

Mighty Oaks Academy Trust



Scheme of Delegation



Scheme of Delegation - Remit and Responsibilities of the Members, Trustees, Executive Leader / CEO and Local Academy Committees within Mighty Oaks Academy Trust

Mighty Oaks Academy Trust has a Board of Trustees responsible for the core governance functions. The Board of Trustees appoint the Chief Executive (CEO), to whom it delegates responsibility for the conduct and performance of the Trust, including the performance of the schools within the Trust, and for its financial management. The board constitutes committees for finance, audit and risk, and for curriculum and standards; these look in detail at resources and risk, and progress and attainment across the Trust. The Trustees also constitutes Academy Committees (LACs) to provide links to parents and the community, as well as for providing additional scrutiny of how the Trust is managing its schools.

Detailed roles and responsibilities

The role of the Members

- The Members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective.
- There must be at least three Members, although the DfE prefer at least five; Members are not permitted to be employees of the Academy Trust.
- The Members agree the Trust's Articles of Association, appoint Trustees and appoint the Trust's external auditors.
- The Members should receive information about the Trust's business and receive the annual report and accounts. If they have concerns that the Trust is not carrying out its charitable objective, Members should remove trustees that are failing to fulfil this responsibility.

The role of the Trustees

- The Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company Trustees (within the terms of the Companies Act 2006).
- Trustees are bound by both charity and company law so the terms 'Trustees' and 'Directors' are often used interchangeably. At MOAT the term Trustees is used.
- Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the memorandum and Articles of Association and its Funding Agreement are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.
- The Board of Trustees must approve a written scheme of financial delegation and if they choose to delegate to Board Committees and Academy Committees (LACs), must approve a written scheme of delegation and committee terms of reference.
- The Trust creates information pathways between the Trust Board, the Academy Committees (LACs) and the Chief Executive so that Academy Committees (LACs) can share with them any concerns (or celebrations) they may have.

The role of the Finance, Audit and Risk Committee

- Financial governance is a responsibility of the Board of Trustees (“the Board”). The overall purpose of this Committee is to assist the Board in its duty to supervise the broad direction of the Trust’s financial affairs.
- The Committee will also act as an Audit Committee and an Investment Committee. It will be made clear when the Committee is acting in one of these capacities.
- Acting as a sounding board and source of advice to the director of corporate services and the head of finance on major areas of change, innovation, and development.
- Undertaking tasks delegated by the Board that are within the Committee’s terms of reference.
- Reviewing and commenting upon management accounts and financial forecasts.
- Considering financial implications of proposals for areas of major new strategic development on behalf of the Board and making recommendations to the Board in respect of their suitability.
- Maintaining an overview of financial performance.
- Reviewing the Trust’s financial policies, including its financial reserves policy, and commenting upon proposed changes before making recommendations to the Board.
- Keeping a watching brief and providing advice, where appropriate, on potential and actual financial opportunities and threats.
- Assisting the Board identify the Trust’s major risks and developing appropriate approaches to risk management. This will include periodic reviews of the Trust’s insurance cover.
- The Committee will also encompass the roles of an Audit Committee and an Investment Committee. The specific purposes of these roles in the Terms of Reference for this committee. The agenda, papers and minutes will clearly indicate the capacity in which the Committee is acting.

The role of the Local Academy Committees (LACs)

- Trustees delegate some governance functions to academy committees (LACs); the Articles of Association do not require Trustee membership of Academy Committees (LACs) and by committing to the separation of individuals on each tier in the governance structure, Trusts are able to demonstrate transparent decision making and prevent bias and conflicts from emerging, thus strengthening the governance checks and balances within the Trust.
- It is advisable for the Trust Board to approve the appointment of the Academy Committee (LAC) Chairs, and many will also approve the appointment of the majority of Academy Committee (LAC) members.
- Mighty Oaks Academy Trust opts for parent representation to be at school level with parents elected to sit on the Academy Committees (LACs).
- Being close to and representative of the community the school serves, the Academy Committees (LACs) should be:
 - a valued point of consultation and representation in the development of Trust policies

