



SCHEME OF DELEGATION

made between

Diocese of Norwich St Benet's Multi Academy Trust

and

*The Local Governing Body of
The Harleston Federation of Church of England Academies*

EFFECTIVE DATE: 1 September 2019

Summary of Changes

The following amendments have been made to the Scheme of Delegation

Page Ref.	Section	Amendment	Date of Change
9	5.1.2.3	Addition of the following text: <i>(number subject to variation with prior agreement of the Trustees)</i>	July 2019
11	5.4	Removal of para (iii) under 5.4.1 The term of office for any person serving on the LGB shall be 4 years, save that this time limit shall not apply to: <i>(iii) persons who are “co-opted” to the LGB, who shall serve for up to three years.</i> (NB: this means that Co-opted governors will now have a term of office of 4 years).	July 2019
15	6.2.1	The following text has been removed: <i>Trustees will work in conjunction with the LGB to agree appropriateness to the local audience and to reflect the unique distinctiveness of ASHS and Harleston CE Primary Academy.</i>	
17	6.5.1	The following text has been removed: <i>Trustees will involve the LGB and take note of their views but will not be bound by them.</i>	
28	F.10	Changed from: <i>provided that no quorum shall be reached unless a majority of the Trust appointed LGB members are present</i> To: <i>provided that no quorum shall be reached unless at least one Trust appointed LGB member is present</i>	July 2019
32-47	App 2	The Scheme of Delegation Checklist has been re-issued to include some new responsibilities (as shown below), and new columns for Members and CEO.	July 2019
32	App 2	Introductory section for Appendix 2 has been amended to show the Governance Structure and a key for the Checklist.	July 2019
34	App 2	Addition of new Responsibility 6: <i>To develop the Academy budget and propose to the LGB and the Trust Financial Controller</i>	July 2019
34	App 2	Responsibility 6 changed to 7 and reworded	July 2019
34-35	App 2	Responsibilities 7-17 renumbered	July 2019
35	App 2	Responsibility 10 (was 9) has additional wording: <i>providing that the overall budget result is unchanged from that agreed by the Trust</i>	July 2019
35	App 2	Responsibility 11 (was 10) changed from:	July 2019

Page Ref.	Section	Amendment	Date of Change
		<p><i>To approve any virement between budget headings and/or likely budget overspends except where this would produce a deficit</i></p> <p>To:</p> <p><i>To propose to the Trust Financial Controller likely budget overspends where this would produce a deficit and to seek approval from the Trust.</i></p>	
35	App 2	<p>Responsibility formerly numbered 17 removed:</p> <p><i>To make payments within financial limits set out in the Finance Policy</i></p>	July 2019
35	App 2	<p>New Responsibility 18 allocated to Members:</p> <p><i>To receive annual accounts (statutory financial reporting)</i></p>	July 2019
36	App 2	<p>New Responsibility 19 allocated to Trust Board:</p> <p><i>To appoint the Chief Executive Officer</i></p>	July 2019
36	App 2	<p>New Responsibility 20 allocated to Trust Board:</p> <p><i>To appoint the Trust senior team</i></p>	July 2019
44	App 2	<p>New Responsibility 95 allocated to Trust Board:</p> <p><i>To agree proposed amendments to the Articles of Association</i></p>	July 2019
44	App 2	<p>New Responsibility 96 allocated to Members:</p> <p><i>To approve amended Articles of Association, once consent has been obtained from ESFA/DfE (and Charities Commission, if required)</i></p>	July 2019
45	App 2	<p>New Responsibility 97 allocated to Members:</p> <p><i>To make changes to Funding Agreement or name of Company</i></p>	July 2019
45	App 2	<p>New Responsibility 98 allocated to Members and Trust Board:</p> <p><i>To ensure clear structures and systems are in place to manage public funds in line with the Nolan principles and to protect the reputation of the the Trust and academies within the Trust</i></p>	July 2019
45	App 2	<p>New Responsibility 99 allocated to Members:</p> <p><i>To appoint and remove Trustees in accordance with the Articles of Association</i></p>	July 2019
45	App 2	<p>New Responsibility 100 allocated to Members:</p> <p><i>To appoint and remove the Trust's external auditors</i></p>	July 2019
47	App 2	<p>New Responsibility 116 allocated to Members:</p> <p><i>To carry out annual self-review of the Trust Board and committee performance</i></p>	July 2019
47	App 2	<p>New Responsibility 118 allocation to LGB:</p> <p>To carry out succession planning of LGB members based on skill-set review</p>	July 2019
48	App 3	Term of Office for Co-Opted Governors amended to 4 years	July 2019
6	5.1.2	Addition of the following text:	July 2018

Page Ref.	Section	Amendment	Date of Change
		(Appendix 3 shows the constitution of the Local Governing Body of "LGB name" for this academic year).	
6	5.1.2.2	Addition of the following text: In the case of a new federation, 2 staff members from different academies may be appointed for one term of office following which it will usually revert to 1 staff member across the federation. Extending this arrangement will need approval from the Trust Board.	July 2018
7	5.1.2.5	Addition of new clause: The Incumbent, "Incumbent" either the priest incumbent of the parish[es] of [parishes names] or such other person as the Incumbent shall nominate, and the Trustees shall appoint under clause 5.2.1	July 2018
7	5.2.1	Addition of the following text: (including the appointment of the Incumbent as in clause 5.1.2.5 above)	July 2018
37	Appendix 3	Addition of Appendix to show the constitution of this LGB for the current academic year	July 2018

THIS SCHEME OF DELEGATION (which in this document is referred to as the "**Scheme**") is made on 1 September 2019 between:

(1) The Diocese of Norwich Education and Academies Trust a company limited by guarantee and registered in England and Wales under company number 8737435 (the "Company");
and

(2) THE LGB OF The Harleston Federation of Church of England Academies (the "LGB").

