



TERMS OF REFERENCE FOR LOCAL GOVERNING BODIES

Adopted by resolution of the Board of the North Norfolk School Trust on 7th October, 2014. Reviewed and updated by the Board of the North Norfolk School Trust on 15th June, 2016, 7th April, 2017, 25th September, 2018, 17th October, 2018, 24th April 2019 and 13th November 2020.

1. INTRODUCTION

- 1.1 As a charity and company limited by guarantee, the North Norfolk School Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies run by the Trust.
- 1.2 In order to assist with the discharge of their responsibilities, the Trustees may establish Local Governing Bodies (“LGB”) in each School. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “Articles”).
- 1.3 The Trustees may review these terms of reference at any time but shall review them at least annually.
- 1.4 These terms of reference may only be amended by the Board of Trustees.

2. CONSTITUTION OF THE LGB

Members of the LGB

- 2.1 Members of the LGB shall be known as “**governors**”.
- 2.2 The Trustees have the right to
- a) appoint such persons to the LGB as they shall determine from time to time
 - b) appoint a link-Trustee who will attend all meetings of the LGB
- 2.3 Subject to clause 2.2, the governorship of the LGB shall be comprised as follows:
- a) Headteacher, Head of School or Senior Leader (as applicable) of the School;
 - b) Up to two staff governors elected in accordance with clauses 2.4 – 2.5;
 - c) Two parent governors elected in accordance with clauses 2.6 - 2.10;
 - d) Up to five community governors appointed by the Trustees in accordance with clauses 2.11 – 2.12.

Appointment of Governors

Staff governors

- 2.4 The Trustees shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the School and, where there are any contested posts, shall hold an election by a secret ballot.
- 2.5 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Trustees. The Trustees may delegate the running of the election to the LGB.

Parent governors

- 2.6 Parent governors of the LGB shall be elected by parents of registered students at the School. He or she must be a parent of, or have parental responsibility for, a pupil at the School at the time when he or she is elected.
- 2.7 The Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent governors. The Trustees may delegate the running of the election to the LGB.
- 2.8 Where a vacancy for a parent governor is required to be filled by election, the Trustees shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the School is informed of the vacancy and that it is required to be filled by election, informed that she / he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 2.9 Any election of persons who are to be the parent governors which is contested shall be held by secret ballot. The arrangements made for the election of the parent governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if she / he prefers, by having his / her ballot paper returned to the School by a registered pupil at the School.
- 2.10 Where the number of parents standing for election is less than the number of vacancies, the Trustees may appoint a person who is the parent of a registered pupil at the School or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another School run by the Trust.

Community governors

- 2.11 Community governors of the LGB shall be appointed by the Trustees. He or she must be:
- a) a person who lives or works in the community served by the School; or
 - b) a person who, in the opinion of the Trustees, is committed to the governance and success of the School.
- 2.12 The Trustees may not appoint an employee of the Trust as a community governor.

Term of office

- 2.13 The term of office for any governor shall be 4 years, save the CEO, Head Teacher or Head of School (as applicable) of the School (as applicable) who shall remain a governor until he or she ceases to work at the School.
- 2.14 Subject to remaining eligible to be a particular type of governor, any person may be re-appointed or re-elected to the LGB

Resignation and removal

- 2.15 A person serving on the LGB shall cease to hold office if:
- a) He/she resigns his/her office by giving notice in writing to the clerk of the LGB;
 - b) the Headteacher/Head of School/Senior Leader or a staff governor ceases to work at the School;

- c) the Trustees terminate the appointment of a governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the School.

2.16 For the avoidance of doubt, a parent governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the School.

Disqualification of governors of the LGB

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

Appointment and removal of Chair and Vice Chair

2.18 The Chair and Vice Chair of the LGB shall be appointed by the Trustees and may be removed from office by the Trustees at any time.

2.19 The term of office of the Chair and Vice Chair shall be one year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair or Vice Chair of the LGB.

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

- a) he/she ceases to serve on the LGB;
- b) he/she is employed by the Trust whether or not at the School; or
- c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.

2.21 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 governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.