- the recipients of detailed information about how their schools are being managed and are performing
- tasked with scrutinising management information thus providing assurance to trustees that the school is:
 - operating within the ethos and values of the Trust and creating a positive climate for all stakeholders
 - working within agreed policies
 - meeting the agreed targets
 - engaging with stakeholders
 - acting as an ambassador for the Trust
- The Trustees should demonstrate the value they put on local governance by ensuring effective channels of communication between Trustees and Academy Committees (LACs), as well as providing specific training and development programmes for all involved in the governance of the Trust.

Specific Functions of Local Academy Committees

The following points specify the range and remit of the LAC:

Governance framework: people

- Parent Academy Committee (LAC) members - appoint when elected
- Academy Committee (LAC) members - appoint and remove
- Clerk to Academy Committees (LACs) - appoint and remove

Governance framework: systems and structures

- Annual schedule of governance business - agree
- Self-review of Academy Committees (LACs) - complete annually
- Academy Committee (LAC) Member contribution - review annually

Governance framework: reporting

- Contribute to annual report on the performance of the Trust
- Annual report works of Academy Committee (LAC) - submit to Trust and publish

Being strategic

- Determine school level policies - approve
- Engagement with stakeholders - ensure

The role of the Executive Leader / CEO

- The Trustees delegate the day-to-day management of the Trust to the Executive Leader, line managing them in line with the Trust's appraisal and performance management policies.
- The Executive Leader is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole, but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Board about compliance with the funding agreement and the Academies Financial Handbook.
- The Executive Leader will be responsible for the leadership and management of the Central Executive Team and the Heads of School and will report to the Board of Trustees and its Committees.

The role of Heads of School

- The Executive Leader delegates the operational, day-to-day management of the Trust's schools to Heads of School, line managing them in accordance with the Trust's appraisal and performance management policies.
- Heads of School share information about how the Trust is managing the school with the Academy Committee (LAC) so that committee members build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

Mighty Oaks Academy Trust Scheme of Delegated Authority

Strategy and Leadership	Members	Trustees	EL/CEO	LAC	Head of School
1. Set strategic objectives and KPIs of the Trust	Receive Strategic Plan with KPI's	Review, Challenge and Approve	Draft and develop with senior leaders	Attend Trust strategy day CoG	Attend Trust strategy day
2 Set strategic objectives for the Academies		Review and receive	Review, Challenge and Approve Ensure academy plans encompass Trust strategic objectives Consolidate Academy plans and present to the Trustees for info'	Review, Challenge and Approve	Draft and develop individual Academy Objectives in line with Trust strategy and KPIs and academy context
3. Deliver strategic objectives of the Trust and monitor performance against KPIs		Review and monitor performance	Deliver & Report to Trustees		
4. Deliver strategic objectives of the Academies		Review	Review and monitor performance via sch imp team Report progress to Trustees	Review and monitor performance	Deliver/achieve objectives Report progress to LAC, CEO and school improvement team
5.Compliance: Funding Agreement- comply with all obligations including the Academies Financial Handbook		Monitor Trust wide compliance	Monitor and report to Trustees Take action to mitigate noncompliance Deliver compliance with policies	Monitor individual academy compliance	Deliver & Report to LAC, CEO & CFO Deliver compliance with policies - COO
6. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety		Monitor Trust wide compliance	Monitor and report to Trustees Take action to mitigate noncompliance Deliver compliance with policies.	Monitor individual academy compliance	Deliver & Report to relevant Executive team lead Deliver compliance with policies

