



SCHEME OF DELEGATION



Bishop Anthony Educational Trust

Local Governing Body Scheme of Delegated Authority (SoDA)

Academy: Ludlow CE Secondary

SoDA: Date: 10th October 2017

1 INTRODUCTION

1.1 As a charity and company limited by guarantee, Bishop Anthony Educational Trust (the "Company") is comprised of and governed by:

- 1.1.1 Members who guarantee the liabilities of the Company and review the strategic direction.
- 1.1.2 a Board of Directors (the "Directors") who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company.
- 1.1.3 An Audit and Finance Committee, which is responsible for financial scrutiny and oversight.
- 1.1.4 A Resources Committee, which is responsible for overseeing key staffing issues across the academies in the Company.
- 1.1.5 An Education Committee, which is responsible for overseeing the teaching and leadership standards across the academies in the company.
- 1.1.6 Local Governing Bodies ("LGBs"); there will be one LGB for each academy which will be responsible for, subject to the provisions of this SoDA, the day-to-day management and administration of each academy.

A chart summarising the governance structure of the Company is contained in Appendix 3.

- 1.2 The Directors have agreed the vision statement contained in Appendix 7.
- 1.3 The Company runs a number of academies including Church of England and Community academies. To ensure that the vision and ethos of the Church of England is upheld in the Church academies, the members of the Company represent the Church of England and at least 25% of Directors will be appointed by the Church of England. This is reflected in the Company's Articles of Association.
- 1.4 The aim of the SoDA is to provide clarity to the Directors and the LGBs on the extent of their rights, responsibilities, authority and powers and to provide a framework within which the Company is expected to operate.
- 1.5 This SoDA has been put in place by the Directors and applies from the SoDA Date in accordance with the provisions of the Company's Articles of Association (the "**Articles**") and it should be read in conjunction with those Articles and any terms used in the Articles (a copy of which are attached to this SoDA in Appendix 1).
- 1.6 Any reference to the "**Academy**" in this SoDA will be a reference to the Academy so named at the beginning of this document. The characteristics of the Academy are set out in Appendix 2. References to "**Company Academies**" is a reference to all the academies for which the Company is responsible from time to time (at a given point in time).
- 1.7 The Directors are accountable to external government agencies including the Education Funding Agency, the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education the Company Academies provide and they are required to have systems in place through which they can assure themselves of quality,

safety and good practice.

- 1.8 In order to discharge these responsibilities, the Directors appoint people who are more locally based to serve on LGBs. The LGBs are established to ensure the good governance of the Academy. The LGB shall be the "Advisory Body" for the Academy as required by the Master Funding Agreement. This is an agreement entered into between the Company and the Secretary of State for Education (the "SoS") governing the affairs of the Company (the "Master Funding Agreement").
- 1.9 This SoDA explains the ways in which the Directors require the LGB to fulfil their responsibilities for the leadership and management of the Academy, the role and responsibilities of the LGB and the commitments to each other to ensure the success of the Academy.
- 1.10 The object (the "Object") of the Company is specifically restricted to the following:
 - a. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which shall include:
 - i. Church of England Academies designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and having regard to any advice issued by the relevant Diocesan Board of Education in relation to each Academy; and
 - ii. other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England.
- 1.11 The LGB of the Academy may decide to pool resources with one or more other Company Academies to further the Object of the Company more efficiently. Where there are financial implications the LGBs who are considering this action shall consult with and obtain approval from the Directors about such collaboration. This does not preclude collaborative working with Schools outside of the trust.
- 1.12 The LGBs also recognise the responsibility of the Directors and the Company, including any officer appointed with the express purpose of achieving and maintaining academy improvement, to support the academies to ensure their long term sustainability. Any Academy Improvement Plan will be discussed between the Directors, and the LGB and the LGB acknowledges that the financial cost of any support package will be the responsibility of the Academy. Any Academy Improvement Plan will take account of the SoS's concerns and will identify measurable objectives and milestones for improvement. The LGB will support and ensure implementation of any plan.

2 DIRECTORS' POWERS AND RESPONSIBILITIES

- 2.1 The Directors have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and in the running of schools. (see Appendix 6)
- 2.2 The Directors must act in the fulfilment of the Object.
- 2.3 Directors will have regard to the interests of all the Company Academies in deciding and implementing any policy or exercising any authority in respect of an individual Company Academy.
- 2.4 Article 100 of the Articles provides for the appointment by the Directors of committees to whom the Directors may delegate certain of the functions of the Directors.
- 2.5 The constitution, membership and proceedings of the LGB is determined by the Directors and this SoDA expresses such matters as well as acknowledging the authority delegated to the LGB in order to enable the LGB to run the Academy.
- 2.6 If at any time:

Ofsted rate the Academy as inadequate

Ofsted rate the Academy as requiring improvement

the Academy has a deficit budget; (without a detailed plan for urgent recovery)

an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Company;

the Directors have good reason to be concerned about the governance of the Academy;

a significant event occurs which causes a concern to the Directors about the wellbeing of any child at the Academy;

the Directors shall have the right (but shall not be required) to direct that any one member or all members of the LGB resign their post(s) and at such time this SoDA shall cease to have effect until such time as the Directors are satisfied that the event has occurred to trigger the right to exercise these powers have been rectified or ceases to cause a concern to the Directors.

3 CONSTITUTION OF THE COMPANY'S COMMITTEES

The Audit and Risk Committee

3.1 Members of the Audit and Risk Committee

3.1.1 The number of people who shall sit on the Audit and Risk Committee shall be not less than three and three members must be present for a meeting to be quorate.

3.1.2 The Audit and Risk Committee shall have the following members:

3.1.2.1 The CEO of the Company;

3.1.2.2 Up to three (with a minimum of two) Directors appointed by the Board of Directors. It is expected that any Director serving as a member of the Audit and Risk Committee will have an appropriate level of financial expertise / experience.

3.1.2.3 The CFO of the Company shall attend every meeting of the Audit and Risk Committee but shall have no voting rights.

3.2 Term of office

3.2.1 The term of office for any person serving on the Audit and Risk Committee shall be 2 years, save that this time limit shall not apply to the CEO who shall be treated for all purposes as being an ex officio member of the of the Audit and Risk Committee

3.3 Meetings

3.3.1 The Audit and Risk Committee shall meet at least once a term.

3.3.2 Meetings must be held in April and in June to review the accounts and the budget respectively.

3.3.3 A standard Agenda of all Audit and Risk Committee meetings shall be provided by the Directors.

3.3.4 At the beginning of each Audit and Risk Committee meeting the CFO shall present the headline figures of the academy and raise any concerns or actions required by the Audit and Risk Committee.