Committees

- 2.22 Subject to the prior agreement of the Trustees, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority.
- 2.23 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher or Head of School (as applicable) 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 Trustees 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.

3. PROCEEDINGS OF THE LGB

Meetings

- 3.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 3.2 Meetings of the LGB shall be convened by the clerk to the LGB, who shall send the governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his/her absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he/she thinks fit.
- 3.3 Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that he/she has given reasonable notice to the clerk of the LGB and that the governors have access to the appropriate equipment.
- 3.4 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.

Quorum

- 3.5 The quorum for a meeting of the LGB, and any vote on any matter at such a meeting, shall be any three of the governors of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of governors of the LGB at the date of the meeting, which must include at least one governor appointed by the Trust.

Voting

- 3.6 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every

governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A governor may not vote by proxy.

3.7 Any governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his/her remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

3.8 A resolution in writing, signed by all the governors shall be valid and effective as if it had been passed at a meeting of the governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the governors.

Chair's Action

3.9 Notwithstanding the application of clauses 4.5 and 4.6, if the Chair, or Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the School, any pupil or their parent or a person who works at the School, then they may exercise any function of the LGB which can be delegated to an individual or any function relating to the exclusion of students.

Conflicts of Interest

3.10 Any governor who has or may 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/her duties as a governor of the LGB shall disclose that fact to the LGB as soon as he/she becomes aware of it, in accordance with the NNAT Conflicts of Interests Policy (Incorporating Pecuniary and Other Interests). A person must absent himself/herself from any discussions of the LGB in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the School and any duty or personal interest (including but not limited to any Personal Financial Interest).

- 3.11 A governor of the LGB has a Personal Financial Interest if he/she, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as his/her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the School, in accordance with the NNAT Conflicts of Interests Policy (Incorporating Pecuniary and Other Interests).

Minutes of meetings

- 3.12 At every meeting of the LGB the minutes of the last meeting shall be taken as the first agenda item after any apologies and, if agreed to be accurate, shall be signed as a true record.
- 3.13 The clerk to the LGB shall ensure that a copy of the agenda for every meeting of the governors, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting is, as soon as is reasonably practicable, made available to the Company Secretary of the Trust.
- 3.14 The LGB will consider and redact minutes in line with the Data Protection Act 1998. Un-redacted LGB signed minutes will be made available to the Board of Trustees when requested.

4. DELEGATED POWERS

General principles

4.1 In the exercise of its delegated powers and functions, the governors of the LGB shall:

a) ensure that the School is conducted in accordance with the object of the Trust, the terms of any trust governing the use of the land which is used for the purposes of the School, any agreement entered into with the Secretary of State for the funding of the School and these terms of reference;

b) promptly implement and comply with any Trust/School policies or procedures communicated to the LGB by the Trustees;

c) review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Trustees;

d) work closely with the Trustees and act with integrity, objectivity and honesty in the best interests of the Trust and the School;

e) be open about decisions and be prepared to justify those decisions;

f) keep confidential all information of a confidential nature obtained by them relating to the School and the Trust; and,

g) adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the School and are delegated to them.

4.2 Each governor shall be required to take part in regular self-review and is accountable for meeting his/her own training and development needs. It is a governor's responsibility to consider if, and raise any concerns where, he/she feels that appropriate training and development is not being provided.

- 4.3 Governors shall be expected to report to the Trust against KPIs which have been set for the School and provide such data and information regarding the business of the School and the students attending the School as the Trustees may require from time to time.

Levels of delegation

- 4.4 The powers retained by the Trust and delegated from the Trustees to the LGBs shall be as follows:
- a) **Appendix 1** sets out the powers delegated to the LGBs of Academies within the Trust, judged “good” or “outstanding” by OFSTED;
 - b) **Appendix 2** sets out the powers delegated to the LGBs of Academies within the Trust not judged “good” or “outstanding” by OFSTED. Following the school receiving a “good” or “outstanding” rating by OFSTED, the LGB will have the additional powers set out in Appendix 1, at a time deemed appropriate by the Trust.
- 4.5 For the avoidance of doubt, where a power is not expressly delegated to any LGB, it will be deemed to have been retained by the Trust regardless of whether it is specified in Appendix 1 or Appendix 2. The Appendices may be reviewed by the Trustees at any time but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.