Strategy and Leadership	Members	Trustees	EL/CEO	LAC	Head of School
7. Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Receive Annual Accounts	Review and approve Trust policies and controls to ensure compliance	Develop policies, checks & balances to ensure proper financial oversight Deliver compliance with policies	Monitor individual academy compliance in relation to SEND, PP, Sprots premium and any additional time and project related government funding allocations	Deliver & Report to CEO & CFO Deliver compliance with policies and controls
8. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Review and approve Trust policies and processes to ensure compliance Record Trustees conflicts of interest and connected party transactions Review annually conflicts of interest and connected party transactions of each LAC	Develop policies and processes Deliver compliance with policies	Annual completion of DOI form Monitor individual academy compliance Report annually conflicts of interest and connected party transactions to the Trustees	Deliver & Report to LAC & CEO Deliver compliance with policies
9. Appointments of Trustees– ensuring processes in place for appointment of trustees (including ensuring that the Trustees have the skills to run the Trust)	Appoint in accordance with the Articles of Association	Appoint in accordance with Articles of Association	Develop processes in accordance with Articles of Association		
10. Appointment of Members	Other Members in accordance with Articles of Association				

Strategy and Leadership	Members	Trustees	EL/CEO	LAC	Head of School
11. Appointments of Governors ensuring processes in place for appointment of Governors (including ensuring that the Governors have the skills to support and challenge the Academies)		Appoint Chair and Vice Chair of Governors Appoint co-opted Governors	Recommend Co-opted Governors to Trustees	Appoint Staff and Parent Governors as per Annex 1 Recommend Co-opted Governors to Trustees Review Governor competency and performance and report to Trustees Elect Chair and Vice Chair annually for TB approval	To refer any new proposed governor appointments to the CEO to action the recruitment process
12. Removal of Members / Trustees / Governors	Removal of fellow Members and Trustees in accordance with Articles of Association	Removal of Governors when appropriate	Recommend removal of Governors when appropriate	Comply	Comply
13. Removal of LAC		Review and Approve AIB members	Recommend AIB appointments Inform Headteacher	Comply	Comply
14. Appointment of Clerk – Board and LACs		Appoint the Clerk to the Board & LACs			
15. Appointment of Auditors	Appoint external auditors	Appoint internal auditors	Recommend and Monitor performance		Comply
16. Policies – review, approve and monitoring of Trust Wide Policies (including all HR policies, curriculum, admissions, DBS, charging and remissions policies, health & safety and safeguarding)		Review and Approve Trust wide policies	Develop Trust wide policies for Board approval. Deliver compliance with policies Report material noncompliance to the Board	Adopt all policies approved by the Board and monitor compliance Review and approve academy specific policies	Develop academy specific policies for LAC approval Deliver compliance with Trust and academy policies Report non-compliance to the LAC and the CEO
17. Prepare Terms of Reference for Trust Board		Develop, approve and comply	Develop and comply		

Strategy and Leadership	Members	Trustees	EL/CEO	LAC	Head of School
18. Prepare T of R for Sub-Committees including LACs		Approve	Develop	Comply	
19. Training programme for trustees and governors		Approve and comply	Develop	Comply	
20. Trust expansion – RSC and due diligence procedures		Develop in line with strategic plan Approve	Develop, recommend, and deliver		

Education and Curriculum	Members	Trustees	CEO	LAC	Head of School
1. Academy Improvement Plan for each Academy in line with strategic aims of the Trust		Receive an overview and regular updates on academy progress through the AIPs and ensure AIPs comply with Trust strategic plan	Review and challenge the Academy Improvement Plan(s) with the HoS Inform trustees of progress through the plans	Review, challenge and recommend Academy Improvement Plan to CEO	Work with the Exec L'dr to produce the academy's Improvement plan Review – the improvement plan
2 Key Performance Indicators – setting and reviewing performance of the Trust & the Academies		Set Trust wide KPIs Review performance against KPIs	Delivering against the KPIs Report performance against KPIs to Trustees	Monitoring & challenging progress against academy imp plan KPIs	Delivering against the KPIs Reporting progress against KPIs to LAC & CEO
3. Set Admissions Policy		Approve	Review	Comply in consultation with Head of School	Deliver
4. Admissions decisions		Sit on appeal panel when required	Determine and approve	Review and monitor	Advise, recommend and report to CEO
5.Pupil Issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		Review challenge and approve policy Sit on exclusions panel when required	Developing policy and ensuring compliance Report compliance to Trustees	Monitor compliance with Trust wide policy Sit on exclusions panel when required	Manage pupil issues (including attendance, exclusions punctuality and disciplinary matters for each Academy)
6. Academy Hours – setting the opening and closing times for each Academy		Determine and Approve	Determine	Comply	Comply
7. Term dates and length of Academy Day		Determine and Approve	Determine	Comply	Comply

