TEACH Trust Scheme of Delegation

General

- As a charity and company limited by guarantee, the TEACH Trust is governed by a Board of Trustees who are responsible for, and oversee, the management and administration of the Trust, Poole SCITT and the individual academies run by the Trust.
- The TEACH Trust is the only legal entity accountable for all the academies within the Trust and for Poole SCITT. The TEACH Trust has entered into a set of Articles of Association with the Secretary of State which governs all academies in the Trust.
- The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety, probity and good practice.
- In order to discharge these responsibilities, the Trustees appoint individuals to serve on sub-committees, which focus on specific matters such as Standards, Finance, Audit, Staffing etc. For Poole SCITT, there are three separate boards, which oversee the delegated responsibilities of running the ITT provision.
- This Scheme of Delegation outlines the ways in which the Trustees fulfil their responsibilities for the leadership and management of The TEACH Trust, the respective roles and responsibilities of the Board of Trustees, their sub-committees and the Chief Executive Officer.
- This Scheme of Delegation has been put in place by the Trustees in accordance with the provisions of the Trust's Articles of Association (the "Articles") and it should be read in conjunction with those Articles.

Key Principles

- The TEACH Trust is committed to ensuring that a robust governance framework is in place harnessing the advantages of collaboration.
- The TEACH Trust believes in utilising the strengths and skills of each Trustee to support the work of the Executive to lead and manage each school and SCITT, monitor standards of student performance, well-being and safeguarding practice. The TEACH Trust will be governed and directed by Board of Trustees and its sub-committees to:

    - Oversee strategy and business planning
    - Direct financial planning and compliance
    - Ensure resources are deployed effectively
    - Control expenditure through shared efficiencies and procurement
    - Provide efficient and effective shared services
    - Ensure compliance with legal and statutory obligations
    - Exercise due diligence and determine whether new schools or academies join the Trust

- Each academy shares within the TEACH Trust a commitment to the mutual support of all academies and ITT for which the Trust is responsible, especially those that are in need of assistance at any particular time. Accordingly, the scheme of delegation recognises a commitment to the common good of all academies from the resources provided by the Board.
- The TEACH Trust is a dedicated learning community committed to educational excellence through collaboration and partnership. We are committed to a common desire to learn from each other, share experiences, expertise and support in order that our pupils achieve the best possible outcomes.

Structure

- Members (Minimum 3 members)
- Trust Board/Directors. Consists of a maximum of 12 Directors. The CEO is a Trustee.
- Trust Sub Committees (whose responsibilities are governed by the scheme of delegation as agreed by the Main Board at the time)
  Finance, Audit and Staffing Committee
  Standards Committee
  Specialist panels- Convened as required (Pay/Remuneration, Exclusions, Disciplinary)
  SCITT committees – SCITT Management Board, Course Quality and Development Committee and Trainee Professional Development Committee
- Additional Panels (provide feedback and guidance to the Executive/Board)
  Compliance/Pupil Safeguarding (incudes Health and Safety related matters)
  Task and Finish Groups- convened as and when required to advise the Board on specific matters.

See appendix A –Structure Chart

Roles, Rights, Responsibilities/Duties

Members. The Guardians of the Trust

Members are akin to shareholders in a company limited by shares. However, members of an academy do not have shareholdings but offer a guarantee which is limited to £10. The amount of the guarantee is fixed when the academy was incorporated and cannot be increased. The members are only liable for the amount they have guaranteed if the Trust/company goes into liquidation. In practical terms, this is unlikely to ever happen as the DFE would have stepped in long before the £10 becomes payable.

Members do not have rights of ownership in a company, like shareholders, because profits are not distributed to them, but members are akin to shareholders and have ultimate control over the direction of the Academy Trust. They ensure the company achieves its objectives and appoint Directors. Members also have the right to remove a director by ordinary resolution (a vote passed by the majority of members).

Powers to be exercised by the Members only

- Change the articles of association
- Decide on a change of school category
- Amendments to the Funding Agreement
- Appoint/dismiss Directors/Trustees

Members shall consult with the Board, before voting on any resolution of the members of the Company.

Members have the following roles and duties:

- Appoint Directors/Trustees
- Remove Directors/Trustees by passing a special resolution and giving written notice to the Governance Professional that the Director/Trustee is to be removed.