Delegation to CEO, Headteacher or Head of School of the School

- 4.6 Subject to the delegated responsibilities of the LGB and the policy statements of the Trust, the CEO, Headteacher or Head of School (as applicable) of the School shall be responsible to the LGB for:

- a) implementing the agreed policies and procedures laid down by the Trust including the implementation of all statutory regulations;
- b) advising the Trust and LGB on strategic direction, forward planning and quality assurance; the leadership and management of the School
- c) advising the Trust and LGB (and/or the admissions committee, where applicable) on the admission of students;
- d) managing the delegated budget and resources agreed by the Trust;
- e) advising the Trust and LGB on the appointment of any Deputy or Assistant Headteacher and such other senior posts as the Trust may determine; the appointment of all other staff and (except to the extent directed otherwise by the Trust and/or the LGB), the salary grading, allocation of duties, appraisal and discipline of all staff;
- f) the maintenance of good order and discipline by the students including their suspension and/or exclusion within the framework laid down by the Trust ; and, all such additional functions as may be assigned under the job description or contract of employment.

Trust Board Power to Intervene

4.7

A decision to intervene in one of the Trust's schools must be taken by the Board of Trustees. The Board will consider intervening in any school where any of the following circumstances apply:

- Pupils'/students' outcomes or progress in one or more subjects decline significantly from one year to the next
- Pupils'/students' outcomes or progress in one or more subjects decline gradually over more than one year
- Pupils'/students' outcomes or progress in one or more subjects are not on a clear and sustainable upward trajectory
- Ofsted judges the school to Require Improvement or Special Measures
- Ofsted judges the school to be providing a lower standard of education than at its previous inspection
- The school is not complying with the policies of the Trust
- The Local Governing Body does not appear to be providing the pace of change, level of scrutiny or challenge required
- The school is not adhering to its budget.

There is a wide range of intervention options open to the Board including:

Withdrawing delegated powers from a Local Governing Body,

Removing and/or appointing new members to a Local Governing Body,

Disbanding a Local Governing Body and reverting its roles and duties to the Trust Board

Closer scrutiny of the school's performance by the Board at each meeting

Requiring the CEO to demonstrate that the Head of the school is being properly held to account

Requiring the senior leadership team of the school to demonstrate that its staff are being properly held to account

Requiring the CEO and/or senior leadership team to prepare a plan with appropriate performance targets and progress measures to address the identified weakness(es)

Transferring the management of the school's budget to the Board.

The Board will decide on any intervention after full and careful consideration of the school's circumstances and, in particular, its capacity to effect the improvements needed within an appropriate timescale.

APPENDIX 1
Scheme of Delegation for Schools categorised by Ofsted as Good or Outstanding

No	Responsibility	Trust Board	LGB	Headteacher/Head of School
	Vision			
1	To set out the vision for the Trust and its application at both Trust and School levels.	Board		
2	Advise the Trust and LGB on - strategic direction; forward planning; quality assurance; the leadership and management of the School			HT/HOS
3	Implement the Trust's vision.		LGB	
4	Determine the corporate planning and strategy for the School and the Trust. *	Board		
	Central Services			
5	To determine the scope of mandatory core services to be delivered and how costs should be allocated, by the Trust on behalf of its Academies.	Board		
6	Determine procurement policies for the Trust, in conjunction with the Trust's Chief Financial Officer.	Board		
7	Implement the Trust's procurement policies insofar as they impact on the School.		LGB	
8	Oversee the effectiveness of the delivery of centrally provided services and ensure value for money.	Board		
	Finance and Budgets			
9	Establish a funding model for use across the Trust and the Academies, including developing an individual funding model for each School.	Board		
10	Agree the School's annual budget and determine the proportion of the overall Trust budgets to be delegated to individual Academies. *	Board		
11	Determine any additional financial and reporting targets for the School.	Board		
12	Put in place guidelines and establish processes for the local maintenance of assets and appropriate registers.	Board		
13	Oversee the finances of the Trust and the School, and have responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement.	Board		
14	To approve the formal budget plan each financial year.	Board		