3.4 Budget and Accounts

3.4.1 The Audit and Risk Committee shall meet in June each year to review and approve

the draft academy budget prepared and provided by the CFO of the Company. The budget will relate to the upcoming academic year.

- 3.4.2 The Audit and Risk Committee shall raise any concerns over the draft academy Budget to the Directors.
- 3.4.3 The Audit and Risk Committee shall meet in November each year to review the draft set of Company Accounts (the draft Accounts) prepared and provided by the Company's Auditors.
- 3.4.4 The Audit and Risk Committee shall raise any concerns over the draft Accounts to the Directors or otherwise submit these to the Directors with a recommendation that they are approved.

The Resources Committee

3.5 Members of the Resources Committee

- 3.5.1 The number of people who shall sit on the Resources Committee shall be not less than three and all three members must be present for a meeting to be quorate.
- 3.5.2 The Resources Committee shall have the following members:
 - 3.5.2.1 The CEO of the Company;
 - 3.5.2.2 The CFO of the Company;
 - 3.5.2.3 The Director representing Primary/Secondary Education;
 - 3.5.2.4 A nominated HR Personnel Director

3.6 Term of office

- 3.6.1 The term of office for any person serving on the Resources Committee shall be 2 years, save that this time limit shall not apply to the CEO or CFO who shall be treated for all purposes as being ex officio members of the of the HR and Personnel Committee.

3.7 Meetings

- 3.7.1 The Resources Committee shall meet at least once a term.
- 3.7.2 A standard Agenda of all Resources meetings shall be provided by the Directors.

4 EDUCATION COMMITTEE

4.1 Members of the Education Committee

- 4.1.1 The number of people who shall sit on the Education Committee shall be not less than three and all members must be present for a meeting to be quorate.
- 4.1.2 The Education Committee shall have the following members:
 - 4.1.2.1 The CEO of the Company;
 - 4.1.2.2 Up to three (with a minimum of two) Directors appointed by the Board of Directors. It is expected that any Director serving as a member of the Education Committee will have an appropriate level of educational/academic experience.

- 4.2 The term of office for any person serving on the Education Committee shall be 2 years, save that this time limit shall not apply to the CEO who shall be treated for all purposes as being an ex officio member of the of the Education Committee.

4.3 Meetings

- 4.1.3 The Education Committee shall meet at least once a term.
- 4.1.4 Meetings must be held in September and in November to review the results and the Raise on line respectively.
- 4.1.5 A standard Agenda of all Education Committee meetings shall be provided by the Directors.

5 CONSTITUTION OF THE LGB

5.1 Members of the LGB

- 5.1.1 Subject to the approval of the Directors and the terms of this SoDA, the previous Governing Body members that were in place prior to the academy conversion date will become members of the Local Governing Body.
- 5.1.2 For the avoidance of doubt, the previous Governing Body shall cease to exist and a new term of office shall begin from the date of their appointment.
- 5.1.3 The number of people who shall sit on the LGB shall be not less than five and be subject to a maximum of eleven.
- 5.1.4 The LGB shall have the following members:
 - 5.1.4.1 a staff member, appointed under clause 5.2.2;
 - 5.1.4.2 two parent members appointed under clause 5.2.4;
 - 5.1.4.3 Executive Headteacher of the Academy
 - 5.1.4.4 Headteacher of the Academy
 - 5.1.4.5 Three Foundation Members appointed under clause 5.2.5
 - 5.1.4.6 Community Governors
- 5.1.5 The LGB may also have co-opted members appointed under clause 5.2.6. The Co-opted Governor is addition to the eleven on the LGB.
- 5.1.6 The Directors (all or any of them) shall also be entitled to serve on the LGB and attend any meetings of the LGB, after asking the chair of the LGB for permission to attend. Any Director attending a meeting of the Local Governing Body shall count towards the quorum for the purposes of the meeting but shall not be entitled to vote on any resolution being considered by the LGB.
- 5.1.7 All persons appointed or elected to the LGB shall give a written undertaking in the form set out in Appendix 4 to the Directors to uphold the Object.

5.2 Appointment of members of the LGB

Executive Headteacher or Headteacher

- 5.2.1 The Executive Headteacher or Headteacher (as applicable) of the Academy shall be treated for all purposes as being an ex officio member of the LGB.

Staff Members

- 5.2.2 The Directors shall appoint a person employed at the Academy to serve on the LGB through such process as they may determine.

- 5.2.3 In appointing persons to serve on the LGB who are employed at the Academy the Directors 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 and, where there are any contested posts, shall hold an election by 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 members of the LGB.

Parent Members

- 5.2.4 Two parent members of the LGB shall be appointed by the Directors, following a recommendation from the LGB. He or she must be a parent of, or have parental responsibility for, a pupil at the Academy at the time when he or she is appointed.

Foundation

- 5.2.5 The Directors shall appoint the number of Foundation Members necessary to ensure that Foundation Members represent 25% of the total number of Members of the LGB.

Community Members

- 5.2.6 A Community Member means a person appointed by the LGB to represent the community in which the school sits. They have full voting rights.

Co-opted Members

- 5.2.7 The members of the LGB may, with the consent of the Directors, appoint persons to be "co-opted" to the LGB.

- 5.2.8 A co-opted member means a person who is appointed to be a member of the LGB by being co-opted by members who have not themselves been so appointed. A co-opted member shall have full voting rights.

- 5.2.9 The members of the LGB 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 Executive Headteacher and Headteacher).

General

- 5.2.10 All appointments to the LGB or resignations from the LGB are to be reported to Directors within seven days of such appointment or resignation together with details of the type of member of the LGB involved (i.e. Parent, Staff etc.).

5.3 Term of office

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

- 5.4.7 the Executive Headteacher and Headteacher who shall be treated for all purposes as being an ex officio member of the LGB; or

- 5.4.8 Co-opted Members who shall serve for 1 year.

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

- 5.5.7 A person serving on the LGB shall cease to hold office if:

- 5.5.7.1 he resigns his office by notice to the LGB but only if at least three persons will remain on the LGB when the notice of resignation is to take effect;

5.5.7.2 he is removed by the person or persons who appointed him;

5.5.7.3 a Staff Member ceases to work at the Academy.

5.5.8 Where a person who serves on the LGB resigns his office or is removed from office, that person or, where he is removed from office, those removing him, shall give written notice thereof to the Directors.

5.6 Disqualification of members of the LGB

5.6.7 A person shall be disqualified from serving on the LGB if he would not be able to serve as a Director in accordance with Articles 68-80 of the Articles.