1. DEFINITIONS AND INTERPRETATION

1.1 In this Scheme:

"**Academy**" has the meaning ascribed to it in clause 2.1;

"**Academies Financial Handbook**" means the DfE's financial handbook for Academies in force from time to time;

"**Articles**" means the Articles of Association of the Company;

"**Budget**" means the annual budget set by the Trustees for the Academy in accordance with the Master Funding Agreement and/or the Relevant Funding Agreement;

"**DBE**" means the Diocesan Board of Education for the diocese within which the Academy is situated;

"**Trustees**" means the Trustees (Directors) of the Company;

"**Effective Date**" means 1 September 2019;

"**Incumbent**" means Priest incumbent of the parish of Redenhall with Harleston;

"**LGB**" means the local governing body of the Academy constituted by clause 4.4 of this Scheme and pursuant to Articles 100 - 104;

"**Master Funding Agreement**" means the Master Funding Agreement entered into by the Company and the Secretary of State on 31st October 2013;

"**Headteacher**" means the headteacher or principal of the Academy;

"Relevant Funding Agreement" means the Supplemental Funding Agreement entered into by the Company and the Secretary of State in respect of the Academy on 1 August 2018;

"Secretary of State" means the Secretary of State for Education and his successors

"Trustees" (Directors) as defined in the Articles.

Except as expressly provided in this Scheme, words and expressions not defined in this Scheme shall have the same meaning accorded to them in the Articles and the Relevant Funding Agreement entered into by the Company.

- 1.2 Reference in this Scheme to clauses, paragraphs and annexes shall, unless otherwise stated, be to clauses, paragraphs and annexes of this Scheme.
- 1.3 In the event of conflict between any provision of this Scheme and the Articles, the Articles shall prevail.

2. INTRODUCTION

- 2.1 As a charity and company limited by guarantee, the Company is governed by a board of Trustees who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. Archbishop Sancroft High School, Harleston Church of England Primary Academy (the "Academies") are two of the academies.
- 2.2 The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Company and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. As the Academy is a Church of England academy, designated as such, the Trustees are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure 1991, and to the Trustees to ensure that the Academy is conducted as a Church of England school.
- 2.3 In order to discharge these responsibilities, the Trustees may appoint people with appropriate skills and knowledge to serve on the LGB which has been established to assist with the good governance of the Academy in accordance with clause 4.4 of this Scheme and Articles 100 - 104.
- 2.4 This Scheme explains the ways in which the Trustees fulfil their responsibilities for

the leadership and management of the Academy, the respective roles and responsibilities of the Trustees and the members of the LGB and the commitments to each other to ensure the success of the Academy.

2.5 This Scheme has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Company's Articles and it should be read in conjunction with those Articles as well as with:

(i) the Trustees' strategic plans and policies for the Academy;

(ii) any budget set for the Academy; and

(iii) any directions given or rules and regulations set by the Company Trustees.

2.6 References in this Scheme to numbered Articles shall be to the relevant provision of the Articles.

3. ETHOS AND MISSION STATEMENT

3.1 The Academy's ethos is as follows:

Recognising its historic foundation, the Academy will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level.

3.2 The Academy's mission statement is as follows:

The Academy aims to serve its community by providing an education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to all its pupils.

4. TRUSTEES' POWERS AND RESPONSIBILITIES

4.1 The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Company, including the establishing and running of schools and in particular the Academy as a Church of England school. This is both exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

4.2 The Trustees have a duty:

- 4.2.1 to comply with any lawful directions issued to the Company;
 - 4.2.2 to act in the fulfilment of the Company's objects; and
 - 4.2.3 to have regard to the advice of the DBE generally and in particular in respect of upholding the Company's objects.
- 4.3 Trustees will have regard to the interests of the other academies for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.
- 4.4 Article 101 provides for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the functions of the Trustees. In further recognition of the Trustees' power to delegate under Articles 102 and 105, and from the date of this Scheme, responsibility for the running of the Academy from the Effective Date will be delegated to the committee established by this Scheme and which shall be known as the LGB of the Academy.
- 4.5 The constitution, membership and proceedings of the LGB are determined by the Trustees and this Scheme expresses such matters as well as acknowledging any authority delegated to the LGB in order to enable the LGB to assist with the running of the Academy and fulfil the Academy's mission.

5. **CONSTITUTION OF THE LGB**

5.1 **Members of the LGB**

- 5.1.1 The number of people who shall sit on the LGB shall be not less than three and no more than sixteen but there must be a majority of Trust Appointed Governors, unless otherwise determined by the Trustees.
- 5.1.2 The LGB shall have the following members (Appendix 3 shows the constitution of the Local Governing Body of The Harleston Federation of Church of England Academies for this academic year):
 - 5.1.2.1 Up to 10 members, appointed under clause 5.2.1;
 - 5.1.2.2 1 staff member, appointed under clause 5.2.2; in the case of a new federation, 2 staff members from different academies may be appointed for one term of office following which it will revert to 1 staff member across the federation

5.1.2.3 2 parent members (number subject to variation with prior agreement of the Trustees) elected or appointed under clause 5.2.5; and

5.1.2.4 the Headteacher, and

5.1.2.5 The Incumbent; “Incumbent” either the priest incumbent of the Parish of Redenhall with Harleston or such other person as the Incumbent shall nominate, and the Trustees shall appoint as under clause 5.2.1.

5.1.3 The LGB may also have co-opted members appointed under clause 5.3.

5.1.4 The Trustees (all or any of them) shall also be entitled to serve on the LGB and attend any meetings of the LGB. Any Trustee attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.

5.1.5 All persons appointed or elected to the LGB shall give a written undertaking to the Trustees to uphold the objects of the Company.

5.2 **Appointment of members of the LGB**

General members

5.2.1 The Trustees may appoint up to 10 persons to serve on the LGB with a minimum of 6 (including the appointment of the Incumbent as in clause 5.1.2.5 above). The Trustees will have regard to nominations from the principal officiating ministers for the parishes in the area served by the Academies but shall not be bound by them.

Staff members

5.2.2 The Trustees may appoint 1 person who is employed at the Academy to serve on the LGB in the case of a single academy, or 2 persons employed by the Academies for one term of office in the case of a federation through such process as they may determine, provided that the total number of such persons (including the Headteacher) does not exceed one third of the total number of persons on the LGB. The positions held by those employed at the Academy (e.g. teaching and non teaching) may be taken into account when considering appointments.

- 5.2.3 In appointing persons to serve on the LGB who are employed at the Academy the Trustees may invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Headteacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees.

Ex officio members

- 5.2.4 The Headteacher and the Incumbent (if so appointed as a member by the Trustees under clause 5.1.2.5) shall both be treated for all purposes as being ex officio members of the LGB.