15	Within the limits of the NNAT Financial Policy monitor the School's expenditure against budget on a regular basis.		LGB	
16	Within the limits set out in the NNAT Financial policy to manage the miscellaneous financial expenditure outside of the agreed budget.			HT/HOS
17	Recommend the School's annual budget to the Trust for approval.		LGB	
18	Consider and evaluate performance against key performance indicators set by the Trust in relation to finances.	Board		
19	Arrange for the auditing of School's statement of accounts.	Board		
20	Manage a corporate Risk Register for the Trust.	Board		
21	Manage a Risk Register for the School and develop appropriate risk management strategies.		LGB	
22	Inform the Trust of any need for significant unplanned expenditure and work with the Trust to explore options for identifying available funding.		LGB	
23	Ensure compliance with the overall financial plan for the School.		LGB	
24	Comply with the Trust's financial policies and procedures and the Academies Financial Handbook, including any delegated financial limits.		LGB	
25	Develop a Charging and Remissions Policy and a Revenue Generation Policy for the Trust.	Board		
26	Seek value for money and demonstrate that value for money has been achieved.	Board	LGB	HT/HOS
	Staffing and Appointments			
27	Set HR policies and procedures, (as legal employer of all staff) develop appropriate terms and conditions of service with each School, including the performance management policy and pay policy.	Board		
28	Appoint the CEO, Headteacher and/or Head of School of the School and any other members of the Senior Leadership Team. *	Board		
29	Appoint cross-School staff.	Board		
30	Make other appointments of staff in a way consistent with any policy or procedure as may be determined by the Trust, including compliance with any pay terms and adoption of any standard contracts or terms and conditions for the employment of staff issued by the Trust.		LGB	
31	To implement the Pay Policy and procedures in line with agreed budget.			HT/HOS

32	To manage day to day decisions on staff pay and hours to ensure effective operation of the School within agreed budget.			HT/HOS
33	To establish disciplinary/capability procedures.	Board		
34	To dismiss Headteacher/Head of School.	Board		
35	To dismiss other staff. *			HT/HOS
36	To suspend Headteacher/Head of School.	Board		
37	To suspend other Staff. *			HT/HOS
38	To end suspension of Headteacher/Head of School.	Board		
39	To end Suspension of other Staff. *			HT/HOS
40	To determine Staff complement within agreed budget.		LGB	
41	To approve dismissal payments / early retirement / settlement agreements.	Board		
	Curriculum			
42	Set and review the curriculum and standards to be achieved by the School.*	Board		
43	To implement curriculum and planning policy.			HT/HOS
44	To be responsible and accountable for standards of teaching.			HT/HOS
45	To hold the Headteacher to account for standards of teaching.		LGB	
46	To be responsible and accountable for each individual child's education.			HT/HOS
47	To develop and keep up to date a written policy regarding the provision of relationships and sex education.	Board		
	Performance Management			
48	Be responsible for the performance management of the CEO.	Board		
49	Be responsible for the performance management of the Headteacher			CEO
50	Be responsible for assigning line management of cross-School staff.	Board		
51	To implement the performance management policy excluding the Headteacher/Head of School			HT/HOS
52	Monitor the School's HR activity and policy, including the process for local performance reviews for members of staff, to ensure they remain within the parameters established by the Trust.		LGB	
	Educational Standards and Behaviour			
53	To propose targets for student achievement.			HT/HOS
54	Set annual targets for the Trust in general.	Board		
55	To be responsible and accountable for student outcomes.			HT/HOS
56	To hold the Headteacher/Head of School to account for student outcomes.	Board	LGB	