6 PROCEEDINGS OF THE LGB

6.1 Appointment and removal of Chair and Vice Chair

6.1.1 The Chair of the LGB shall be recommended by the members of the LGB and formally appointed by the Directors. The Chair may be removed, upon reasonable grounds, by the Directors at any time. A person employed by the Company (whether or not at the Academy) shall not be eligible to be appointed as Chair.

6.1.2 The Chair of the LGB is responsible for ensuring on behalf of the Company that the business of the LGB is appropriately organised and for acting as the communication link between the LGB and the Academy Executive Headteacher and Headteacher. The Chair will also be responsible for feeding back to the Company where applicable and also to the Local Governing Body Directors.

6.1.3 The Chair has responsibility for providing strategic leadership of matters such as formulating the LGB's strategy for executing its duties; encouraging high standards of propriety; promoting efficient and effective use of resources including staff; ensuring that decision making takes account of governance documents and ministerial guidance; representing the view of the LGB to the general Public; and providing an assessment of the performance of individual members of the LGB on request e.g. when they are considered for re-appointment to the LGB.

6.1.4 At their first meeting of a school year, the members of the LGB shall elect a Vice Chair from among their number. Neither a person who is employed by the Company (whether or not at the Academy) nor a person who is at the time of election already a Director shall be eligible for election as Vice Chair. Any election of the Vice Chair which is contested shall be held by secret ballot.

6.1.5 Subject to Clause 4.6 the Chair and Vice Chair shall hold office until his successor has been elected/appointed.

6.1.6 The Chair and Vice Chair may at any time resign his office by giving notice in writing to the Directors. The Chair or Vice Chair shall cease to hold office if:

6.1.6.1 he ceases to serve on the LGB;

6.1.6.2 he is employed by the Company whether or not at the Academy;

6.1.6.3 he is removed from office in accordance with this Scheme of Delegated Authority; or

6.1.6.4 in the case of the Vice Chair, he is appointed to fill a vacancy in the office of the Chair.

6.1.7 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the members of the LGB shall elect one of their number to act as chair 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 the Academy) nor a Director.

- 6.1.8 The Chair and/or Vice Chair and may be removed by the Directors. A resolution to remove the Chair and/or Vice Chair from office shall not have effect unless:
- 6.1.8.1 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
 - 6.1.8.2 the matter of the Vice Chair's removal from office is specified as an item of business on the agenda for each of those meetings.
- 6.1.9 Before a resolution is passed by the LGB at the relevant meeting as to whether to confirm the previous resolution to remove the Vice Chair from office, the person or persons proposing his removal shall at that meeting state their reasons for doing so and the Vice Chair shall be given an opportunity to make a statement in response.
- 6.2 Committees
- 6.2.1 The LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority. These are referred to as Associate Governors and they have no voting rights (for example, SBM and SM attend Strategy and Resources Committee).
 - 6.2.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Executive Headteacher and Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Directors or the LGB may impose and may be revoked or altered. The 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.
 - 6.2.3 Any committees established by the LGB will have clear terms of reference setting out their responsibilities to the LGB and the Company.
- 6.3 Link Members
- 6.3.1 The LGB shall appoint a member of the LGB to be the Responsible Member for each of the following areas:
 - 6.3.1.1 SEND, Vulnerable Pupils and Safeguarding. *Barbara Ball*
 - 6.3.1.2 Finance. – *Ian Jones*
 - 6.3.1.3 Property, Health and Safety – *Ian Jones*
 - 6.3.2 Subject to the Finance Link Member who shall meet with the CFO of the Company, each Link Member shall meet with the Director responsible for their respective area. Where possible, this meeting should take place in advance of the Directors meetings.
- 6.4 Meetings
- 6.4.1 Subject to the provisions contained in this SoDA, the LGB may regulate its proceedings as the members of the LGB think fit.
 - 6.4.2 The LGB shall meet at least termly. Meetings of the LGB shall be convened by the secretary to the LGB in accordance with any direction given by the Directors or the Chair of the LGB. Wherever possible, meetings of the LGB shall be timed to be approximately seven to fourteen days prior to each meeting of the main Board of Directors.
 - 6.4.3 Each member of the LGB shall be given at least seven clear days' notice before the date of a meeting and a copy of the agenda unless the Chair determines that there are matters demanding urgent consideration in which case shorter notice may be given.
 - 6.4.4 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 or any defect in the election, appointment or nomination of any person serving on the LGB.

6.5 Quorum

6.5.1 Subject to clause 6.5.2 below, the quorum for a meeting of the LGB, and any vote on any matter thereat, shall be any 5 of the members of the LGB and Executive Headteacher and Headteacher, 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.

6.5.2 The quorum for the purposes of:

6.5.2.1 any vote on the appointment of a Parent Member;

6.5.2.2 any vote on the removal of a person in accordance with this SoDA;
or

6.5.2.3 any vote on the removal of the Chair and/or Vice Chair of the LGB;

shall be the greater of any five members of the LGB and 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.

6.6 Voting

6.6.1 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. Where there is an equal division of votes, the Chair of the LGB shall have the casting vote.

6.6.2 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 duly convened and held. Such a resolution may consist of several documents in the same form signed by one or more of the members of the LGB and may include electronic communication.

6.7 Conflicts of Interest

6.7.1 Any member of the LGB or a subcommittee who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest as defined below) which conflicts or may conflict with his duties as a member of the LGB or subcommittee shall disclose that fact to the LGB or subcommittee as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB or subcommittee in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).

6.7.2 A member of the LGB or a subcommittee has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the member or any person living with the member as his or her partner, is 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 the Academy.

6.8 Minutes of meetings

6.8.1 The minutes of the proceedings of a meeting of the LGB shall be drawn up and signed (subject to the approval of the members of the LGB) at the same or next subsequent meeting by the Chair. The minutes shall include a record of all appointments of members made by the LGB and/or the Directors and all proceedings at meetings of the LGB and of subcommittees of the LGB, including the names of all persons present at each such meeting. The minutes should also include details of decisions taken; actions agreed and where appropriate the views of individual LGB members.

6.8.2 The agreed actions from a previous meeting should be included in the agenda for the next meeting.

- 6.8.3 The Chair shall ensure that copies of the draft minutes of all meetings of the LGB (and any subcommittees) shall be provided to the Directors as soon as reasonably practicable and in any event within fourteen days of the meeting having been approved by the Chair of that meeting and the Chair shall thereafter ensure that the Directors are provided with updated copies of such minutes if later revisions are made.
- 6.8.4 The LGB shall ensure that a copy of:
- 6.8.4.1 the agenda for every meeting of the LGB;
 - 6.8.4.2 the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting;
 - 6.8.4.3 the signed minutes of every such meeting; and
 - 6.8.4.4 any report, document or other paper considered at any such meeting,
- are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them. There may be excluded from any item required to be made available any material relating to a named teacher or other person employed, or proposed to be employed, at the Academy, a named pupil at, or candidate for admission to, the Academy and any matter which, by reason of its nature, the LGB is satisfied should remain confidential.
- 6.8.5 The proceedings of the LGB shall not be invalidated by
- 6.8.5.1 any vacancy on the board; or
 - 6.8.5.2 any defect in the election, appointment or nomination of any person serving on the LGB.