- Remove auditors
- Have the power to amend the articles or change the constitution but must pass a special resolution to do this.
- Receive copy of the annual audited accounts
- Can attend, speak and vote at general meetings
- Can require the Directors to call a general meeting if more than 50% of all members request it. The meeting must be convened with 28 days, with 14 days' notice.
- Can appoint proxies to vote at general meetings
- Can inspect the register of members/Trustees on reasonable notice during normal office hours
- Can petition the court for remedy where the company`s affairs are being, have been, or are likely to be `conducted in a manner that is unfairly prejudicial to the interests of members generally or of some part of its members. (eg. Abuses of power, breaches of the articles, delay of accounts etc)
- Can bring an action on behalf of the academy against a Director/Trustee or former Director/Trustee (negligence, breach of duty, breach of trust etc)
- Can resign, provided that 3 members remain in office, by lodging a notice in writing to the Governance Professional.

Trust Board/Directors

Trustees/Directors are the equivalent of governors in maintained schools. They are responsible for the management and leadership of the Trust but can delegate functions to committees, individual directors, the CEO and the Headteachers. The Board of Directors must comply with duties under both charity and company law. The Trustees/Directors have overall responsibility and ultimate decision-making authority for all the work of the Trust. They are accountable to external government agencies and are required to have systems in place through which they can assure themselves of quality, safety and good practice. The Trustees/Directors have the power to direct change where required. In general terms, the responsibility of the Trustees/Directors, in so far as the business of each Academy and ITT provision is concerned, is to determine the policy and procedures of the Academy Trust and to consider and respond to strategic issues.

Mechanisms must be put in place to ensure that delegated duties to sub committees are properly discharged.

Trustees/Directors must be aged 18 or over and cannot be a pupil of the Academy, an undischarged bankrupt, or have a disqualification/conviction whether in the UK or in an overseas jurisdiction. The Board of Trustees/Directors must have at least 2 parent Trustees/Directores. Trustees/Directors cannot profit from their role but they can be paid for reasonable expenses incurred on behalf of the Trust. The Board of Trustees/Directors work as a team and is a `corporate entity`. Trustees/Directors are bound by decisions made by the board and are loyal to them, even if they did not vote for them.

Directors have a duty to act independently and not as agents of those who may have appointed them. They should act with integrity, objectivity and honesty in the best interests of the Trust. Directors shall be open about decisions except in so far as any matter is considered confidential.

Trustees/Directors have the following roles and duties

- Duty to act within powers
- Duty to promote the success of the company
- Duty to exercise independent judgement

- Duty to exercise reasonable care, skill and diligence
- Duty to avoid conflicts of interest
- Duty not to accept benefits from third parties
- Duty to declare an interest in a proposed transaction or arrangement

Chair of the Trust Board

The role of the Chair is to provide effective strategic leadership of the Board and to formulate the Board`s strategy for discharging its statutory duties. The Chair should:

- Encourage high standards of propriety
- Promote the efficient and effective use of staff and resources
- Ensure that meeting agendas and the work of committees focus on academy and ITT priorities
- Ensure Trustees/Directors feel they can contribute to meetings and that their views are listened to
- Represent the views of the Board to the public
- Provide an assessment of performance of individual Board members, on request, when they are being considered for re-appointment to the Board
- Meetings are well organised and run on time
- Decisions are clear and minuted
- Have a good understanding of each Academy and its ethos
- Have a good understanding of Poole SCITT
- Be approachable and able to accept criticism
- Be a good communicator and listener
- Encourage teamwork and delegate appropriately
- Might have a casting vote if a vote on a Trustee's decision is tied, but only if this is specified in the charity's governing document (Articles)

Power of the Chair

The Chair, or in the absence of the Chair, Vice-Chair has the power, in extreme circumstances, to carry out the functions of the Board or Sub Committee, in consultation, if possible, with the CEO, where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust or School or SCITT, a pupil at the school or their parents, or an employee. However, this power does not include matters relating to the alteration and closure of a school or SCITT, a change of school category, approval of budget, discipline policies and admissions.
Decisions must always be taken alongside the CEO and reported at the next Trust Board meeting.

Power of Chairs of Sub Committees

The Chairs of the Sub Committees have the power, in extreme circumstances, to carry out the function of their own Sub Committee in consultation, if possible with the CEO, where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust or School or SCITT, a pupil at the school or their parents, or an employee. Any decision making by the Chair of the Sub Committee must be within the remit of their delegated responsibility.
Decisions must always be taken alongside the CEO and reported at the next Sub Committee and Trust Board meeting.