Parent members

- 5.2.5 Subject to clause 5.2.10, the parent members of the LGB shall be elected by parents of registered pupils at the Academy and they must be a parent of a pupil at the Academy at the time when they are elected.
- 5.2.6 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent members of the LGB, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of the LGB which is contested shall be held by secret ballot.
- 5.2.7 The arrangements made for the election of the parent members of the LGB shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the Academy by a registered pupil at the Academy.
- 5.2.8 Where a vacancy for a parent member of the LGB is required to be filled by election, the LGB shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

5.2.9 The number of parent members of the LGB required shall be made up by persons appointed by the Trustees if the number of parents standing for election is less than the number of vacancies.

5.2.10 In appointing a person to be a parent member of the LGB pursuant to clause 5.2.9, the Trustees shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

5.3 **Co-opted members of the LGB**

5.3.1 The Trustees may appoint up to 2 persons to be “co-opted” to the LGB. A person who shall be “co-opted” to the LGB means a person who is to serve on the LGB without having been appointed or elected to serve on the LGB. The Trustees may not co-opt a person who is employed at the Academy if thereby the number of persons employed at the Academy serving on the LGB would exceed one third of the total number of persons serving on the LGB (including the Headteacher).

5.4 **Term of office**

5.4.1 The term of office for any person serving on the LGB shall be 4 years, save that this time limit shall not apply to:

(i) the Headteacher who shall be treated for all purposes as being an ex officio member of the LGB;

(ii) the Incumbent (if so appointed as a member by the Trustees under clause 5.1.2.5) who shall be treated for all purposes as being an ex officio member of the LGB.

Subject to remaining eligible to be a particular type of member on the LGB, any person may be re-appointed or re-elected (including being “co-opted” again) to the LGB.

5.5 **Resignation and removal**

- 5.5.1 A person serving on the LGB shall cease to hold office if they resign their office by notice to the LGB (but only if at least three persons appointed under clause 5.2.1 will remain in office when the notice of resignation is to take effect).
- 5.5.2 Any person (including Parent members) serving on the LGB shall cease to hold office if the Trustees decide to remove them. Persons may be removed by Trustees where there is evidence that the person is not carrying out their role effectively, or is bringing the Trust into disrepute or is failing to uphold the ethos and values of the Trust.
- 5.5.3 If any person who serves on the LGB in their capacity as an employee at the Academy ceases to work at the Academy then they shall be deemed to have resigned and shall cease to serve on the LGB automatically on termination of their work at the Academy.
- 5.5.4 Where a person who serves on the LGB resigns their office or is removed from office, that person or, where they are removed from office, those removing him, shall give written notice thereof to the Trustees.
- 5.5.5 Any or all persons serving on the LGB may be removed when it is deemed necessary for that LGB to be replaced by a Transition Board.

5.6 **Disqualification of members of the LGB**

- 5.6.1 No person shall be qualified to serve on the LGB unless they are aged 18 or over at the date of their election or appointment. No current pupil or student of the Academy shall be entitled to serve on the LGB.
- 5.6.2 A person serving on the LGB shall cease to hold office if they become incapable by reason of illness or injury of managing or administering their own affairs.
- 5.6.3 A person serving on the LGB shall cease to hold office if they are absent without the consent of the Chair of the LGB from three consecutive full meetings of the LGB and the LGB resolves that their office be vacated.
- 5.6.4 A person shall be disqualified from serving on the LGB if:

- 5.6.4.1 Their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
- 5.6.4.2 They are subject of a bankruptcy restrictions order or an interim order.
- 5.6.5 A person shall be disqualified from serving on the LGB at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 5.6.6 A person serving on the LGB shall cease to hold office if they would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- 5.6.7 A person shall be disqualified from serving on the LGB if they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which they were responsible or to which they were privy, or which by their conduct contributed to or facilitated.
- 5.6.8 A person shall be disqualified from serving on the LGB where they have, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 (persons disqualified from being charity trustees or trustees of a charity) of the Charities Act 2011.
- 5.6.9 After the Academy has opened, a person shall be disqualified from serving on the LGB if they have not provided to the Trustees a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the chairman or the Headteacher confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be

disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

5.6.10 Where, by virtue of this Scheme, a person becomes disqualified from serving on the LGB; and they were, or was proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the Trustees.

5.6.11 This clause 5.6 [and paragraph B of Appendix One] shall also apply to any member of any committee of the LGB who is not a member of the LGB.

6. DELEGATED POWERS

6.1 General Provisions

6.1.1 Subject to the provisions of:

(a) the Companies Act 2006;

(b) the Articles;

(c) the strategic plan and policies of the Trustees of the Company;

(d) any Budget set by the Trustees for the Academy; and

(e) any directions given and rules and regulations set by the Trustees of the Company,

the management of the business of the Academy shall otherwise be delegated by the Trustees to the LGB who may exercise all the powers of the Company in so far as they relate to the Academy, in accordance with the terms of this Scheme.

6.1.2 No alteration of the Articles and no such direction shall invalidate any prior act of the LGB which would have been valid if that alteration had not been made or that direction had not been given.

6.1.3 Except as provided for in this Scheme, the powers given by this Scheme shall not be limited by any special power given to the Trustees by the Articles or to the LGB by this Scheme and a meeting of the LGB at which a quorum is present may exercise all the powers so delegated.

- 6.1.4 The Appendices to this Scheme set out the general principles and levels of delegation of responsibilities from the Trustees to the LGB and from there to individuals. The Appendices will be reviewed by the Trustees on an annual basis. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 6.1.5 Except as provided for in this Scheme and its Appendices, in addition to all powers hereby expressly conferred upon the LGB and without detracting from the generality of the powers delegated, the LGB shall have the following powers, namely:
- 6.1.5.1 to expend certain funds of the Company as permitted by clause 6.3.2 in such manner as the LGB shall consider most beneficial for the achievement of the Object in so far as it relates to the Academy; and
- 6.1.5.2 to enter into such contracts on behalf of the Company in so far as they relate to the Academy and are permitted by the Trustees.
- 6.1.6 In the exercise of its powers and functions, the LGB shall consider any advice given by the Headteacher and any other executive officer as well as the Trustees.
- 6.1.7 Any bank account in which any money of the Company in so far as it relates to the Academy is deposited shall be operated by the LGB in the name of the Company. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the LGB and the Trustees.