Education and Curriculum	Members	Trustees	CEO	LAC	Head of School
8. Academy lunch – ensure provided to appropriate nutritional standards		Approve catering provision	Monitor	Review	Deliver
09. Provision of free school meals to those meeting criteria			Monitor	Review	Deliver
10. To monitor the educational outcomes for all year groups		Challenge and approve	Challenge, monitor and review Report to trustees	Monitor	Determine in consultation with Exec L'dr
11. To monitor all aspects of safeguarding, equality, SEND and pupil welfare		Approve	Ensure implementation and review Report to trustees	Monitor	Determine in consultation with LAC, SENDCos and Trust policies
12. Approve academy pupil premium and sports premium strategies and frameworks		Approve	Review	Monitor strategy, outcomes and funding	Determine in consultation with Exec L'dr
13. Approve academy census information prior to DfE submission			Receive and Review		Determine and comply
14. Curriculum Design (Intent, Implementation and Impact) –		Approve	Determine	Monitor	Determine in consultation with the CEO /Exec L'dr

Safeguarding	Members	Trustees	CEO	LAC	Head of School
1. Safeguarding Policies (Trust wide and Local as per policy schedule)		Review and approve Trust wide policies	Develop Trust wide polices for Board approval Deliver compliance with policies Report material non-compliance to the Board	Review and monitor compliance with SG Policies Report noncompliance of Trust-wide policies to CEO	Contextualise Trust wide SG Policies Deliver compliance with Trust policies Report noncompliance to the LAC and the CEO
2. Single Central Register		Approve Trust wide standardised SCR reporting.	Develop Trust wide standardised SCR reporting	Monitor SCR completion and compliance.	Comply with SCR reporting.
3. Record Keeping (of children at risk)			Review	Monitor	Determine
4. Continuing Professional Development (ensure that all staff, volunteers and visitors are appropriately and sufficiently trained to fulfil their safeguarding responsibilities).		Review	Ensure Implementation	Monitor and report via KPI reporting and safeguarding audits	Determine
5. Safeguarding Practices including: Induction Safeguarding Updates and statutory training		Review and Approve Comply	Develop and Implement Comply	Monitor and report Comply	Comply

Financial – See Summary of Financial Delegations	Members	Trustees	CEO	LAC	Head of School
1. Funding Model -agreeing a funding model across the Trust and (develop an individual funding model for the Academies) so as to the secure the Trust’s financial health in the short term and the long term		Review and approve Funding Model	With support from CFO recommend funding model to the Trustees for approval	Comply with the overall financial plan for the Academy	Comply with the overall financial plan for the Academy Share overview with LAC
2. Trust Annual Budget – formulating and setting the Trust wide budget		Review, challenge and approve Review submission of Trust budget to the ESFA	CEO & CFO prepare Trust budget CEO and/or CFO presents budget to the Trustees for approval		
3. Academy Annual Budgets – formulating and determining the proportion of the overall budget, to be delegated to each Academy		Challenge and approve	Review and challenge. Present to Trustees for approval.	Oversight of draft budget linked to Academy Improvement Plan	Develop Academy budget linked to Academy Improvement plan with oversight from the CFO.
4. Monitor income and expenditure across the Trust to ensure delivery of the annual budgets		Challenge and approve Trust wide financial reporting	Review and challenge Academy financial reporting. CFO prepares Trust wide financial monitoring reports for trustees		Deliver against agreed budget