Governance Professional to Trust Board

The Governance Professional plays a central role in organising and directing the work of the Board. It is a professional post and is vital to the success of the Trust.

Role/duties:

- Accountable to the Chair of the Trust
- Advise on constitutional matters, duties and powers and work within current constitutional framework
- Prepare and circulate agendas in liaison with the Chair/CEO
- Attend meetings as required
- Record attendance
- Minute meetings and circulate
- Retain minutes and resolutions
- Initiate a welcome pack to newly appointed Trustees
- Advise on expiry of office/election/appointment procedure
- Maintain the register of pecuniary interests
- Check that Company House/DBS disclosure has been successfully carried out
- Ensure statutory policies are in place and copies available as approved by the Trustees

Trustees/Directors

It is up to the directors to decide the constitution and membership of sub committees. Depending on the needs of the school, and particularly in cases where the school has been placed in special measures, the Trustees/Directors may choose not to delegate any powers to a sub-committee. However, this can be reviewed at any time.

There are 3 key duties that Trustees need to adhere to; the **duty of compliance** (follow all laws, comply with regulatory requirements etc) the **duty of prudence** (ensuring the schools assets are protected and used for the benefit of the pupils) and the **duty of care** (this can sometimes mean it is appropriate to get external advice before making a decision). In addition, Trustees have key roles when part of a Multi Academy Trust.

These are to:

- Ensure the quality of educational provision in each school and at Poole SCITT by helping leadership set high standards and set targets for school improvement
- Ensure a relentless focus on school improvement
- Challenge and monitor the performance of the school and ITT provision
- Support the leadership with the management of staff
- Act as a critical friend to the leadership team offering support and advice
- Work with the school and ITT on planning, developing policies and keeping these under review
- Help the school respond to the needs of parents and the community
- Help Poole SCITT respond to the needs of the teaching profession and local schools
- Make the school and ITT accountable to the public for what it does
- Not to intervene in the day to day management of the school and ITT unless there are weaknesses, when it has a duty to take action.

Chief Executive Officer

The CEO is designated as the Accounting Officer for the Trust, including Poole SCITT. The Accounting Officer is responsible to Parliament. The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable.

- Responsible for the keeping of proper accounts, prudent and economical administration, avoidance of waste/extravagance, and for the efficient and effective use of all the resources in their charge.
- Ensure that appropriate advice is tendered to the Board.
- Provide strategic leadership and direction in line with the strategic vision and goals of the Trust
- To assess the principal risks to the Trust and to ensure that these risks are being monitored and managed.
- To ensure effective internal controls and management information systems are in place
- To keep abreast of external factors affecting the Trust.
- Ensure every child within the Trust has the opportunity to achieve their potential and has a happy and fulfilling school experience through having access to high quality teaching and learning.
- Identify and work with key agencies, individuals and groups that could enhance the delivery of the Trust strategy.
- Support the Chair of the Trust in the recruitment and induction of new Trustees.
- Oversee and support successful delivery of new academies into the Trust
- Advise on budgets and plans and maintain a drive for efficient delivery and financial improvement of the Trust academies
- Liaise/communicate with the Regional Commissioner/DFE/Local Authority/Solicitors
- Work in partnership with the Board, Headteachers, and Professional Co-Ordinator of Poole SCITT to ensure the good reputation, values and vision of the Trust are maintained, ensuring good communication is promoted.
- Work with the Headteachers and Professional Co-Ordinator to lead staff across the Trust.
- Undertake the performance appraisal of key Trust leadership, including the Headteachers and the Professional Co-Ordinator.
- Work with the Headteachers, the Head of Inclusion and SEND and the Head of Curriculum and Standards to review the standards/progress of the Trust and take any necessary action to ensure improvement.
- Work with the Professional Co-Ordinator to review the standards and quality of the ITT provision and take any necessary action to ensure improvement.
- Promote collaborative working.
- Be aware of responsibilities under the Data Protection Act 1984 and the GDPR 2018 for the security of personal data.
- To have due regard for safeguarding and promoting the welfare of children and young people.
- To uphold the 7 principles of public life and through leading by example ensure the following behaviours are at the forefront of decision-making