57	Determine the educational targets of the School including the School's development plan. *	Board		
58	Consider and evaluate school performance against key performance indicators set by the Trust.	Board		
59	Monitor standards, outcomes for students, teaching and learning, and recruitment and retention of students.		LGB	
60	Oversee performance, standards and outcomes on a Trust and individual School basis.	Board		
61	Put in place support and intervention strategies for individual Academies.	Board		
62	To develop and approve the Behaviour Policy.	Board		
63	To implement the Behaviour Policy.			HT/HOS
64	To appoint the members of the panel to review whether to uphold an exclusion or direct the reinstatement of a student (immediately or on a particular date).		LGB	
	Admissions			
65	Determine the admissions policy and arrangements for the School in accordance with admissions law and DfE codes of practice.	Board		
66	To consult before setting an admissions policy.		LGB	
67	To consider Admissions application decisions and appeals.		LGB	
68	To appeal against LA directions to admit student(s).		LGB	
69	To agree the pupil admission number (PAN) for the school in consultation with HT.	Board		
	Premises and Insurance			
70	Maintain Premises Plan for the School that will identify the suitability of buildings and facilities in light of long term curriculum needs and the need for and availability of capital investments to meet their responsibility to ensure the buildings and facilities are maintained to a good standard.	Board		
71	Monitor the School Premises Plan in accordance with the guidelines established by the Trust.		LGB	
72	To maintain site and buildings, in line with maintenance and premises development plans.			HT/HOS
73	Dispose or acquire land or interests in land to be used by the School.	Board		
74	Insure the land and buildings used by the School.	Board		
75	To review arrangements for buildings insurance and employers' and personal liability.	Board		
76	To review arrangements for Vehicle, Equipment, Sickness and Maternity Cover and any other insurance.	Board		
	Safeguarding			

77	Determine Trust-wide Safeguarding Policy as set out in the Academies Financial Handbook, in line with current legislation and best practice.	Board		
78	To ensure that the safeguarding policy is implemented, monitored and evaluated.		LGB	
79	To ensure compliance with the Prevent Duty.		LGB	
	Health and Safety			
80	To develop and approve a Health & Safety Policy framework.	Board		
81	To develop and implement a health and safety policy in line with the policy framework.		LGB	
82	To ensure that health and safety regulations are followed.	Board	LGB	HT/HOS
83	Monitor and report back to the Trust on the safety of the users of the School buildings and facilities.		LGB	
	Equality and Diversity			
84	To develop and approve an equality and diversity policy.	Board		
85	To ensure that the equality and diversity policy is implemented, monitored and evaluated.		LGB	
	Data Protection			
86	Ensure Data protection policy and GDPR are implemented.	Board	LGB	HT/HOS
87	Ensure staff are trained to appropriate level in GDPR.			HT/HOS
88	Monitor and review implementation and impact of GDPR in trust schools.	Board		
	School Organisation			
89	To approve changes to the times of the school day.	Board		
90	To set the times of school sessions and extended activities.		LGB	
91	To approve the dates of school terms, holidays and Trust-wide CPD days.	Board		
92	To ensure that the school meets for 380 sessions in a school year.		LGB	
	Information for Parents			
93	To ensure statutory information regarding SEND (including annual SEN Information Report) is published on the school website.		LGB	
94	To ensure provision of free school meals to those students meeting the criteria.			HT/HOS
	Governance			
95	Ensure processes are in place for the appointment of Trustees and governors of LGBs.	Board		
96	To recommend appointment and removal of the Chair of the LGB.		LGB	
97	To approve appointment and removal of the chair of the LGB.	Board		

98	To appoint members of the LGB and remove members of the LGB in line with the Terms of Reference.	Board		
99	To hold a full LGB meeting in line with NNAT Governance Framework or a meeting of the temporary governing body as often as may be required.		LGB	
100	To set up a Register of LGB Governors' Pecuniary and Personal Interests.		LGB	
101	Appoint the clerk to the Trust and LGBs where appropriate.	Board		
102	To appoint a "responsible person"/link governor to discharge duties in respect of Safeguarding, SEND, LAC, Pupil Premium, Health & Safety, Attendance, staff wellbeing, equalities, careers (high schools).		LGB	
103	To ensure proper election processes are followed for staff and parent representatives on the LGB.		LGB	
104	To regulate the LGB procedures (where not set out in law).	Board		
105	To approve the formation of federated governing bodies under executive headship.	Board		
106	Monitor the performance of LGBs, retain the power to withdraw delegated powers from LGBs and, if necessary, disband them.	Board		
107	Hold the CEO, Headteacher or Head of School (as appropriate) and School leadership to account for student achievement, quality of teaching, behaviour, safety, and leadership and management of the School.	Board		
108	Facilitate Trustee and governor training and evaluation.	Board		
	Policies and Compliance			
109	Ensure compliance with all statutory regulations and Acts of Parliament governing the operation of the School, including, without limitation all charity and company laws and all health and safety regulations.	Board		
110	Ensure compliance with the provisions of the Articles and the Funding Agreements.	Board		
111	Ensure compliance with the Academies Financial Handbook.	Board		
112	Set other Trust wide policies.	Board		
113	Adopt and Implement all policies prepared and approved by the Trust.		LGB	
114	To publish on school website all locally developed policies and procedures.		LGB	
115	Comply with and adhere to the terms of any protocol or guidance issued by the Trust.		LGB	