6.2 **Ethos and Values**

- 6.2.1 Whilst the LGB shall be responsible for ensuring that the Academy is conducted in accordance with its ethos and values referred to in clause 3, the determination of the Academy's ethos and mission statement shall be the responsibility of the Trustees.
- 6.2.2 At all times, the Trustees and the LGB shall ensure that the Academy is conducted in accordance with the object of the Company, the terms of any trust governing the use of the land which is used for the purposes of the

Academy, and any agreement entered into with the Secretary of State for the funding of the Academy.

6.3 Powers

Contracts

- 6.3.1 Whilst the LGB shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy pursuant to clause 6.1.4, the LGB shall first obtain the written consent of the Trustees via the Finance, Audit and Resources Committee to any contracts or expenditure or any single matter above £30,000.00, or any contract with a duration longer than 12 months. In addition, the LGB will notify the Trustees via the Finance, Audit and Resources Committee of any single matter of expenditure between £10,000 and £30,000.

Finance

- 6.3.2 The Trustees delegate to the LGB the responsibility to plan, manage and expend such of the monies received under the Relevant Funding Agreement or otherwise for the purposes of the Academy as may be determined each year by the Trustees in accordance with the Budget. All such activity must be in accordance with the Trust's Finance Policy and Financial Scheme of Delegation.
- 6.3.3 The accounts of the Company shall be the responsibility of the Trustees but the LGB shall provide such information about the finances of the Academy as often and in such format as the Trustees shall require. [Without prejudice to the above, the LGB shall provide monthly management accounts to the Trustees.]
- 6.3.4 The LGB shall ensure that proper procedures are put in place for the safeguarding of funds responsibility for which is delegated to them and that the requirements of the Academies Financial Handbook as per clauses 67 and 67A of the Master Funding Agreement are observed at all times as well as any requirements and recommendations of the Trustees and the Secretary of State.
- 6.3.5 The LGB shall inform the Trustees of any need for significant unplanned expenditure and will discuss with the Trustees (and others as the Trustees shall require) options for identifying available funding.

6.3.6 The LGB shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy and are responsibilities delegated to them pursuant to this Scheme, and in accordance with the Company's Finance Policy.

6.4 Premises

6.4.1 Subject to and without prejudice to clauses 6.3.4 and 6.4.5, the use of monies apportioned in the Budget for the routine maintenance of the buildings and facilities used in respect of the Academy will be the responsibility of the LGB, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trustees (and/or any others) as owners of such buildings and facilities.

6.4.2 The Trustees may have regard to, but not be bound by, the views of the LGB in developing any mid to long term estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard.

6.4.3 The responsibility for any disposals or acquisitions of land owned by the Company will be that of the Trustees.

6.4.4 Insuring the land and buildings used by the Academy will be the responsibility of the Trustees who will recover the cost from the budget delegated to the LGB.

6.5 Human Resources

6.5.1 Headteacher

The Trustees shall appoint the Headteacher in accordance with the Articles. The Trustees [and the LGB] may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the Academy (including the implementation of all policies set by the Trustees for the direction of the teaching and curriculum at the Academy). The LGB will be expected to take part in the selection and appointment process.

6.5.2 **Other Staff**

6.5.2.1 The Trustees shall be responsible for the appointment and contractual management and compliance of all other staff (to include teaching and non-teaching staff) to be employed by the Academy, but may delegate all or any of these powers to the LGB as it may see fit.

6.5.2.2 In so far as there is delegation of powers to the LGB pursuant to clause 6.5.2.1 above, the LGB shall:

6.5.2.2.1 comply with all policies dealing with staff issued by the Trustees from time to time;

6.5.2.2.2 take account of any pay terms set by the Trustees;

6.5.2.2.3 adopt any standard contracts or terms and conditions for the employment of staff issued by the Trustees;
and

6.5.2.2.4 manage any claims and disputes with staff members having regard to any advice and recommendations given by the Trustees.

6.5.2.3 The Trustees together with the LGB shall carry out the performance management of all staff (including the Headteacher) and shall put in place procedures for the proper professional and personal development of staff.

6.6 **Curriculum and Standards**

6.6.1 In recognition of the Trustees' obligation to the Secretary of State to provide a broad and balanced curriculum, the Trustees shall be responsible for the setting and review of the curriculum but shall have regard to, but not be bound by, any views of the LGB.

6.6.2 The Trustees shall be responsible for the standards achieved by the Academy and the pupils attending the Academy but may have regard to, but not be bound by, the advice and recommendations of the LGB.

6.6.3 Subject to the provisions of any statutory admissions code, the LGB shall be responsible for the review from time to time of the Academy's

admissions policy. The Trustees shall be ultimately responsible for the setting and approval of the admissions policy and no change will be made to the admissions criteria without the written consent of the Trustees.

6.6.4 Any decision to expand the Academy shall be that of the Trustees (with the written consent of the DBE) who shall have regard to, but not be bound by, the views of the LGB.

6.7 **Extended School and Business Activities**

Whilst the undertaking of any activities which would be described as part of the Academy's "extended schools agenda" or any activities designed to generate business income, shall be the responsibility of the LGB, this shall only be undertaken in a manner consistent with any policy set by the Trustees provided that:

(i) such policy is consonant with the trusts and ethos of the Academy; and

(ii) that the LGB shall have regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.

6.8 **Regulatory Matters**

The Trustees shall be responsible for the satisfaction and observance of all regulatory and legal matters but the LGB shall do all such things as the Trustees may specify as being necessary to ensure that the Company is meeting its legal obligations.

7. **OPERATIONAL MATTERS**

7.1 The LGB shall comply with the obligations set out in Appendix 2 which deals with the day-to-day operation of, and delegation of responsibilities to, the LGB.

7.2 The LGB will adopt and will comply with all policies of the Trustees communicated to the LGB from time to time.

7.3 Both the Trustees and all members of the LGB have a duty to act with integrity, objectivity and honesty in the best interests of the Company and the Academy and

shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

7.4 The LGB will review its policies and practices on a regular basis, having regard to recommendations made by the Trustees from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.

7.5 The LGB shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Trustees may require from time to time.

7.6 The LGB shall submit to any inspections by the Trustees, and any inspections pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican and Methodist Schools).

7.7 The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the LGB under this Scheme in such circumstances.

8. ANNUAL REVIEW AND TERMINATION

8.1 This Scheme shall operate from the Effective Date in respect of the named Academy.

8.2 This Scheme may be terminated by the Trustees at any time by giving notice in writing to the LGB. The termination will be immediate unless a future date is specified by the Trustees.