    1. Selflessness
    2. Integrity
    3. Objectivity
    4. Accountability
    5. Openness
    6. Honesty
    7. Leadership

- To ensure the integrity of all public disclosure by the Trust.
- Work with the Trust Board to create and drive forward the strategic vision, standards within the schools and ITT provision and statutory responsibilities of the Trust.
- Develop links and maintain effective partnerships with external agencies, parents and carers that promote engagement and cohesion within the local community.
- Actively promote the schools and Poole SCITT within the Trust as 'Centres of Excellence` for education in the local community.
- Ensure parents and pupils are well informed about the work of their school.
- Ensure local schools and Headteachers are well informed about the work of Poole SCITT.
- Ensure a range of community-based learning experiences
- Manage, maximise and organise the Trust schools and Poole SCITT's human, financial and physical resources.
- Create an inspiring and professional working environment.
- Utilise external expertise and professional advice, when appropriate, to ensure self-evaluation/monitoring is impartial and of high quality.
- Following careful evaluation of need and expectations, translate the vision and aims for the Trust into operational plans.
- Prepare and present a coherent and accurate account of each schools' and the ITT provision's performance in a form appropriate to a range of audiences, including Trustees, staff, parents, the Regional Commissioner etc
- Recruit, retain and deploy staff to improve the quality of provision for children and trainee teachers.
- Ensure all staff understand their role and the expectations upon them.
- Create a shared learning culture across the Trust which promotes effective relationships and good communication.
- Ensure the creation of an organisational ethos/structure across the Trust that builds capacity and promotes effective and efficient operations.

Terms of Reference

Main Trust Board

Constitution	See Articles of Association
Appointment of Chair	Annually at the first meeting of the academic year
Powers	The Trustee/Directors have the power to direct change where required. In general terms the responsibility of the Trustee/Directors, in so far as the business of each Academy and SCITT is concerned, is to determine the policy and procedures of the Academy Trust and to consider and respond to strategic issues
Voting rights	All members of the board have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	At least termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional to the Trust Board, after consultation with the Chair of the Board and relevant staff in the Trust. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated to all committee members and Trustees in readiness for the next scheduled meeting
Accountability	To the Members

Terms of Reference

Strategy

- Agree a long-term strategy, vision and mission for the Trust, and communicate this to stakeholders
- Ensure at all times that the work of the Trust is conducted in accordance with the object of the company and company law.
- Establish and monitor a strategic risk register, including a contingency and business continuity plan, in order to evidence the results of the risk assessment process.
- Approve a three-year asset/budget management plan
- Consider and approve any decision to expand the Trust
- Decide any changes in the times of school sessions and dates of terms and holidays

Governance

- Approve the Scheme of Delegation of powers, responsibilities and terms of reference.
- Establish and review annually the governance structure for the Trust
- To determine, and review every 12 months, the establishment, constitution, membership, proceedings and functions of each committee (terms of reference).
- Agree the annual schedule of governance business.
- Appoint (or remove) the Chair and Vice-Chair of the Board annually
- Approve Chair of Finance, Audit and Staffing, and Standards Committees.
- Appoint and remove the named Safeguarding Trustee.
- Approve the governance arrangements for SCITT
- Approve the partnership arrangements for SCITT
- Establish and maintain a register of business interests for the board
- Approve the Annual report, returns and accounts
- Complete a review of Trust board and committees, when required

- Periodically review the Chair's performance by carrying out a 360 review
- Publish an annual report on the performance of the Trust and submit to the members.
- As its own Admission's Authority, Trustees will review any applications from parents wishing to educate their children outside of their chronological age group
- Monitor suspensions and permanent exclusions and children at risk of exclusion.

People and Leadership

- Comply with all relevant legislation and ensure the Trust employs suitably qualified staff
- Appoint CEO and other `central appointments`, including supporting the CEO in the recruitment of the Headteachers.
- Alongside members of the SMB, support the CEO in the recruitment of the SCITT Professional Co-Ordinator.
- Appoint Governance Professional.
- Review effectiveness of leadership/management/staff structures to ensure good succession and retention of a quality workforce.
- To set the pay structure of all members of staff, in line with legal requirements.
- Instigate workforce re-structures/ seeking and ensuring cross-academy collaborations for efficiency and effectiveness.
- Establish and implement a performance review process for CEO.
- Approve the Terms and Conditions of Employment
- To suspend/end the suspension of the CEO.
- To confirm the dismissal of the CEO.
- To decide whether any payment should be made in respect of the dismissal, or to secure the resignation of a member of staff (includes early retirement and redundancies) and the amount of any such payment.
- To decide whether to grant early retirement to teachers.