Financial – See Summary of Financial Delegations	Members	Trustees	CEO	LAC	Head of School
5 Financial Policies (including procurement) – establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements and the Academies Financial Handbook		Review and approve Trust-wide policies	Develop with the support of the CFO Trust wide policies for Board approval Deliver compliance with policies Report material non-compliance to the Board		Deliver compliance with Trust policies Report non-compliance to the CEO /CFO
6. Approving annual accounts	Review and adopt annual accounts	Review and approve Annual Accounts	Ensure the preparation of the annual financial statements Arrange for auditing of annual report and accounts Ensure compliance with regulatory filing requirements Keep proper records in respect of the Trust		Comply and provide information to assist the Trust in preparation of the Annual Accounts
7. Corporate Risk Register		Review, challenge and approve Monitor compliance	Ensure corporate risk register is maintained by COO. Report compliance to Trustees (COO)	Review and monitor Academy risk register and report compliance to COO	Ensure Academy risk register is maintained. Report compliance to the LAC.

HR and Operations	Members	Trustees	CEO	LAC	Head of School
1. Appointing the Chief Executive Officer		Appoint			
2. Appointing the Chief Financial Officer and other Executive leader roles		Appoint	Recommend appointment to Trustees Sit on appointment panel with TWO Trustees		
3.Appointing the Headteacher at each Academy		Approve and appoint in consultation with the CEO and Chair of LAC	Recommend appointment to the Trustees Sit on appointment panel along with one Trustee and Chair of LAC	Chair of LAC (or nominee) to sit on appointment panel with CEO and Trustee	
4. Appointing of additional executive team Trust Staff (in line with recruitment policy)		Review necessity and approve additional appointments	Appoint in line with Trust Policy and Budget		
5. Appointing Academy Senior Leadership Staff					Appoint in line with Trust Policy and Budget. CEO to sit on panel and agree appointment
6. Appointing Academy Staff					Appoint in line with Trust Policy, AIP and Budget.
7. Restructuring Academy Staff		Approve	Review and recommend	Review	Develop with CFO and report to CEO
8. Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance, absence and performance management policies) in accordance with all appropriate regulations		Review and approve Trust-wide policies	To lead the development, with the COO, Trust wide policies for Trustee approval Deliver compliance with policies Report material non	Monitor compliance	Deliver compliance with Trust policies Report non-compliance to the LAC and the CEO

HR and Operations	Members	Trustees	CEO	LAC	Head of School
			compliance to Trustees		
8. Performance Management together with pay reviews (in line with the Trust's pay policy and all statutory regulations)		Conduct CEO PMR Receive reports in respect of appraisal arrangements and outcomes for the Executive and Headteachers Review appeals in respect of Headteachers and Executive Determine and approve pay for CEO, Headteachers, SLT and UPS.	Conduct the Executive and Headteachers PMRs in accordance with policy Ensure executive team conduct PMRs in accordance with policy for all staff Review appeals in respect of SLT and UPS report to the Trustees Recommend pay for Executive, HT, SLT and UPS to Trustees	Chair invited to HTPM	Conduct SLT PMRs in line with Trust Policy and make recommendations to the CEO. Ensure senior leaders conduct PMRs in accordance with policy for all other staff
9. Setting Terms and Conditions of Employment and Staff Handbook		Review, challenge and approve	Develop and present Terms and Conditions of Employment and Staff Handbook to Trustees Ensure T&Cs and Employment Handbook are maintained and current Deliver and Comply		Deliver and Comply
10. Dismissing Trust staff (in accordance with the Trust disciplinary and capability policies or for reason of redundancy)		Dismiss in respect of the CEO and Executive Team Review SLT & HT dismissals Monitor all other staff dismissals Sit on employment panels as required	Dismiss in accordance with employment law and Trust policy Headteacher Inform trustees of all SLT dismissals (inc HT) Review in respect of all other staff		Dismiss staff in accordance with employment law & Trust policies Report staff dismissals to LAC and CEO