Communications

- 6.8.6 Communications between the LGB and the Education Funding Agency/Department for Education will be through the Directors unless the Directors have agreed the LGB should act on its behalf.
- 6.8.7 The Chair should ensure that all members of the LGB, when taking up office, shall receive an induction in governance and Academy finance. The Chair should also ensure that all members of the LGB shall receive copies of the key Governance Documents as part of their induction.
- 6.8.8 On occasions it will be necessary for the Chair to act on behalf of the LGB between scheduled meetings. In these circumstances the LGB delegate to the Chair authority to take action on their behalf, after taking advice from the Company providing that the course of action is not contrary to the Funding Agreement, the Memorandum and Articles of Association or other regulations. Any action taken shall be reported to the next LGB meeting.

7 DELEGATED POWERS

- 7.1 Subject to the provisions of the Companies Act 2006, the Articles, to any directions given by the Directors from time to time and in accordance with the terms of this SoDA, the management of the business of the Academy shall be delegated by the Directors to the LGB who may exercise all the powers of the Company in so far as they relate to the Academy.
- 7.2 At all times, the Directors 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, any agreement entered into with the Secretary of State for the funding of the Academy and this Scheme of Delegation.
- 7.3 Appendix 5 of this SoDA sets out the general powers that are delegated to the LGB. Appendix 6 sets out the levels of delegation of responsibilities, obligations and powers within the Company. Appendix 5 and 6 may be reviewed and amended by the Directors at any time but

shall be reviewed at least annually. Directors 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.

- 7.4 In the exercise of its powers and functions, the LGB shall consider any advice given by the Executive Headteacher and Headteacher and any other executive officer and have due regard to any guidelines and policies issued by the Directors.
- 7.5 Any decision to increase or decrease the size of the Academy shall be that of the Directors but who shall have regard to the views of the LGB.
- 7.6 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be for the Directors but the LGB shall do all such things as the Directors may specify as being necessary to ensure that the Company is meeting its legal obligations.
- 7.7 No monies of the Company (whether or not authority to expend has been delegated to the LGB) shall be paid into any bank account other than a bank account authorised by the Directors.
- 7.8 If the LGB has a deficit budget or thinks it will have a deficit budget within the next 3 months the members of the LGB must notify the Chief Operating Officer immediately.

8 OPERATIONAL MATTERS

- 8.1 The LGB will adopt and will comply with all policies that the Directors communicate to the LGB from time to time as being Company policies.
- 8.2 In addition to the Company's policies, Directors will from time to time communicate to the LGB details of other policies which the LGB must have in place but the contents of which will be for the LGB to decide provided that the contents must not contradict or conflict with the contents or aims of the Company policies.
- 8.3 The LGB may produce and have in place such other policies as it thinks fit provided that such policies do not contradict or conflict with the policies referred to in clause 7.1 and 7.2.
- 8.4 Both the Directors and all members of the LGB have a duty to act independently and not as agents of those who may have appointed them and will 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.
- 8.5 The LGB will review its policies and practices on a regular basis, having regard to requirements and recommendations made by the Directors 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.
- 8.6 The LGB shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require from time to time.
- 8.7 The LGB shall submit any inspections by the Directors or officers and any inspections pursuant to section 48 of the Education Act 2005.
- 8.8 The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the SoS and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the LGB under this Scheme of Delegated Authority in such circumstances.
- 8.9 This SoDA may be terminated or amended by the Directors at any time by giving notice in writing to the LGB. In considering any material changes to this SoDA, including termination, the Directors will have regard to and give due consideration of any views of the LGB.
- 8.10 The Academy is to provide a termly report to the Director's covering statistics and details on exclusions, attendance, safeguarding

9 DELEGATION

- 9.1 Provided such power or function has been delegated to the LGB, the LGB may further delegate to any person serving on the LGB, committee, the Executive Headteacher and 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 Directors or the LGB may impose and may be revoked or altered. Copies of the terms of reference for any sub-committee of the LGB shall first be approved by the Directors.

9.2 Where any power or function of the Directors or the LGB is exercised by any subcommittee, any Director or member of the LGB, the Executive Headteacher and 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.

10 **NOTICES**

10.1 Any notice to be given to or by any person under this Scheme of Delegated Authority shall be in writing or given using electronic communications to an address provided by that person.

11 **INDEMNITY**

11.1 Subject to the provisions of the Companies Act 2006 and Article 6.3 of the Company's Articles every member of the LGB or other officer or auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.


.....

Chair of LGB)

.Ian Jones.....

Date 20/11/17


.....

Executive Headteacher

Phil Poulton

Date: 20/11/17



CEO of BAET

Judith Tinsley

Date: 23/11/17

APPENDIX 1

The Articles of the Company

Attached as a separate document

APPENDIX 2

Characteristics of the Academy

Name: Ludlow CE School

Address: Bromfield Road, Ludlow, Shropshire, SY8 1GJ

Age range: 11-16

Ethos:

Composition of the LGB:

One staff Governor

Two parent Governors

Executive Headteacher of the Academy Ex officio

Headteacher of the Academy Ex officio

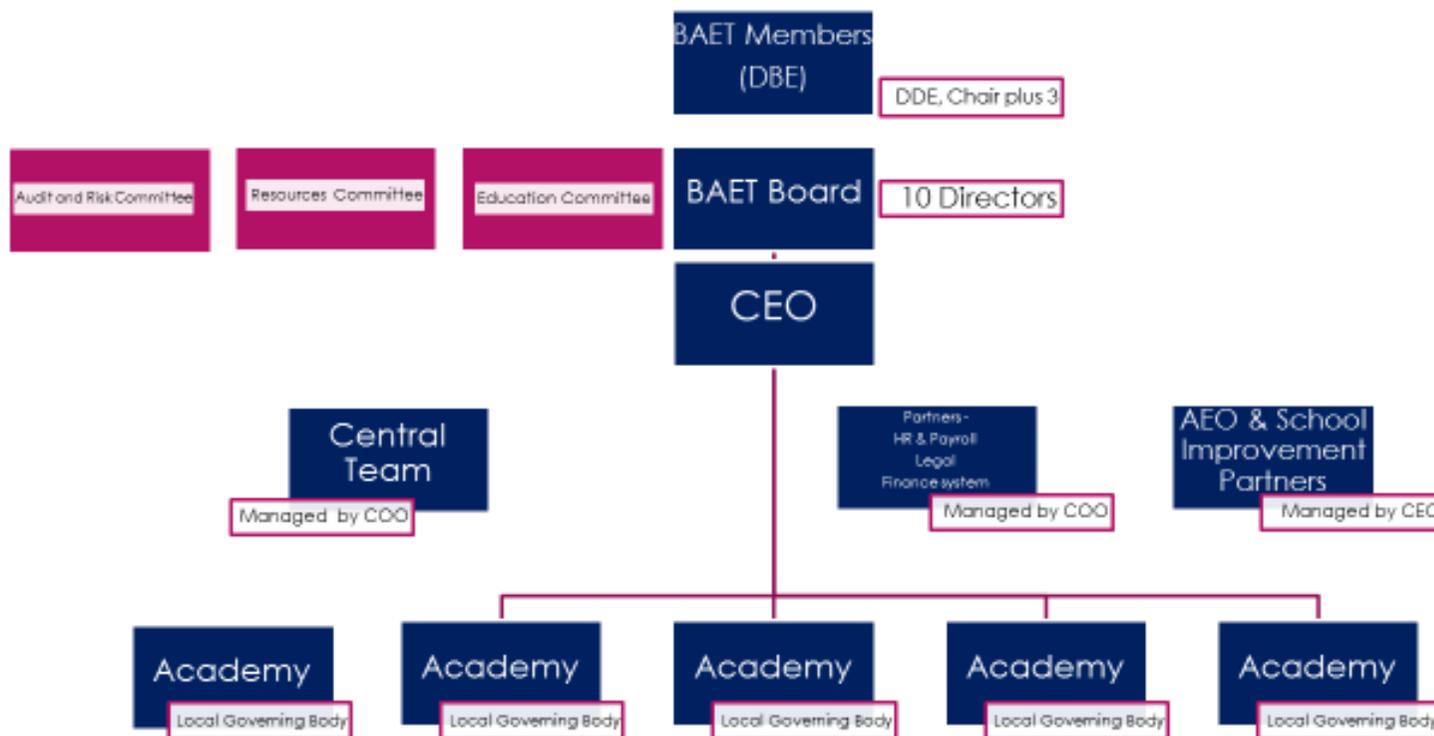
Three Foundation Governors (or 25% of the LGB)

Community Governors

Co-opted Governors

Name	Responsibility	Designate
Ian Jones	Chair Link Governor – English LGB, School Performance, Strategy & Resources and Monitoring Group	Community
Barbara Ball	Vice Chair Link Governor – Mathematics, SEND, LAC, Safeguarding and Child Protection LGB, School Performance, Strategy & Resources and Monitoring Group	Community
Sheila Poolton	Link Governor – GDPR and MFL LGB and School Performance	Co-opted
Richard Jeary	Link Governor – Creative Studies LGB, School Performance and Strategy & Resources	Community
Angela Ayliffe	Link Governor – Humanities, RE and Collective Worship LGB and School Performance	Foundation
Richard Franks	Link Governor – Computing and Business Studies and Science LGB, School Performance and Monitoring Group	Foundation
Deborah Tysall	LGB and School Performance	Staff Governor
Phil Poulton	LGB	Executive Headteacher (ex officio)
Paula Hearle	LGB, School Performance, Strategy and Resources and Monitoring Group	Headteacher (ex officio)
Wayne Davies	Link Governor - PE LGB and School Performance	Foundation

Bishop Anthony Educational Trust Governance Structure Chart



Please note 5 Academies are shown for illustrative purposes only – 12 academies will be in place

APPENDIX 4

LGB's Members Undertaking

12 INTRODUCTION

- 12.1 This undertaking is to be signed by all members of the Local Governing Body of Ludlow CE School (the "**Academy**") on or as soon as possible after their appointment as a member of the Local Governing Body of the Academy (the "**LGB**").
- 12.2 This undertaking is designed to confirm that each member of the LGB will comply with the terms of the LGB's Scheme of Delegated Authority ("**SoDA**") and, in particular, the object of the Trust as set out in the SoDA.
- 12.3 This undertaking also sets out the basic principles of behaviour with which members of the LGB are expected to comply.

13 UNDERTAKING

- 13.1 The member of the LGB signing this undertaking agrees to:
- 13.1.1 comply with the terms and provisions of the SoDA;
 - 13.1.2 notwithstanding the generality of point 2.1.1, to do everything possible to ensure that the Academy is operated and run so as to comply with the object of the Trust.
- 13.2 In support of the undertaking given in point 2.1, the member of the LGB signing this undertaking agrees that:
- 13.2.1 they will do everything necessary to understand the purpose of the Trust, the board of directors of the Trust (the "**Board of Directors**"), the LGB and the role of the Executive Headteacher and Headteacher;
 - 13.2.2 accept that they have no legal authority to act individually, except when the Board of Directors has given delegated authority to do so, and therefore will only speak on behalf of the governing board when we have been specifically authorised to do so;
 - 13.2.3 accept collective responsibility for all decisions made by the Board of Directors, its delegated agents or the LGB and will not speak against majority decisions outside the LGB meeting;
 - 13.2.4 have a duty to act fairly and without prejudice, and in so far as they have responsibility for staff, will fulfil all that is expected of a good employer;
 - 13.2.5 will encourage open government and will act appropriately;
 - 13.2.6 will consider carefully how their decisions may affect the community and other schools;
 - 13.2.7 will always be mindful of their responsibility to maintain and develop the ethos and reputation of the Academy and the Trust;
 - 13.2.8 in making or responding to criticism or complaints affecting the school, will follow the procedures established by the Board of Directors;
 - 13.2.9 will actively support and challenge the Executive Headteacher and Headteacher;
 - 13.2.10 acknowledges that accepting office as a member of the LGB involves the commitment of significant amounts of time and energy;
 - 13.2.11 will involve themselves actively in the work of the LGB, and accept their fair share of responsibilities, including service on committees or working groups;
 - 13.2.12 will make full efforts to attend all meetings and where they cannot attend explain in advance why we are unable to;

- 13.2.13 will get to know the Academy well and respond to opportunities to involve themselves in school activities;
- 13.2.14 will visit the Academy, with all visits to the Academy arranged in advance with the staff and undertaken within the framework established by the Board of Directors;
- 13.2.15 will consider seriously their individual and collective needs for training and development, and will undertake relevant training;
- 13.2.16 will strive to work as a team in which constructive working relationships are actively promoted;
- 13.2.17 will express views openly, courteously and respectfully in all their communications with other governors and the Board of Directors;
- 13.2.18 will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.