Policies

- Approve Academy Admission policy and criteria.
- Establish, monitor and review all statutory Academy policies and procedures as per the Scheme of Delegation.

Finance

- Approve the auditors/accountants, accountants, Governance Professional, Chief Finance Officer, independent peer reviewer (responsible officer).
- Approve the annual MAT budget, allocating finance to individual academies, using the funding formula allocations as a guide, but being sensitive to individual academy circumstances
- Approve the annual SCITT budget
- Approve the forecasting of SCITT accounts
- Approve the annual audited accounts and send to Companies House. To be signed by the Chair of the Board.
- Consider/Approve recommendations made by the Trust Finance, Staffing and Audit and Standards Committees.

Trust Sub Committees

Committee = Trust Finance, Audit and Staffing Committee

Constitution	Appointed Directors Chief Finance Officer CEO The Headteachers attend in an `ex officio` capacity.
Powers	The Trust Board delegate authority to the representatives of this committee to agree decisions and actions, as advised by the Executive, to improve/develop quality of the Trust workforce and to act in the interests of the Trust within the remit laid down by the DFE/Trust Financial Regulations. The Finance Chair has the authority, in liaison with the CFO and CEO, to make an Executive decision re. a financial matter, when a delay would be detrimental to the smooth running of the Trust. Decisions/actions must always be reported at the next Trust Board meeting.
Appointment of Chair	Each school year the Committee shall, at their first meeting in the year, elect a Chair and Vice-Chair from among their number.
Voting rights	All members of the committee have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	At least termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3 Directors/Trustees.
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional to the Trust Board, after consultation with the Chair of the Committee and relevant staff in the Trust. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated to all committee members and Trustees in readiness for the next scheduled meeting
Accountability	This Committee reports directly to the Board of Trustees which receives minutes, reports and recommendations from the Committee.

TERMS OF REFERENCE OF THE FINANCE, AUDIT and STAFFING COMMITTEE

This Committee has oversight of all financial matters pertaining to the Trust and their remit includes:

- Exercising responsibility for and oversight of the finances, assets and staff within the Trust and its academies, including Poole SCITT
- Overseeing internal control, ensuring risk management processes and audit functions are in place and fit for purpose and that an effective internal control environment is established across the Trust and its academies and ITT provision
- Reporting its findings annually to the Board of Trustees as a critical element of the Trust's annual reporting requirements
- Monitor levels of need and provision for Pupil Premium (Free school meals/Service pupils/Looked After Children)
- Agree a Trust Lettings Policy

- To establish funding arrangements for the Trust and its academies, including Poole SCITT
- Approve a three-year estate management plan.
- To agree and monitor every academy's and Poole SCITT's budget in line with the GAG pooling policy, expenditure and cash flow
- To ensure finances and investments of each academy and Poole SCITT are managed prudently, ensuring value for money, including reviews of benchmarking information.
- To determine the extent of services provided centrally to each academy and Poole SCITT including the allocation of cost and oversee the effectiveness of the delivery of centrally provided services
- To ensure that effective financial policies, controls and procedures are in place including appropriate levels of delegation
- To ensure financial risks are identified and managed, ensuring the Trust's compliance with the 'Academy Trust Handbook' and 'ITT: Criteria and Supporting Advice' and other financial statutory requirements
- To oversee maintenance of proper accounting records and preparation of statements of financial activities and balance sheets as required notifying the Trust of any changes to fixed assets used by the academy
- Consider and recommend to the Main Trust Board an annual budget, allocating finance to individual academies and Poole SCITT, using the funding formula allocations and tuition fee incomes, but being sensitive to individual academy and ITT circumstances.
- To receive regular reports from the Chief Finance Officer and make decisions on the need for any significant unplanned expenditure.
- Consider and recommend to the Board the annual financial report, returns and accounts
- Ensure compliance with Company/charity law, and arrangements with the DFE.
- Ensure all insurances are in place
- To review the effectiveness of the Trust's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved
- Consider/approve any litigation or arbitration proceedings
- Inform the appropriate government agency if it suspects any irregularity affecting resources, and approve any write-offs/ other requirements of the DFE
- Make recommendations to the MAT Board re. the procurement and appointment of Trust contractors/lettings and tenders that would exceed £60,000.
- Consider/approve any operating lease, licence, tenancy or similar arrangement for any of the Academy schools
- To ensure funding for the SLCN Bases covers costs and is financially sound.
- Take responsibility for any disposals or acquisitions of land to be used by any academy.
- To set up and approve a Directors Expenses scheme.
- Approve relevant financial policies and procedures.