8.3 The Trustees will have the absolute discretion to review this Scheme at least on an annual basis and to alter any provisions of it.

8.4 In considering any material changes to this Scheme or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the LGB.

***The Local Governing Body of
The Harleston Federation of Church of England Academies***

This Scheme of Delegation was approved by the St Benet's Board of Trustees on 22 July 2019.

Executed on behalf of the LGB by:

.....
Chair of Governors

In the presence of:

Witness (name):

Address:

.....

Occupation.....

Date:

=====

Executed on behalf of the Company by:

Trustee (Chair)

In the presence of:

Witness (name):

Address:

Occupation:

APPENDIX ONE

FUNCTIONING OF THE LGB

A CHAIRMAN, VICE-CHAIRMAN AND CLERK OF THE LGB

- A.1 The chairman of each LGB shall be appointed by the Trustees having due regard to, but not being bound by, the views of the LGB.
- A.2 The clerk of each LGB shall be appointed by the Trustees having due regard to, but not being bound by, the views of the LGB.
- A.3 The members of the LGB may, for each school year, at their first meeting in that year, elect a vice-chairman from among their number to serve until a successor is elected or a vacancy occurs as envisaged in paragraph A.5. Neither a person who is employed by the Company (whether or not at an Academy) nor a person who is at the time of election already a Trustee of the Company (except where such person is a Trustee by virtue of being the incumbent chairman) shall be eligible for election as vice-chairman.
- A.4 Subject to paragraph A.5, the chairman or vice-chairman shall hold office as such until their successor has been appointed or elected (respectively) in accordance with this clause 1.
- A.5 The chairman or vice-chairman may at any time resign their office by giving notice in writing to the Trustees. The chairman or vice-chairman shall cease to hold office if:
- i) They cease to serve on the LGB;
 - ii) They are employed by the Company whether or not at an Academy;
 - iii) They are removed from office in accordance with this Scheme; or
 - iv) In the case of the vice-chairman, they are appointed in accordance with this Scheme to fill a vacancy in the office of chairman.
- A.6 Where by reason of any of the matters referred to in paragraph A.5, a vacancy arises in the office of chairman, the Trustees shall appoint a new chairman.
- A.7 Where by reason of any of the matters referred to in paragraph A.5 a vacancy arises in the office of vice-chairman, the members of the LGB shall at its next meeting elect one of their number to fill that vacancy.

- A.8 Where the chairman is absent from any meeting or there is at the time a vacancy in the office of the chairman, the vice-chairman shall act as the chair for the purposes of the meeting.
- A.9 Where in the circumstances referred to in paragraph A.8 the vice-chairman is also absent from the meeting or there is at the time a vacancy in the office of vice-chairman, the members of the LGB shall elect one of their number to act as a chairman for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company whether or not at an Academy nor a Trustee.
- A.10 Any election of the vice-chairman which is contested shall be held by secret ballot.
- A.11 The chairman may be removed from office by the Trustees at any time.
- A.12 The vice-chairman may be removed by the LGB in accordance with this Scheme.
- A.13 A resolution to remove the vice-chairman from office which is passed at a meeting of the LGB shall not have effect unless:
- i) it is confirmed by a resolution passed at a second meeting of the LGB held not less than fourteen days after the first meeting; and
 - ii) the matter of the vice-chairman's removal from office is specified as an item of business on the agenda for each of those meetings.
- A.14 Before a resolution is passed by the LGB at the relevant meeting as to whether to confirm the previous resolution to remove the vice-chairman from office, the person or persons proposing their removal shall at that meeting state their reasons for doing so and the vice-chairman shall be given an opportunity to make a statement in response.

B CONFLICTS OF INTEREST

- B.1 Any member of the LGB or any member of a committee of the LGB who is not also a member of the LGB who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as that phrase is defined in paragraph B.2 below) which conflicts or may conflict with their duties as a member of the LGB shall disclose that fact to the LGB as soon as they become aware of it. A person must absent themselves from any discussions of the LGB in which it is possible that a conflict will arise between their duty to act solely in the interests of the Federation and any duty or personal interest (including but not limited to any Personal Financial Interest).

- B.2 For the purpose of paragraph B.1, a person has a Personal Financial Interest if they are in the employment of the Company or is in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or an Academy.

C THE MINUTES

- C.1 The minutes of the proceedings of a meeting of the LGB shall be drawn up and entered into a book kept for the purpose by the person authorised to keep the minutes of the LGB, and shall be signed (subject to the approval of the members of the LGB) at the same or next subsequent meeting by the person acting as chairman thereof. The minutes shall include a record of:

- i) all appointments of members and/or officers made by the LGB and/or the Trustees; and
- ii) all proceedings at meetings of the LGB and of committees of the LGB including the names of all persons present at each such meeting.

- C.2 The chairman shall ensure that copies of minutes of all meeting of the LGB (and such of the subcommittees as the Trustees shall from time to time notify) shall be provided to the Trustees as soon as reasonably practicable after those minutes are approved.

D COMMITTEES

- D.1 The LGB will establish subcommittees in accordance with guidance provided by the Trustees. Subcommittees may include individuals who are not members of the LGB, provided that such individuals are in a minority.

E DELEGATION

- E.1 Provided such power or function has been delegated to the LGB, the LGB may further delegate to any person serving on the LGB, subcommittee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Trustees or the LGB may impose and may be revoked or altered.
- E.2 Where any power or function of the Trustees or the LGB is exercised by any subcommittee, any Trustee or member of the LGB, the Headteacher or any other holder of an executive office, that person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.