116	To ensure Trust website is compliant with legislative requirements.	Board		
117	To ensure school website is compliant with legislative requirements.		LGB	
	Monitoring and Evaluation			
118	Carry out annual self-assessment of the LGB and produce an action plan for Trustees		LGB	
119	To ensure the School is conversant with Ofsted inspection frameworks and prepared for inspection.	Board		
	Media and PR			
120	Oversee public relations activities to project the activities of the Trust and the School to the wider community.	Board		
121	Liaison with the Press or other media outlets for day to day operational publicity.			HT/HOS
122	Liaison with the Press or other media outlets for strategic publicity.	Board/CEO		

*Note : Those responsibilities marked with an * are in consultation with the LGB.*

APPENDIX 2
Scheme of Delegation for Schools in an Ofsted Category

No	Responsibility	Trust Board	LGB	Headteacher/Head of School
	Vision			
1	To set out the vision for the Trust and its application at both Trust and School levels.	Board		
2	Advise the Trust and LGB on - strategic direction; forward planning; quality assurance; the leadership and management of the School			HT/HOS
3	Implement the Trust's vision.		LGB	
4	Determine the corporate planning and strategy for the School and the Trust.	Board		
	Central Services			
5	To determine the scope of mandatory core services to be delivered and how costs should be allocated, by the Trust on behalf of its Academies.	Board		
6	Determine procurement policies for the Trust, in conjunction with the Trust's Chief Financial Officer.	Board		
7	Implement the Trust's procurement policies insofar as they impact on the School.		LGB	
8	Oversee the effectiveness of the delivery of centrally provided services and ensure value for money.	Board		
	Finance and Budgets			
9	Establish a funding model for use across the Trust and the Academies, including developing an individual funding model for each School.	Board		
10	Agree the School's annual budget and determine the proportion of the overall Trust budgets to be delegated to individual Academies.	Board		
11	Determine any additional financial and reporting targets for the School.	Board		
12	Put in place guidelines and establish processes for the local maintenance of assets and appropriate registers.	Board		
13	Oversee the finances of the Trust and the School, and have responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreement.	Board		
14	To approve the formal budget plan each financial year.	Board		
15	Within the limits of the NNAT Financial Policy monitor the School's expenditure against budget on a regular basis.		LGB	

16	Within the limits set out in the NNAT Financial policy to manage the miscellaneous financial expenditure outside of the agreed budget.			HT/HOS
17	Monitor the School budget in line with the Trust Financial management Policy		LGB	
18	Consider and evaluate performance against key performance indicators set by the Trust in relation to finances.	Board		
19	Arrange for the auditing of School's statement of accounts.	Board		
20	Manage a corporate Risk Register for the Trust.	Board		
21	Manage a Risk Register for the School and develop appropriate risk management strategies.	Board		
22	Inform the Trust of any need for significant unplanned expenditure and work with the Trust to explore options for identifying available funding.		LGB	
23	Ensure compliance with the overall financial plan for the School.		LGB	
24	Comply with the Trust's financial policies and procedures and the Academies Financial Handbook, including any delegated financial limits.		LGB	
25	Develop a Charging and Remissions Policy and a Revenue Generation Policy for the Trust.	Board		
26	Seek value for money and demonstrate that value for money has been achieved.	Board	LGB	HT/HOS
	Staffing and Appointments			
27	Set HR policies and procedures, (as legal employer of all staff) develop appropriate terms and conditions of service with each School, including the performance management policy and pay policy.	Board		
28	Appoint the CEO, Headteacher and/or Head of School of the School and any other members of the Senior Leadership Team.	Board		
29	Appoint cross-School staff.	Board		
30	Make other appointments of staff in a way consistent with any policy or procedure as may be determined by the Trust, including compliance with any pay terms and adoption of any standard contracts or terms and conditions for the employment of staff issued by the Trust.	Board		
31	To implement the Pay Policy and procedures in line with agreed budget.			HT/HOS
32	To manage day to day decisions on staff pay and hours to ensure effective operation of the School within agreed budget.			HT/HOS
33	To establish disciplinary/capability procedures.	Board		
34	To dismiss Headteacher/Head of School.	Board		