14 CONFIDENTIALITY

The member of the LGB signing this undertaking agrees that they will:

- 14.1 observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school;
- 14.2 exercise the greatest prudence at all times when discussions regarding school business arise outside a governing board meeting; and
- 14.3 not reveal the details of any LGB vote.

15 CONFLICTS OF INTEREST

- 4.1 The member of the LGB signing this undertaking will record any pecuniary or other business interest (including those related to people they are connected with) that they have in connection with the LGB's or the Trust's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- 4.2 The member of the LGB signing this undertaking will also declare any conflict of loyalty at the start of any meeting should the situation arise and will act in the best interests of the Academy as a whole and not as a representative of any group, even if elected to the LGB.

.....

[NAME]

.....

(Date)

APPENDIX 5

General Powers Delegated to the LGB

Subject always to the specified level of delegation as set out in Appendix 6, the LGB shall have the following powers:

1 CONTRACTS

- 1.1 The LGB shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy provided that the LGB shall first obtain the written consent of the Directors to any contracts or expenditure.
- 1.2 The LGB should inform all contract providers with information about their structure, the role of the Company and details on who is permitted to enter into contracts.
- 1.3 All contracts should be signed by the Chair of the LGB and the Company's Business Manager or a Director of the Company.

2 FINANCE

- 2.1 The Directors delegate to the LGB the responsibility to plan, manage and expend such of the monies received under the Academy Funding Agreement or otherwise for the purposes of the Academy as may be determined each year by the Directors in accordance with the annual budget set by the Directors ("Budget").
- 2.2 The draft Budget will be overseen by the CFO of the Company. This shall be reviewed by the Audit and Finance Committee at the Audit and Finance Committee meeting in June. Following a recommendation by the Audit and Finance Committee, the Budget will be formally approved by the Directors.
- 2.3 The LGB acknowledges the support provided by the Directors and that certain costs will be incurred (as part of the retained fee by it in undertaking its functions and meeting its responsibilities, in particular in relation to:
 - 2.3.1 the production of corporate accounts for the Company and the auditing of those accounts;
 - 2.3.2 ensuring appropriate insurances are in place and implementing a suitable risk management strategy;
 - 2.3.3 the functions of the Company Secretary and Accounting Officer;
- 2.4 There may be other services provided by the Directors on either an optional or a non-discretionary basis. In light of this, the LGB will be expected to meet a proportion of the costs incurred by the Directors, which shall be determined by the Directors on an annual basis. The Directors will on request make available to the LGBs full details of the expenditure incurred by the Directors and will at the start of each academic year circulate a draft budget for the Company for discussion with the LGBs.
- 2.5 The LGB shall ensure that such funds are spent in a manner as the LGB shall consider most beneficial for the achievement of the object of the Company in so far as it relates to the Academy.
- 2.6 The LGB shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State. 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 delegated to them.
- 2.7 The LGB shall provide half termly management accounts to the CFO of the Company. The CFO will raise any concerns regarding the half termly management accounts with the Directors.

- 2.8 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 Directors.
- 2.9 The accounts of the Company shall be the responsibility of the Directors but the LGB shall provide such information about the finances of the Academy as often and in such format as the Directors shall request.
- 2.10 The LGB shall inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.
- 2.11 In acknowledgement of the receipt by the Directors of funds in relation to the Academy; provided by the SoS, donated to the company and generated from the activities of the Company, the Directors, subject to Appendix 5 and Appendix 6, delegate to the LGB the responsibility to manage and expend allocated monies received on account of the Academy for the purposes of the Academy.
- 2.12 The Directors acknowledge the LGB's right and intention to use any voluntary (i.e. non grant) funds (including any restricted funds) raised by the LGB for the purposes for which they have been raised and otherwise solely at the discretion of the LGB provided this is within the Object. Proper accounts will be kept by the LGB showing the receipt and use of such funds and the extent to which such funds are restricted, in the light of the obligation on the Company to note these funds separately in the accounts of the Company.

3 PREMISES

- 3.1 The use of monies apportioned in the Budget for the routine maintenance of the buildings and facilities used by Academy will be the responsibility of the LGB.
- 3.2 The LGB shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.
- 3.3 The Directors 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.
- 3.4 The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Directors.
- 3.5 Insuring the land and buildings used by the Academy will be the responsibility of the Directors who will recover the cost from the budget delegated to the LGB.
- 3.6 The LGG will notify the Directors as soon as reasonably practicable following the occurrence of an event in respect of which insurance has been obtained. The responsibility for notifying the insurers is the LGB's. The Directors and the LGB will provide each other with all necessary information and assistance as may be helpful in the management of any insurance claims.

4 HUMAN RESOURCES

- 4.1 During the first twelve months of the academy joining the Company, all HR and Personnel decisions must be agreed by the CEO and the CFO of the Company. These include but are not limited to:
- 4.1.1 Recruitment
 - 4.1.2 Pay Review
 - 4.1.3 Performance Management
 - 4.1.4 Grievances and or breach of contract

4.1.5 Disciplinary matters

4.1.6 Any amendments to Employment contracts or HR and Personnel policies

4.2 After the first twelve months, all HR and Personnel decisions will be made in accordance with the remainder of this Clause 4 of Appendix 5.

Executive Headteacher and Headteacher

4.3 The Directors shall appoint the Executive Headteacher, Headteacher and any Deputy, in collaboration with the LGB

4.4 Executive Headteacher, Headteacher and Senior Leadership Team payscales shall be agreed by the Board, in collaboration with the LGB

Other staff

4.5 The Directors 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.

4.6 Where appointment of staff is delegated to the LGB, the LGB shall:

4.6.1 comply with all policies dealing with staff issued by the Directors from time to time;

4.6.2 take account of any pay terms set by the Directors

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

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

4.7 The Directors should be notified of all new Employee appointments and resignations.

Performance management

CEO

4.8 An Independent Advisor shall be appointed by the Directors to carry out the Performance Management of the CEO. The Chair of the Directors shall be present during all Performance Management meetings of the CEO.

CFO

4.9 The CEO and one Director shall carry out the Performance Management of the CFO of the Company.

Executive Headteacher and Headteacher

4.10 An Independent Advisor may be appointed by the LGB to carry out the Performance Management of the Executive Headteacher and Headteacher of the academy. The CEO, the Chair of the LGB and another Governor or Director shall be present during all Performance Management meetings of the Executive Headteacher and Headteacher.

4.11 The CEO may be nominated by the Directors to carry out the Performance Management of the Executive Headteacher and Headteacher. Where the CEO has been appointed to carry out the Performance Management of the Executive Headteacher and Headteacher, the Chair of the LGB and two other Governors shall be present during all Performance Management meetings of the Executive Headteacher and Headteacher.