F MEETINGS OF THE LGB

- F.1 Subject to the provisions contained in this Scheme, the LGB may regulate its proceedings as the members of the LGB think fit.
- F.2 The LGB shall meet in accordance with the Trust Governance Meetings Schedule. Meetings of the LGB shall be convened by the Clerk to the LGB. In exercising their functions under this Scheme the clerk shall comply with any direction:
- i) Given by the Trustees or the LGB; or
 - ii) Given by the chairman of the LGB or, in their absence or where there is a vacancy in the office of chairman, the vice-chairman of the LGB, so far as such direction is not inconsistent with any direction given as mentioned in F.2(i) above.
- F.3 Any three members of the LGB may, by notice in writing given to the clerk, requisition a meeting of the LGB; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.
- F.4 Each member of the LGB shall be given at least seven clear days before the date of a meeting:
- i) notice in writing thereof, signed by the clerk, and sent to each member of the LGB at the address provided by each member from time to time; and
 - ii) a copy of the agenda for the meeting,
- provided that where the chairman or, in their absence or where there is a vacancy in the office of chairman, the vice-chairman, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.
- F.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- F.6 A resolution to rescind or vary a resolution carried at a previous meeting of the LGB shall not be proposed at a meeting of the LGB unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

- F.7 A meeting of the LGB shall be terminated forthwith if:
- i) the members of the LGB so resolve; or
 - ii) the number of members present ceases to constitute a quorum for a meeting of the LGB in accordance with paragraph F.10, subject to paragraph F.12.
- F.8 Where in accordance with paragraph F.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- F.9 Where the LGB resolves in accordance with paragraph F.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the LGB shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the clerk to convene a meeting accordingly.
- F.10 Subject to paragraph F.12, the quorum for a meeting of the LGB, and any vote on any matter thereat, shall be any three of the members of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of members of the LGB at the date of the meeting, provided that no quorum shall be reached unless at least one Trust appointed LGB member is present.
- F.11 The LGB may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- F.12 The quorum for the purposes of:
- i) any vote on the appointment of a parent member in accordance with clause 5.2.9 of the Scheme;
 - ii) any vote on the removal of a person in accordance with this Scheme;
 - iii) not used
- shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- F.13 Subject to this Scheme, every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the LGB shall have one vote.

- F.14 Subject to paragraphs F.10 – F.12, where there is an equal division of votes, the chairman of the meeting shall have a casting vote in addition to any other vote he may have.
- F.15 The proceedings of the LGB shall not be invalidated by
- i) any vacancy on the board; or
 - ii) any defect in the election, appointment or nomination of any person serving on the LGB.
- F.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the LGB or of a subcommittee of the LGB, shall be valid and effective as if it had been passed at a meeting of the LGB or (as the case may be) a subcommittee of the LGB duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the LGB and may include an electronic communication by or on behalf of the LGB indicating their agreement to the form of resolution providing that the member has previously notified the LGB in writing of the email address or addresses which the member will use.
- F.17 Subject to paragraph F.18, the LGB shall ensure that a copy of:
- i) the agenda for every meeting of the LGB;
 - ii) the draft minutes of every such meeting, if they have been approved by the person acting as chairman of that meeting;
 - iii) the signed minutes of every such meeting; and
 - iv) any report, document or other paper considered at any such meeting,
- are, as soon as is reasonably practicable, made available at the Academies to persons wishing to inspect them.
- F.18 There may be excluded from any item required to be made available in pursuance of paragraph F.17, any material relating to:
- i) a named teacher or other person employed, or proposed to be employed, at an Academy;
 - ii) a named pupil at, or candidate for admission to, an Academy; and
 - iii) any matter which, by reason of its nature, the LGB is satisfied should remain confidential.

F.19 Any member of the LGB shall be able to participate in, and be counted as present at for the purposes of the quorum, meetings of the LGB by telephone or video conference provided that:

- i) They have given notice of their intention to do so detailing the telephone number on which they can be reached and/or appropriate details of the video conference suite from which they shall be taking part at the time of the meeting at least 48 hours before the meeting; and
- ii) the LGB has access to the appropriate equipment,

and provided that, if after all reasonable efforts it does not prove possible for that person to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise quorate.

G NOTICES

G.1 Any notice to be given to or by any person pursuant to this Scheme (other than a notice calling a meeting of the LGB) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme, "Address" in relation to electronic communications, includes a number or address used for the purposes of such communications.

G.2 A notice may be given by the LGB to its members either personally or by sending it by post in a prepaid envelope addressed to the member at their registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the LGB by the member. A member whose registered address is not within the United Kingdom and who gives to the LGB an address within the United Kingdom at which notices may be given to them, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to them at that address, but otherwise no such member shall be entitled to receive any notice from the LGB.

G.3 A member of the LGB present, either in person or in accordance with paragraph F.19, at any meeting of the LGB shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

G.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a

notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

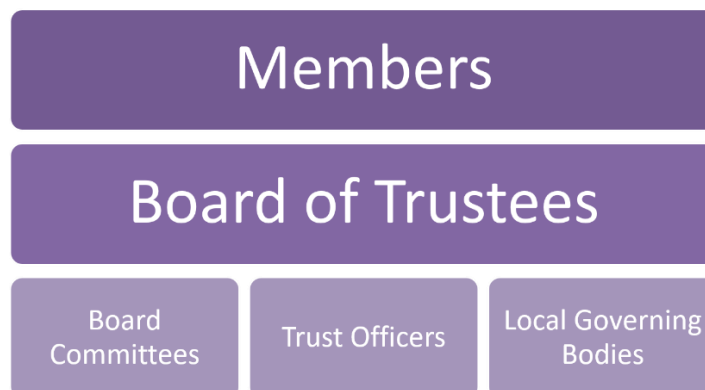
H INDEMNITY

H.1 Subject to the provisions of the Companies Act 2006 every member of the LGB or other officer or auditor of the Company acting in relation to the Academies shall be indemnified out of the assets of the Company against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

APPENDIX TWO

SCHEME OF DELEGATION CHECK LIST

GOVERNANCE STRUCTURE



It should be remembered that although decisions may be delegated, the LGB together with the Trust as a whole remains responsible for any decision made under delegation.

This schedule will be reviewed at least annually and may be subject to more frequent review where there is felt to be cause for concern.

Responsibilities in red text may be delegated differently based on the Trust risk rating process or where the Trust has identified areas of concern. Specific areas which may trigger the removal of a responsibility are shown overleaf.

Accountable	The person/group who is ultimately accountable for the process or task being completed appropriately; responsible person(s) are accountable to this person/group.
Responsible	The person who actually carries out the process or task assignment; responsible for getting the job done.
Consulted	People who are not directly involved with carrying out the task, but who are consulted; may be a stakeholder or subject matter expert.

Where accountability or responsibility sits with the CEO, it may be delegated to central Trust staff, reporting back via the CEO.