HR and Operations	Members	Trustees	CEO	LAC	Head of School
11. Determining and allocating central services provided by the Trust to the Academies		Review, challenge and approve	Recommend, distribute and deliver. Report to trustees.	Comply	Comply
12. Overseeing the effectiveness of services provided centrally by the Trust		Review and monitor	Deliver and report to the Trustee		
13. Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained		Review, challenge and approve Monitor compliance	Recommend, implement and report. Ensure compliance with Trust policies	Monitoring compliance	Implement and comply with strategy
14. Approve or reject proposals for the acquisition or disposal of land and buildings including changing use of assets	Adopt	Review, challenge and seek appropriate approval	Recommend		

HR and Operations	Members	Trustees	CEO	LAC	Head of School
15. Arranging insurance for the Trust		Review challenge and approve	Deliver		
16. Media and PR - overseeing public relations activities to protect the activities of the Trust and the Academies to the wider community		Determine Trust wide approach and/or policy	Deliver and comply	Comply	Comply
17. Academy Prospectus				Review and Approve	Prepare and Recommend
18. Trust web site (including Academy websites)		Review and approve	Prepare and recommend Ensure compliance	Monitor compliance	Prepare and comply

HR and Operations	Members	Trustees	CEO	LAC	Head of School
19. Decisions to close academy for health and safety reasons			Approve and report to trustees	Monitor	Recommend closure to CEO for approval
20. Manage a data breach and FOI		Review, monitor and respond to ICO recommendations	Deliver, comply and report to Trustees	Monitor	Deliver and comply. Report immediately to CEO
21. GDPR		Review, monitor and respond when	Deliver, comply and report to Trustees required to do so	Monitor	Deliver and comply Report to CEO and

Appendix 2

Audit and Risk – Programme of Work

Autumn meeting

- Consider report on emerging findings from internal audit
- Consider the External Audit report from the previous year, any emerging findings from the current / interim / in-year work of the external audit, and external audit's approach to their work
- Consider the external audit strategy proposed in respect of the current year's accounts and
- Consider any residual actions arising from the previous year's work of both internal and external audit.

Winter Meeting

- Review and challenge the internal audit strategy and the periodic work plan for the beginning of the new financial year
- consider the Audit Planning reports from external audits
- review the overall Assurance Framework
- consider areas in which the Committee particularly promotes cooperation between auditors and other review bodies in the coming year
- revisit emerging findings from auditors and review actions in response to the external audit report, and
- Consider the Committee's own effectiveness in its work

Spring Meeting

- Comment on the annual reports and accounts for the year just finished prior to the finalisation and submission for audits
- Consider the interim External Audit findings and updates reports
- advise on the contents of the Governance Statement for the year just finished to be presented alongside the finalise reports
- review the internal audit plan for forthcoming financial year and
- agreed the Audit and Risk committees annual report to the Board and Accounting Officer

Summer / Pre-Recess meeting

- Review and consider the accounts
- Consider the emerging external audit opinion (Audit Completion Report) bought a financial year just finished the buys the Accounting Officer on signing the accounts and Governance Statement
- Consider Internal Audit's opinion for the financial year just finished, and
- Discuss the implications of the results of the Accounting Officer's review of effectiveness of the system of control in relation to the Governance Statement.