35	To dismiss other staff. *			HT/HOS
36	To suspend Headteacher/Head of School.	Board		
37	To suspend other Staff. *			HT/HOS
38	To end suspension of Headteacher/Head of School.	Board		
39	To end Suspension of other Staff. *			HT/HOS
40	To determine Staff complement within agreed budget.	Board		
41	To approve dismissal payments / early retirement / settlement agreements.	Board		
	Curriculum			
42	Set and review the curriculum and standards to be achieved by the School.	Board		
43	To implement curriculum and planning policy.			HT/HOS
44	To be responsible and accountable for standards of teaching.			HT/HOS
45	To hold the Headteacher to account for standards of teaching.	Board		
46	To be responsible and accountable for each individual child's education.			HT/HOS
47	To develop and keep up to date a written policy regarding the provision of relationships and sex education.	Board		
	Performance Management			
48	Be responsible for the performance management of the CEO.	Board		
49	Be responsible for the performance management of the Headteacher			CEO
50	Be responsible for assigning line management of cross-School staff.	Board		
51	To implement the performance management policy excluding the Headteacher/Head of School			HT/HOS
52	Monitor the School's HR activity and policy, including the process for local performance reviews for members of staff, to ensure they remain within the parameters established by the Trust.		LGB	
	Educational Standards and Behaviour			
53	To propose targets for student achievement.			HT/HOS
54	Set annual targets for the Trust in general.	Board		
55	To be responsible and accountable for student outcomes.			HT/HOS
56	To hold the Headteacher/Head of School to account for student outcomes.	Board		
57	Determine the educational targets of the School including the School's development plan.	Board		
58	Consider and evaluate school performance against key performance indicators set by the Trust.	Board		

59	Monitor standards, outcomes for students, teaching and learning, and recruitment and retention of students.		LGB	
60	Oversee performance, standards and outcomes on a Trust and individual School basis.	Board		
61	Put in place support and intervention strategies for individual Academies.	Board		
62	To develop and approve the Behaviour Policy.	Board		
63	To implement the Behaviour Policy.			HT/HOS
64	To appoint the members of the panel to review whether to uphold an exclusion or direct the reinstatement of a student (immediately or on a particular date).		LGB	
	Admissions			
65	Determine the admissions policy and arrangements for the School in accordance with admissions law and DfE codes of practice.	Board		
66	To consult before setting an admissions policy.		LGB	
67	To consider Admissions application decisions and appeals.		LGB	
68	To appeal against LA directions to admit student(s).		LGB	
69	To agree the pupil admission number (PAN) for the school in consultation with HT.	Board		
	Premises and Insurance			
70	Maintain Premises Plan for the School that will identify the suitability of buildings and facilities in light of long term curriculum needs and the need for and availability of capital investments to meet their responsibility to ensure the buildings and facilities are maintained to a good standard.	Board		
71	Monitor the School Premises Plan in accordance with the guidelines established by the Trust.		LGB	
72	To maintain site and buildings, in line with maintenance and premises development plans.			HT/HOS
73	Dispose or acquire land or interests in land to be used by the School.	Board		
74	Insure the land and buildings used by the School.	Board		
75	To review arrangements for buildings insurance and employers' and personal liability.	Board		
76	To review arrangements for Vehicle, Equipment, Sickness and Maternity Cover and any other insurance.	Board		
	Safeguarding			
77	Determine Trust-wide Safeguarding Policy as set out in the Academies Financial Handbook, in line with current legislation and best practice.	Board		
78	To ensure that the safeguarding policy is implemented, monitored and evaluated.	Board		
79	To ensure compliance with the Prevent Duty.	Board		