Audit and Risk

- To review the Trust's internal and external financial statements and reports to ensure that they reflect best practice; that they are true and fair and conform to accounting standards (including the Academy Trust Handbook) and that accounting policies are appropriate and applied consistently. An annual statement to the Board will be produced by the Committee in this regard.
- To advise the Board on the appointment, re-appointment, dismissal and remuneration of the external and internal auditor.
- To direct the nature and scope of audits with the Trust's external auditor, review the external auditor's annual planning document and approve the planned audit approach
- To consider all relevant reports by the appointed external auditor, including reports on the Trust's accounts, achievement of value for money and agree the programme of work proposed by management to address issues raised
- To advise the Board on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to enable the Board to sign the corporate governance statement in the annual accounts

- To direct all aspects of internal audit, including the independent review of systems and controls, the framework of the work programme, and the monitoring of management in implementing recommendations raised by the internal auditor and other audit professionals
- Receive reports (annual reports, management letters etc) from the external auditor and other bodies, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action.
- To monitor the assessment of significant risks (financial and non-financial) to which the Trust, its academies and Poole SCITT are exposed, ensuring this is kept up to date and that management are charged with implementing controls to mitigate these risks within appropriate boundaries.
- To commission investigations or seek professional advice of potential instances of fraud, irregularity or cases of whistle blowing.

<u>As part of its Audit and Risk Management function committee is authorised:</u>

- to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- to request any information, it requires from any employee, external audit, internal audit or other assurance provider.
- to obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Trust

Staffing

- Consider general staffing matters, vacancies, appointments, recruitment matters etc
- Receive reports on Trade Union engagement.
- Monitor and agree policies, procedures and information concerning staff well-being / mental health.
- Agreeing the annual staffing structure of the Trust.
- Consider proposals for re-structures/major staffing change.
- Review cost effectiveness of leadership/management/staff structures to ensure good succession and retention of a quality workforce
- Approve staff disciplinary, capability, conduct, and grievance policies
- Approve and review relevant HR policies

Trust Committee = <u>Trust Standards Committee</u>

Constitution	Appointed Directors CEO Headteachers Head of Curriculum and Standards Head of Inclusion and SEND
Powers	The Trust Board delegates authority to the representatives of this committee to agree decisions and actions, as advised by the Executive, to improve/develop quality of teaching and learning within any Trust School. Any action that requires a financial commitment that exceeds the budget agreed will be further discussed at the Trust Finance, Audit and Staffing Committee. For matters relating to the standards met in Poole SCITT, The Trust Board delegates authority to the representatives of the SCITT Management Board. This separate committee has separate terms of reference, which can be found at the end of this document.
Appointment of Chair	Each school year the Committee shall, at their first meeting in the year, elect a Chair from among their number.
Voting rights	All members of the committee have equal voting rights. In the event of an equal division the Chair shall have a casting vote.

Minimum frequency of meetings	At least termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3 Directors/Trustees.
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional to the Trust Board, after consultation with the Chair of the Committee and relevant staff in the Trust. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated to all committee members and Trustees in readiness for the next scheduled meeting
Accountability	This Committee reports directly to the Board of Trustees which receives minutes, reports and recommendations from the Committee.