Appendix 3

Example meeting schedule for a Local Academy Committee (LAC)

Autumn 1 (early Sept)	Autumn 2 (late in term)	Spring (mid term)	Summer (late in term)
Business: Confirm membership, chair, safeguarding lead Sign code of conduct Declare conflicts Confirm minutes	Business: Declare conflicts Confirm minutes	Business: Declare conflicts Confirm minutes	Business: Declare conflicts Confirm minutes
Reporting: HT report on: Initial analysis of public examination results against targets Update on operational matters (staffing, premises etc.) Confirm strategy for achieving the vision	Reporting: HT report on: Benchmarked validated performance data against national and local figures Progress towards meeting targets/KPIs, and staffing	Reporting: HT report on: Mid-year progress towards meeting targets/KPIs, and staffing Stakeholder survey results	Reporting: HT report on: End year progress Review of strategy and if it supports the achievement of the vision Propose targets/KPIs for following year(s) How staffing will support strategy
Monitoring: Determine which aspects of improvement strategy and which key policies will be monitored and how	Monitoring: Committee members to report on monitoring visits	Monitoring: Committee members to report on monitoring visits	Monitoring: Review monitoring arrangements and their effectiveness and to begin thinking about strategy for the following year
Community: Determine interface with the school and agree plan for the year	Community: Report on community engagement	Community: Report on community engagement	Community: Review community engagement and effectiveness, plan strategy for following year
Building knowledge: Gain an understanding of pupil attainment and progress and performance targets for the year, and how these will be measured	Building knowledge: SLT to present on a curriculum area	Building knowledge: HT to lead on: Review of the school's SWOT, its vision and ethos, key priorities for achieving the vision, areas of risk	Building knowledge: SLT to present on how following year's curriculum will be broad and balanced and prepare students for the next stage of their education or adult life
Training and CPD: Identify training needs and plan delivery	Training and CPD ongoing Plan annual conference with Trust board for thanks and acknowledgements, information sharing and training		

Appendix 4

Specific Functions of Local Academy Committees

The following points specify the range and remit of the LAC:

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Governance framework: systems and structures

- Annual schedule of governance business - agree
- Self-review of academy committees (LACs) - complete annually
- Academy committee (LAC) Member contribution - review annually

Governance framework: reporting

- Contribute to annual report on the performance of the Trust
- Annual report works of academy committee (LAC) - submit to Trust and publish

Being strategic

- Determine school level policies - approve
- Engagement with stakeholders - ensure

Appendix 5

Example of an agenda for academy committee (LAC) meetings

Example of an agenda for academy committee (LAC) meetings				
	Item	Lead	Papers	Time
1. Business	1. Welcome and introductions 2. Attendance - to note apologies 3. Declarations of Interest - to note 4. Appointments and elections - to note 5. Urgent items - urgent items must be agreed with the chair in advance of the meeting 6. Other business - to agree and sign code of conduct and to discuss the training plan 7. Minutes of the last meeting – to agree	Clerk	Code of conduct Training plan Minutes	30 mins
2. Reporting	Headteacher's report To include: 1. Contextual details 2. Summary of test results 3. Targets for coming year 4. Briefing on the improvement cycle, and the role of the SEF and the SDP	HT	HT report SDP Policy schedule	60 mins

Example of an agenda for academy committee (LAC) meetings

	Item	Lead	Papers	Time
	5. Policy changes			
3. Monitoring	1. To approve visits' policy and protocols 2. To agree focus for spring term visits	Chair	Policy	10 mins
4. Community	To propose setting up a task and finish group to develop ideas for engaging with parents and the community	Chair		5 mins
5. Information	1. Meeting dates - to note meeting schedule 2. School events - list of events committee members may want to attend	Clerk	Calendar	5 mins

** All information in this document was extracted from the National Governance Association Guidance on Schemes of Delegation For Academy Trusts

Appendix 6

Delegated Authorities:

Delegated Authority	Transfer monies	Enter into a contract	Debt Write-off
Board of Trustees	£20,000+	£20,000+	£2,500+
Finance	£10,000 - £20,000	£10,000 - £20,000	£500 - £2,500
Executive Leader	Up to £5,000	Up to £5,000	Up to £500