	Health and Safety			
80	To develop and approve a Health & Safety Policy framework.	Board		
81	To develop and implement a health and safety policy in line with the policy framework.	Board		
82	To ensure that health and safety regulations are followed.	Board	LGB	HT/HOS
83	Monitor and report back to the Trust on the safety of the users of the School buildings and facilities.		LGB	
	Equality and Diversity			
84	To develop and approve an equality and diversity policy.	Board		
85	To ensure that the equality and diversity policy is implemented, monitored and evaluated.		LGB	
	Data Protection			
86	Ensure Data protection policy and GDPR are implemented.	Board	LGB	HT/HOS
87	Ensure staff are trained to appropriate level in GDPR.			HT/HOS
88	Monitor and review implementation and impact of GDPR in trust schools.	Board		
	School Organisation			
89	To approve changes to the times of the school day.	Board		
90	To set the times of school sessions and extended activities.	Board		
91	To approve the dates of school terms, holidays and Trust-wide CPD days.	Board		
92	To ensure that the school meets for 380 sessions in a school year.	Board		
	Information for Parents			
93	To ensure statutory information regarding SEND (including annual SEN Information Report) is published on the school website.	Board		
94	To ensure provision of free school meals to those students meeting the criteria.			HT/HOS
	Governance			
95	Ensure processes are in place for the appointment of Trustees and governors of LGBs.	Board		
96	To appoint and remove the Chair of the LGB.	Board		
97	To appoint members of the LGB and remove members of the LGB in line with the Terms of Reference.	Board		
98	To hold a full LGB meeting in line with NNAT Governance Framework or a meeting of the temporary governing body as often as may be required.		LGB	
99	To set up a Register of LGB Governors' Pecuniary and Personal Interests.		LGB	

100	Appoint the clerk to the Trust and LGBs where appropriate.	Board		
101	To appoint a “responsible person”/link governor to discharge duties in respect of Safeguarding, SEND, LAC, Pupil Premium, Health & Safety, Attendance, staff wellbeing, equalities, careers (high schools).	Board		
102	To ensure proper election processes are followed for staff and parent representatives on the LGB.	Board		
103	To regulate the LGB procedures (where not set out in law).	Board		
104	To approve the formation of federated governing bodies under executive headship.	Board		
105	Monitor the performance of LGBs, retain the power to withdraw delegated powers from LGBs and, if necessary, disband them.	Board		
106	Hold the CEO, Headteacher or Head of School (as appropriate) and School leadership to account for student achievement, quality of teaching, behaviour, safety, and leadership and management of the School.	Board		
107	Facilitate Trustee and governor training and evaluation.	Board		
	Policies and Compliance			
108	Ensure compliance with all statutory regulations and Acts of Parliament governing the operation of the School, including, without limitation all charity and company laws and all health and safety regulations.	Board		
109	Ensure compliance with the provisions of the Articles and the Funding Agreements.	Board		
110	Ensure compliance with the Academies Financial Handbook.	Board		
111	Set other Trust wide policies.	Board		
112	Adopt and Implement all policies prepared and approved by the Trust.		LGB	
113	To publish on school website all locally developed policies and procedures.		LGB	
114	Comply with and adhere to the terms of any protocol or guidance issued by the Trust.		LGB	
115	To ensure Trust website is compliant with legislative requirements.	Board		
116	To ensure school website is compliant with legislative requirements.	Board		
	Monitoring and Evaluation			
117	Carry out annual self-assessment of the LGB and produce an action plan for Trustees		LGB	
118	To ensure the School is conversant with Ofsted inspection frameworks and prepared for inspection	Board		

	Media and PR			
119	Oversee public relations activities to project the activities of the Trust and the School to the wider community.	Board		
120	Liaison with the Press or other media outlets for day to day publicity.			HT/HOS
121	Liaison with the Press or other media outlets for strategic publicity.	Board		

*Note : Those responsibilities marked with an * are in consultation with the LGB.*