4.12 Where an Executive Headteacher is in place, from another School outside of the Trust, the Performance management will be organised and led by the employing school. The CEO or another Director will need to present at review meetings.

- 4.13 The Executive Headteacher and Headteacher shall carry out the Performance Management of the Senior Leadership Team in accordance with the Academy's Performance Management Policy.

5 CURRICULUM AND STANDARDS

- 5.1 The LGB shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Directors in recognition of the Directors' obligation to the SoS to provide a broad and balanced curriculum. The LGB shall be responsible for the standards achieved by the Academy and the pupils attending the Academy but shall follow such advice and recommendations of the Directors as they might issue from time to time. The Executive Headteacher and Headteacher will make regular written reports to the LGB which will be forwarded to the Directors.
- 5.2 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 Directors 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 Directors.
- 5.3 Any decision to expand the Academy shall be that of the Directors who shall have regard to, but not be bound by, the views of the LGB.
- 5.4 If a serious safeguarding issue arises the Chair of the LGB, Safeguarding Lead, Executive Headteacher or Headteacher has to inform the CEO.
- 5.5 If a permanent exclusion situation arises the Chair of the LGB, Executive Headteacher or Headteacher must inform the CEO.

6 EXTENDED SCHOOL AND BUSINESS ACTIVITIES

- 6.1 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 Directors provided that:
- 6.1.1 such policy is consonant with the vision for the Academy; and
- 6.1.2 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 objects of the Company and any threat to funding provided by the Secretary of State.



APPENDIX 6

Levels of Delegation

LGB's should bear in mind that even where decisions are delegated, the LGB together with the Company as a whole remains responsible for decisions made pursuant to such delegated authority.

16 DELEGATIONS

In this Annex the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Executive Headteacher and Headteacher this will be at Academy level.

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

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

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Executive Headteacher and

Headteacher (as appropriate) and (iii) the Executive Headteacher and Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Executive Headteacher and Headteacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Executive Headteacher and Headteacher and (iii) the LGB they will be reviewing the Executive Headteacher, Headteacher and their leadership team.

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

To assist interpretation of the matters delegated the table below provides additional comment as appropriate.

		Board	CEO	LGB	Headteacher
STRATEGY AND LEADERSHIP	Set strategic objectives and KPIs of the Trust & Academies	Determine – for the Trust & Academies	Develop – in the case of the Academies in consultation with LGB & Executive Headteacher and Headteacher	Recommend	Consult – in the case of their Academy
	Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
	Scrutiny – review & challenge progress of the Trust & Academies against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LGBs/Executive Headteacher and Headteachers	Review – progress of the Academy Report – progress to the CEO & Board	Report – progress of the Academy to the LGB
	Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report – to Board	Comply	Deliver Report – to LGB & CEO
	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	Determine – policies to ensure compliance Review	Deliver Report – to Board	Comply	Deliver Report – to LGB & CEO
	Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine – policies to ensure compliance Deliver		Deliver	

		Board	CEO	LGB	Headteacher
STRATEGY AND LEADERSHIP	Appointments of Directors and Governors – ensuring processes in place for appointment of trustees and governors (including ensuring that the Directors and Governors have the skills to run the Trust and the Academies)	<p>Determine – policies and criteria for the selection of Trustees and Governors</p> <p>Determine – appoint Chairs of LGBs</p> <p>Determine – appoint Foundation Governors</p> <p>Review – the Board's own performance</p> <p>Review – performance of the LGBs</p>	<p>Report - to the Board on the performance of the LGBs</p> <p>Review - annually the size, structure and composition and skill Determines of LGBs</p> <p>Recommend – if appropriate changes to the size and composition of the LGBs</p>	<p>Review - procedures for the election of staff and parent governors of the LGB</p> <p>Review – own performance</p> <p>Consult – provide recommendation for Chair of LGBs</p> <p>Consult - provide names for Foundation Governors</p> <p>Determine – appoint co-opted governors</p>	
	Appointment of the Accounting Officer and Audit Committee	Deliver - appoint Accounting Officer and the Audit Committee	Deliver – the Accounting Officer role		
	Appointment of Clerk – Board and LGBs	Deliver – approve the clerks to the Board & LGBs		Consult – in connection with the appointment of the LGB clerk	

		Board	CEO	LGB	Executive Headteacher and Headteacher
STRATEGY AND LEADERSHIP	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board	Review – all policies approved by the Board and Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB Report – non-compliance to the LGB and the CEO
	Prepare terms of reference for LGB's and Board Committees	Deliver Review - annually	Develop	Deliver Recommend – changes to the Trustees	
	Training programme for directors and governors	Deliver	Develop	Deliver	

		Board	CEO	LGB	Executive Headteacher and Headteacher
EDUCATION AND CURRICULUM	Academy Development Plan - for each Academy in line with strategic aims of the Trust	Approve - the Academy Development Plan in consultation with the appropriate LGB	Recommend to Board drafting and agreeing the Academy Development Plan	Deliver Academy Development Plan to the Board	Deliver with the SIP in producing the Academy Development Plan Review – the Academy Development Plan
	Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	Determine – Trust wide and Academy KPIs Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO Review – performance of the Academy and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LGB

		Board	CEO	LGB	Executive Headteacher and Headteacher
EDUCATION AND CURRICULUM	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy Report – strengths and concern in the quality of teaching to the Board	Deliver – leadership & management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	Review – effectiveness of the curriculum across Trust	Deliver – monitoring of the effectiveness of curriculum within academies	Consult Review	Determine and Deliver
	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report – to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review – how Pupil Premium is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium

		Board	CEO	LGB	Executive Headteacher and Headteacher
EDUCATION AND CURRICULUM	Set admissions policy	Review	Review	Deliver and Determine with CEO	
	Admission decisions			Deliver	Consult
	Collective worship arrangements for school			Review	Deliver
	Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the Executive Headteacher and Headteacher Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LGB on any material issues
	Academy Hours – setting the opening and closing times for the Academies			Determine – following consultation with the Board	Comply
	Term Dates and length of school day			Determine – following consultation with the Board	Comply
	School lunch – ensure provided to appropriate nutritional standards			Review	Deliver
	Provision of free school meals to those meeting criteria			Review	Deliver

		Board	CEO	LGB	Executive Headteacher and Headteacher
FINANCIAL	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	Determine – in consultation with the LGBs	Recommend a funding model to the Board for approval Review	Consult – with the Board Review - compliance with the overall financial plan for the Academy	Comply
	Trust Annual Budget – formulating and setting the Trust wide budget	Determine	Deliver - on preparation of Trust budget and present to the Board for approval Review – submission of Trust budget to the EFA		
	Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine	Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review – preparation of Academy budgets	Consult - with CFO in respect of the Academy's requirements Recommend – prepare and recommend annual budgets to the CFO CFO to recommend to CEO	Deliver – prepare annual budget for LGB Comply