Abbreviations:

CEO	Chief Executive Officer
AID	Academies Improvement Director
FARC	Finance, Audit and Resources Committee (St Benet's Board sub-committee)
LGB	Local Governing Body
HT	Headteacher/Principal
S&PC	Standards and Performance Committee (St Benet's Board sub-committee)

Triggers for removal of responsibilities	
Area of concern	Evidence base
The current overall effectiveness	<ul style="list-style-type: none"> • An analysis of pupil outcomes using national data sets for the end of each key stage and the current assessment information held for all year groups by each academy • An analysis of attendance and exclusion rates using national and academy data sets
The capacity of leadership to improve	<ul style="list-style-type: none"> • The validation of each academy's monitoring evidence by academy improvement team • Academy Effectiveness Reviews • AIT records of visit • External scrutiny and reporting, for example DFE adviser, Ofsted and other visit reports • Governance quality assurance • High governor vacancy rates • Website compliance checks • Quality of safeguarding • Observations of teaching and scrutinies of work • Pupil/parent voice and parental complaints • Accuracy of assessment information and quality of analysis to identify essential priorities • Quality of self-evaluation and improvement planning
The number of years each academy has been part of the trust	<ul style="list-style-type: none"> • Progress over time with account taken of the time remaining before inspection
Finance	<ul style="list-style-type: none"> • Financial risk rating
Staffing	<ul style="list-style-type: none"> • Staff turbulence • Interim Leadership

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
CENTRAL SERVICES							
1	To determine the scope of mandatory core services to be delivered by the Company on behalf of its Academies		A	R			FARC
2	To identify those additional services to be procured on behalf of individual academies		A	R			FARC
3	To ensure centrally procured services provide value for money		A	R			FARC
FINANCE AND BUDGETS							
4	To develop and approve a Finance Policy		A	R			FARC
5	To determine the proportion of the overall Academy budget to be delegated to individual Academies		A	R			Trust Board
6	To develop the Academy budget and propose to the LGB and the Trust Financial Controller					A, R	Resources Committee
7	To propose the individual Academy budget plan to the Board by the date set by the Trust. First formal budget plan to be submitted to the Trust by the end of May through the Trust's budget software (BPS).			R	A		Full LGB
8	To approve the formal budget plan each financial year		A	R			FARC

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
9	To monitor expenditure against budget on a regular basis				A	R	Resources Committee
10	Within the limits of the Trust's Financial Policy, to take day to day management decisions regarding virement between budget headings and report to the LGB providing that the overall budget result is unchanged from that agreed by the Trust					A, R	
11	To propose to the Trust Financial Controller likely budget overspends where this would produce a deficit and to seek approval from the Trust				A	R	Resources Committee
12	To establish financial decision levels and limits in accordance with section 6 of the Scheme of Delegation and the Trust Finance Policy		A	R			FARC
13	To establish a charging and remissions policy (see also 48)		A	R			FARC
14	To appoint the Accounting Officer		A	R			Trust Board
15	To manage the miscellaneous financial expenditure outside of the agreed budget					A, R	
16	To enter into contracts of less than one year up to the limits of delegation and within an agreed budget				A	R	Resources Committee
17	To enter into contracts of more than one year up to the limits of delegation and within an agreed budget.		A	R			FARC / COO
18	To receive annual accounts (<i>statutory financial reporting</i>)	A	R	R			

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
STAFFING							
19	To appoint the Chief Executive Officer		A, R				Trust Board
20	To appoint the Trust senior team		A, R	R			Trust Board
21	To make Headteacher appointments (selection panel) in accordance with 6.5.1 of the Scheme of Delegation.		A	R	C		Trust Board
22	To make Deputy appointments (selection panel)			C	A	R	Full LGB
23	To appoint other teachers				A	R	Panel
24	To appoint non-teaching staff				A	R	Panel
25	To agree a pay policy and other HR policies and procedures		A	R			FARC (inc Personnel)
26	To implement the Pay Policy and procedures in line with agreed budget					A, R	
27	To approve pay discretions in accordance with the agreed Pay Policy				A	R	Resources Committee

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
28	To manage day to day decisions on staff pay and hours to ensure effective operation of the Academy within agreed budget.					A, R	
29	To establish disciplinary/capability procedures		A	R			FARC (inc Personnel)
30	To dismiss Headteacher		A	R			Trust Board
31	To dismiss other staff					A, R	
32	To suspend Headteacher		A	R			Trust Board
33	To suspend other Staff					A, R	
34	To end suspension (Headteacher)		A	R			Trust Board
35	To end Suspension (other Staff)					A, R	
36	To determine Staff complement within agreed budget				A	R	Resources Committee
37	To approve dismissal payments / early retirement / settlement agreements		A	R			FARC (inc Personnel)

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
CURRICULUM							
38	To develop and review the curriculum and planning policy				A	R	Standards & Curriculum Committee
39	To implement curriculum and planning policy					A, R	
40	To be responsible and accountable for standards of teaching					A, R	
41	To hold the Headteacher to account for standards of teaching			R	A		Full LGB
42	To be responsible and accountable for individual child's education					A, R	
43	To hold the Headteacher to account for individual child's education			R	A		Full LGB
44	To develop and keep up to date a written policy regarding the provision of relationships and sex education		A	R			Trust Board
45	To develop a Religious Education Policy		A	R			Trust Board
46	To ensure provision of Religious Education in line with the Trust's Religious Education policy.				A	R	Ethos & Community Committee

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
47	To ensure compliance with the Prevent Duty				A	R	Full LGB
48	To implement the Trust's Charges and Remissions Policy for activities at the Academy (see also 13)				A	R	Resources Committee
PERFORMANCE MANAGEMENT							
49	To develop a performance management policy		A	R			FARC (inc Personnel)
50	To implement the performance management policy excluding the Headteacher					A, R	
51	To lead and implement the Headteacher's performance management		A	R			FARC (inc Personnel)
52	To review annually the performance management policy		A	R			FARC (inc Personnel)
STANDARDS AND BEHAVIOUR							
53	To propose targets for pupil achievement					A, R	
54	To approve targets for pupil achievement		A	R			SPC

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
55	To be responsible and accountable for pupil outcomes					A, R	
56	To hold the Headteacher to account for pupil outcomes		A		A	R	SPC and Full LGB
57	To develop and approve the Behaviour Policy				A	R	Standards & Curriculum Committee
58	To implement the Behaviour Policy					A, R	
59	To appoint the members of the panel to review whether to uphold an exclusion or direct the reinstatement of a pupil (immediately or on a particular date)			R	A		Full LGB
ADMISSIONS							
60	To develop and approve an Admissions Policy		A	R			Trust Board
61	To consult before setting an admissions policy				A	R	Full LGB
62	To consider Admissions application decisions and appeals				A	R	Panel
63	To appeal against LA directions to admit pupil(s)				A	R	Full LGB