TERMS OF REFERENCE OF STANDARDS COMMITTEE

Standards

- Monitor at Trust and school level pupil progress and attainment and the quality of learning
- Assess the effectiveness of `self-evaluation` appraisal systems
- Look in detail at aspects of the School Self Evaluation summaries by visiting schools/classrooms, meeting senior colleagues etc
- Receive reports on Pupil Attendance
- Receive reports/minutes from sub groups, meetings/leaders, particularly in relation to the curriculum (Literacy, Science, ICT, Maths etc)
- Receive reports on the standards and effectiveness of the SLCN Bases.
- Consider any areas that would benefit from a Trust-wide approach, including sharing of teaching and learning resources and approaches, and learning from best practice
- Ensure that the achievement of standards, is planned, resourced, tracked and continuously improved.
- Consider progress and performance towards Trust strategic aims.
- Develop and monitor a collective learning and improvement plan across the Trust , ensuring this relates to the Strategic Plan.
- To prohibit political indoctrination and ensure a balanced treatment of political issues.
- Monitor delivery of each school's Improvement plan
- Advise and support strategic decision making in respect of SEND for each Academy.
- Agree and monitor implementation of specific SEND policies.
- Monitor levels of SEND need within each Academy, and related staffing provision.
- Receive internal and external advisory reports and give advice and recommendations where appropriate
- Consider and have oversight on behalf of the MAT Board re. the arrangements within each school for the provision of SEND support.
- Consider and have oversight of the procurement and appointment of specific SEND advisory services.
- Consider arrangements for staff training in respect of SEND.
- Receive external advisory reports
- Liaison with external agencies such as Ofsted.
- Monitor and review Sports Premium spending across the Trust
- Monitor and review Pupil Premium spend and provision for vulnerable children.

Trust Committee = CEO Performance Management

Constitution	Chair and Vice Chair

Powers	The Trust Board delegate authority to the Chair and Vice Chair to undertake the performance management process for the CEO, including the setting of appropriate and realistic objectives.
Minimum frequency of meetings	At least yearly
Secretariat	The Performance Appraisal content will be mutually agreed by the CEO, the Chair and the Vice Chair and used as a structure for the meeting.
Accountability	Delegated authority.

TERMS OF REFERENCE OF CEO PERFORMANCE MANAGEMENT

- The Chair and Vice Chair will review the performance of the CEO.
- The Chair and Vice Chair will set realistic and time framed objectives for the CEO.

Trust Committee = Pay Committee

Constitution	The Committee must include (where possible) the Chair of the Trust, the Chair of the Finance, Audit and Staffing Committee and two other appointed Trustees. Three Trustees will be reserved for any appeal process for all staff, not including the CEO.
Powers/Delegated authority	The Trust Board delegates authority to the Pay Committee to deal with all pay and performance matters relating to all staff and to implement the approved pay policy in respect of their pay. The Trust Board delegates authority to the representatives of this committee to undertake the pay review process for the CEO. The Trust board delegates authority to the Pay Committee to agree the process and the rationale for Executive Pay
Appointment of Chair	The panel shall appoint a Chair from among their number.
Voting rights	All members of the panel have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	As required
Quorum	Minimum 2 Trustees
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional after consultation with the Chair. Confidential minutes of meetings will be taken and once approved in draft by the Chair will be saved by the Governance Professional, as appropriate.

TERMS OF REFERENCE OF PAY COMMITTEE

- To review and approve the Pay Policy annually for the Trust
- To review and approve the rationale for Executive Pay
- To receive and approve the pay recommendations from the CEO re. the pay for members of all staff.
- To consider the pay of CEO, in line with current legislation, and having taken Performance Management outcomes into consideration.
- To consider all matters relating to pay structures/grading and the allocation of pay points.
- The CEO and/or their representatives are able to make representations in writing or in person to the Pay Committee if they wish to do so.

Pay Appeals Panels

ALL STAFF (except CEO)

- If a member of staff wishes to appeal against the decision of the Pay Committee, notification should go to the CEO, with a copy to the Governance Professional, within 10 days of a decision being made, setting out in writing the grounds for questioning the Pay Committee's decision.
- The Pay Appeals Committee, which should comprise no fewer than three Trustees - none of whom serve on the CEO Pay Committee, will meet normally within 20 working days of receiving the written appeal.
- The decision of the Appeal Committee will be final.

CEO

- If the CEO wishes to appeal against the decision of the Pay Committee, notification should go to the Chair of the Pay Committee, with a copy to the Governance Professional, within 10 days of a decision being made, setting out in writing the grounds for questioning the Pay Committee's decision.
- It will be the responsibility of the Pay Committee to arrange an external advisor to review the CEO pay appeal. This will be normally arranged within 20 working days of receiving the written appeal.
- The decision of the external advisor will be final.

Panels

Members of Panels do not need to be elected Trustees. They are invited to attend to advise and support the decision making of the Executive/Trust Board. These Panels are not necessarily `permanent` and their existence depends on need and value. Panels can be composed of both `advisors` and Trustees.