		Board	CEO	LGB	Executive Headteacher and Headteacher
FINANCIAL	Expenditure and ensuring delivery of Annual Budgets	Review	Report – to the board any material issues with delivery against the Annual Budget by the Academies Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review monthly expenditure and implement measures to remain within budget Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Deliver Report – to the LGB any need for any matters of concern in respect of the Academy's annual budget
	Reporting: financial reporting and KPIs	Determine	Deliver	Review	Deliver
	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver – on recommending financial limits to the Board Review – effectiveness of limits Comply – approve financial commitments in excess of £40,000	Review Delivery– Academy Comply - adherence to limit of £25,000 - £39,999 for approval	Comply - adherence to limit of £24,999 for approval
	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review – compliance with policies Report – any issues or non-compliance to the Board	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	Comply

		Board	CEO	LGB	Executive Headteacher and Headteacher
FINANCE	Approving annual accounts	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts	
	Corporate Risk Register	Review delivery	Deliver – management of corporate risk register	Review - Academy risk register	Deliver – management of Academy risk register
	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Determine and review delivery	Deliver		

		Board	CEO	LGB	Executive Headteacher and Headteacher
HR AND OPERATIONS	Appointing the CEO	Appoint			
	Appointing the Executive Headteacher and Headteachers at each Academy	Appoint -in consultation with the CEO/ LGBs Recommend – two directors to sit on appoint panel (one as chair)	Recommend – sit on appointment panel along with two representatives of the relevant LGB	Recommend – two representatives to sit on the appointment panel with the CEO and directors	
	Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
	Appointing Academy Staff			Notify CFO of any forthcoming appointments prior to advert Appoint (in consultation with the Executive Headteacher and Headteacher)	Recommend
	Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply	Review	Comply
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Review – in respect of CEO Receive reports – in respect of appraisal	Review – in respect of Executive Headteacher and Headteachers and cross Trust staff (and any appeals	Assure – in respect of performance management of Executive	Review – in respect of all other staff Report – annually to the CEO on

		<p>arrangements and outcomes</p> <p>Review – any appeals in respect of the Executive Headteacher and Headteachers and cross academy staff</p>	<p>from Academy staff)</p> <p>Review - and Report – (annually) to the Board on appraisal arrangements and outcomes</p>	<p>Headteacher and Headteacher</p> <p>Review – any appeals respect of all other staff</p>	<p>appraisal arrangements and outcomes</p>
HR AND OPERATIONS	Setting Terms and Conditions of Employment and Staff Handbook	<p>Determine – and consider any proposals by LGBs to make amendments</p>	<p>Recommend</p>	<p>Consult - report to Board on any suggested changes to the Academy's terms and conditions</p>	<p>Comply</p>

		Board	CEO	LGB	Executive Headteacher and Headteacher
HR AND OPERATIONS	Dismissing CEO, Executive Headteacher and Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)	Determine – in respect of the CEO and Executive Headteacher and Headteachers	Review – in respect of Executive Headteacher and Headteachers, cross academy staff and senior leadership teams of the Academies Report – any dismissals to the Board	Recommend – in respect of the Executive Headteacher and Headteacher of the Academy	
	Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report – to the Board	Review (in consultation with the CEO) Report – to the CEO	Comply
	Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	Comply
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply

	Board	CEO	LGB	Executive Headteacher and Headteacher	
HR AND OPERATIONS	Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver – in accordance with Trust policy	Recommend
	Determining and allocating central services provided to the Academies by the Trust	Determine central services (in consultation with the LGBs)	Deliver – on recommending the allocation of services to the Board	Consult on central services Determine services specific for an individual academy	Consult on central services Deliver services for individual academies
	Overseeing the effectiveness of services provided centrally by the Trust	Review central services	Deliver and report to Board for central services	Report – to the Board for central services Review services provided for an individual academy	Deliver and report to both CEO & LGB for services provided for an individual academy
	Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
	Acquiring and disposing of Trust land	Deliver	Recommend		

	Board	CEO	LGB	Executive Headteacher and Headteacher
Changing use of Assets	Deliver	Recommend	Recommend to the Board of any changes to fixed assets used by the Academy	
Arranging insurance for the Trust	Review	Deliver		
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review	Deliver – Trust wide activities	Comply	Deliver – individual academy activities
Academy Prospectus/Website		Review	Deliver	Recommend
Trust Prospectus and website	Review	Deliver		

APPENDIX 7

General Powers Delegated to the LGB

Our Vision, Mission and Values

The Bishop Anthony Education Trust was set up in autumn 2013 and is a charitable Trust and Company Limited by Guarantee.

Our Vision

Delivering outstanding education within an inclusive Christian context

Our Mission:

To establish and manage a family of Academies where inclusive values and academic excellence enables students to learn within an environment of respect for themselves and others

Our Values:

Educating for Wisdom, Knowledge and Skills

Good schools foster confidence, delight and offer structure in seeking wisdom, knowledge, truth, understanding, know-how, and the skills needed to shape life well. They nurture academic habits and skills, emotional intelligence and creativity across the whole range of school subjects and what one needs to understand and practise in order to be a good person, citizen, parent, employee, team or group member, or leader.

Educating for Hope and Aspiration

Good schools open up horizons of hope and aspiration, and guide pupils into ways of fulfilling them. They also cope wisely when challenges are presented.

Educating for Community and Living Well Together

Whatever our circumstances we are each called to responsibility towards others and to contribute responsibly to our communities and so education needs to have a core focus on relationships and commitments, participation in communities and institutions, and the qualities of character that enable people to flourish together.

Educating for Dignity and Respect

Human dignity, the ultimate worth of each person, is central to good education. The basic principle of respect for the value of each person involves continual discernment, deliberation and action, and schools are one of the main places where this happens, and where the understanding and practices it requires are learned.

Our Aims:

- To ensure that our academies are centres of excellence with a focus on the nurture and achievement of all their members
- To foster, maintain and celebrate the Christian distinctiveness of our church schools as places for those of faith or no faith
- To promote mutual support, encouragement and benefit between all our academies
- To develop, as the foundation stone of academic achievement, a strong culture of professional development amongst our staff.
- To recognize and address the challenges of small rural communities
- To celebrate and maintain the unique identity of each school within its community and within the family of academies
- To recognize and enable those who often remain invisible, through ethnic or cultural disadvantage, or through disability or poverty

We will adopt a collegiate approach to developing communities of excellence, working in partnership with our academies and other educational partners to design flexible models of working which are tailored to match the needs of each academy