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
COLLECTIVE WORSHIP							
64	To develop and approve a Collective Worship Policy		A	R			Trust Board
65	To ensure that all pupils take part in a daily act of collective worship				A	R	Ethos & Community Committee
PREMISES AND INSURANCE							
66	To review arrangements for buildings insurance and employers' and personal liability (currently through the EFA RPA scheme)		A	R			FARC
67	To review arrangements for Vehicle, Equipment, Sickness and Maternity Cover and any other insurance not included in RPA				A	R	Resources Committee
68	To develop and update academy premises development plan				A	R	Resources Committee
69	To maintain site and buildings, in line with maintenance and premises development plans					A, R	
70	To develop properly funded maintenance plan				A	R	Resources Committee

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
HEALTH AND SAFETY							
71	To develop and approve a Health & Safety Policy framework.		A	R			FARC
72	To develop and implement a health and safety policy in line with the policy framework				A	R	Full LGB
73	To ensure that health and safety regulations are followed				A	R	Resources Committee
SCHOOL ORGANISATION							
74	To publish proposals to change category of school		A	R			Trust Board
75	To approve changes to the times of the school day		A	R			Trust Board
76	To set the times of school sessions and extended activities				A	R	Full LGB
77	To approve the dates of school terms, holidays and Trust-wide CPD days		A	R			Trust Board
78	To ensure that the school meets for 380 sessions in a school year				A	R	Full LGB

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
INFORMATION FOR PARENTS							
79	To ensure that information for prospective and existing parents is available online, or paper-based if required					A, R	
80	To ensure provision of free school meals to those pupils meeting the criteria					A, R	
81	To ensure statutory information regarding SEND (including annual SEN Information Report) is published on the academy website				A	R	Standards & Curriculum Committee
GOVERNANCE							
82	To draw up governing structures and documents and any amendments thereafter		A	R			Trust Board
83	To recommend appointment and removal of the Chair of the LGB			R	A		Full LGB
84	To approve appointment and removal of the chair of the LGB		A	R			Committee Chairs and Chair of Trust Board
85	To approve appointment and dismissal of the clerk to the LGB		A	R			Committee Chairs and Chair of Trust Board
86	To hold a full LGB meeting in line with the Trust's Governance Framework or a meeting of the temporary governing body as often as may be required				A, R		Full LGB

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
87	To appoint members of the LGB and remove members of the LGB in line with section 5.5 of the Scheme of Delegation		A	R			Committee Chairs and Chair of Trust Board
88	To set up a Register of LGB Governors' Pecuniary and Personal Interests				A, R		Full LGB
89	To approve and set up a Governors/Trustees' Allowances Scheme		A	R			Trust Board
90	To appoint a "responsible person"/link governor to discharge duties in respect of Safeguarding, SEND, LAC, Pupil Premium, Health & Safety, Academy Website Compliance				A, R		Full LGB
91	To ensure proper election processes are followed for staff and parent representatives on the LGB				A, R		Full LGB
92	To regulate the LGB procedures (where not set out in law)		A	R			Trust Board
93	To determine the development needs of governors and put in place an appropriate programme based upon a skills audit				A, R		Full LGB
94	To approve the formation of federated governing bodies under executive headship		A	R	C		Trust Board
95	To agree proposed amendments to the Articles of Association	C	A	R			Trust Board
96	To approve amended Articles of Association, once consent has been obtained from ESFA/DfE (and Charity Commission, if required)	A	R	R			Members

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
97	To make changes to Funding Agreement or name of Company	A	R	R			Members
98	To ensure clear structures and systems are in place to manage public funds in line with the Nolan Principles and to protect the reputation of the Trust and academies within the Trust	A - at Trust level	A - Trust and academy level	R	R - at academy level	R - at academy level	Nolan principles
99	To appoint and remove Trustees in accordance with the Articles of Association	A	R				
100	To appoint and remove the Trust's external auditors	A	R	R			
EXTENDED SCHOOLS							
101	To decide to offer additional activities and what form these should take				A	R	Standards & Curriculum Committee
102	To put into place the additional services provided					A / R	
103	To ensure delivery of services provided					A / R	
104	To cease providing extended school provision				A	R	Standards & Curriculum Committee

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
SAFEGUARDING							
105	To develop and approve a safeguarding policy		A	R			SPC
106	To ensure that the safeguarding policy is implemented, monitored and evaluated				A	R	Full LGB
EQUALITY AND DIVERSITY							
107	To develop and approve an equality and diversity policy		A	R			Trust Board
108	To ensure that the equality and diversity policy is implemented, monitored and evaluated				A	R	Ethos & Community Committee
POLICIES AND COMPLIANCE							
109	To determine, on an annual basis, those policies which will be developed by the Trust and are mandatory for all Trust Academies		A	R			Trust Board
110	To adopt and implement all Trust policies				A	R	Full LGB
111	To publish on academy website all locally developed policies and procedures				A	R	Full LGB

No	Responsibility	Members	Trust Board	CEO	LGB	Headteacher	Comments
112	To ensure Trust website is compliant with legislative requirements		A	R			Trust Board
113	To ensure academy website is compliant with legislative requirements				A	R	Full LGB
114	Produce and monitor an academy level risk register taking into account Trust-wide Risk Register				A	R	Resources Committee
MONITORING AND EVALUATION							
115	To ensure all academies are conversant with Ofsted and SIAMS inspection frameworks and prepared for inspection		A	R			Trust Board
116	To carry out an annual self-review of Trust board and committee performance	A	R - at Trust level				Trust Board
117	To carry out annual self-assessment of the LGB and report to Trust Board			R	A		Full LGB
118	To carry out succession planning of LGB members based on skill-set review			R	A		Chair of LGB

APPENDIX THREE

CONSTITUTION OF THE LOCAL GOVERNING BODY FOR *The Harleston Federation of Church of England Academies*

Type of Governor	Number of Positions	Term of office	Appointed by
Appointed Governor	6-10	4 years	Trustees
Incumbent	1	Ex-officio	Trustees
Parent Governor	2 (1 from each academy)	4 years	Parent election
Staff Governor	2 (1 from each academy)	4 years	Staff election
Headteacher	1	Ex-officio	
Co-opted	2	4 years	Trustees