of responsibilities, serving on committees or working groups where required.

2. We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will become well acquainted with the schools and respond to opportunities to involve ourselves in school activities.
5. We will visit the school/s and, when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting the school in a personal capacity (i.e. as a parent/carer/guardian), we will continue to honour the commitments made in this code.
7. We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with school leaders, staff, parents/carers/guardians and other relevant stakeholders from our local community/communities.
2. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
3. We will support the Chair in their role of leading the Board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business and these will be recorded in the Register of Business Interests.
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the Register of Business Interests will be published on the school/trust's website.
5. We will act in the best interests of the school/Trust as a whole and not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of Trustee and the body responsible for appointing us will be published on the school's website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database of governors (Get information about schools), some of which will be publicly available.

GDPR (General Data Protection Regulations)

We commit to upholding the policies and practices of the Trust' GDPR policy and will act in good faith regarding the handling of any data in relation to our role as governors/trustees.

The local governing board agrees that this code of conduct will be reviewed annually, upon significant changes to the law and policy or as needed and it will be endorsed by the full Trust Board.

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

Undertaking

As a Trustee of the Board of Alexandra Academy Trust, I will always have the well-being of the children and the reputation of the Trust at heart. I will do all I can to be an ambassador for the Trust, publicly supporting its aims, values and ethos. I will never say or do anything publicly that would embarrass the Trust, the Board, the Principal or the Staff.

Declarations:

- I have completed the Register of Personal and Pecuniary interests to the best of my knowledge
- I have read the above undertaking in conjunction with the Code of Conduct, and agree to the terms therein
- I declare that none of the circumstances listed in the Confirmation of Eligibility will disqualify my eligibility to hold or continue to hold office in the role of Trustee.

Signature: _____

Name: _____

Date: _____

APPENDIX 5

MEMBERS (5)	Position	Link Responsibility
Steve James		
David Warr		
Dr Aswin Sayiram		
Mark Bayley		
Alex Thompson		
Trustees (10)		
Alan Guildford	Chair	
Gill Edwards	Vice Chair	SEND
Pauline Turner		Safeguarding
Gordon Fairbairn		
David Malam		Health and Safety, Pupil Premium
Julie Alexander-Orrell		
Rachael Day		
Pam Simpson	CEO	
Vacancy		
Vacancy		
Local Governors Haslington		
Donna Mitchell	Principal	
Olivia Morris	Staff Governor	
Pauline Turner	Chair	Safeguarding, Cared for Children, Pupil Premium, Attendance, Behaviour/PSHE, MFL, PE
Peter Duncalfe	Vice Chair/ Parent Governor	Maths, History, Computing
Naomi Coates		EYFS, Forest School/Outdoor Learning, English, Reading, Phonics
Jaki Singleton		SEND, Mental Health, Art/DT, RE
Alex Lewis	Parent Governor	Health and Safety, Geography, STEM/Science, Music
Alex Atwell		
Local Governors Monks Coppenhall		
Carl Leech	Principal	
Robert Alcock	Deputy Principal	
Abbie Vallance	Staff Governor	
Gordon Fairbairn	Chair	Health and Safety, Attendance Pupil Premium
Julie Massen	Co-Vice Chair	Safeguarding, Maths, Early Years
Lynn Kelly	Co Vice Chair	SEND, English, Reading, Writing and Phonics
Marion McKenzie		RE, RSHE, Music
Dale Ollier	Parent Governor	Science/STEM, Computing, Online Safety, Cybersecurity
Vicky Elford		PE/Sports Premium, MFL

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