Compliance and Pupil Safeguarding panel

Constitution	Directors CEO Health and Safety Administrator Headteachers Any additional advisors as required
Powers	No delegated authority
Appointment of Chair	Each school year the panel shall, at their first meeting in the year, elect a Chair from among their number.
Voting rights	All members of the panel have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Frequency of meetings	At least termly
Quorum	No less than 3 representatives
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional to the Trust Board, after consultation with the Chair of the panel and relevant staff in the Trust. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated to all panel members and Trustees in readiness for the next scheduled meeting
Accountability	The Chair will summarise outcomes to the Trust Board

TERMS OF REFERENCE OF COMPLIANCE/PUPIL SAFEGUARDING PANEL

The remit of the Panel is to provide advice and guidance to the Executive re. effective oversight and monitoring of matters that concern the safeguarding of the children that attend the 4 Trust schools, and also matters that relate to the health and safety, and general compliance.

- Agree and monitor implementation of specific Health and safety policies, including related premises policies such as the Accessibility Plans for each school.
- Advise and support strategic decision making in respect of the capital expenditure for the Trust and any estates decisions which relate to Health and Safety
- Receive internal and external advisory reports (including Cyber Security)
- Take responsibility for any disposals or acquisitions of land to be used by any academy.
- Consider and have oversight on behalf of the Trust Board re. the procurement and appointment of Trust contractors/lettings (outside of normal school hours) and tenders within the agreed budget.
- Establish and recommend to the Board a medium and long term estates management plan.
- Risk assess all business decisions relating to out-of-school hours' activities
- Receive regular reports on the 'compliance' of each school's website.
- Have oversight of all compliance matters, in particular GDPR, Asbestos, legionella etc
- Advise and support strategic decision making in respect Safeguarding for each Academy.
- Agree and monitor implementation of specific Safeguarding policies.
- Receive internal and external advisory reports re. Safeguarding and give advice and recommendations where appropriate
- Consider arrangements for staff training in respect of all areas of Safeguarding.
- Consider arrangements for appropriate supervision of staff undertaking safeguarding work.
- Consider arrangements for appropriate supervision of staff undertaking safeguarding work.
- Receive regular reports on School Food Standards.
- Advise and support on the Trust's digital strategy
- Receive regular reports on Sustainability.

Trust Specialist Panels (Disciplinary, Capability, Dismissal and Exclusion)

Constitution	Appointed Directors as required
Powers	The Trust Board delegate authority to the representatives of these panels to take appropriate action as required.
Appointment of Chair	The panel shall appoint a Chair from among their number.
Voting rights	All members of the panel have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	As required
Quorum	As required
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Governance Professional to the Trust Board, after consultation with the Chair of the Committee and relevant staff in the Trust. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated as appropriate.
Accountability	Panels will report to the Trust Board.

SPECIALIST PANELS TERMS OF REFERENCE

Disciplinary, Capability & Dismissal Panel

The CEO is responsible for staff suspensions.

- Panels will be called at the request of the CEO
- Panels will follow approved/agreed Disciplinary/Capability/Dismissal Procedures (to be provided to all Panel members).
- The panel must include the Vice Chair of the Trust Board, plus 2 other Directors. The Chair of the Trust Board should be reserved for any appeal process.
- The Panel has the authority to withhold annual increments for staff.
- The Panel has the authority in respect of all staff for suspension, demotion/transfer, dismissal, summary dismissal.
- The Panel must notify their decision to the CEO, Chair of Trust Board and Chief Finance Officer in order that appropriate communications can be agreed.

Appeals Panel, including Pupil Exclusion Reviews

Appeals Panels are responsible for hearing all Appeals – staff and pupils – in respect of any decision that the relevant Sub-Committee have made i.e., pay, redundancy, dismissal, pupil exclusion.

- Any Appeals Panel will consist of the Chair of the Trust Board, CEO (excepting pay appeals), and three Directors, and each must not have been involved in the original panel decision. If there are in-sufficient number of Directors available, independent support will be sought.
- Panels will follow DFE and HR guidance as required and these will be provided to all Panel members.
- Appeal Panels have the authority to change or uphold the outcome of any other Sub-Committee ruling.
- Appeal panels must notify their decision to the Chair of the Trust Board, the CEO, Chief Finance Officer, in order that appropriate communications can be agreed.

SCITT SUB COMMITTEES

Due to the nature of Poole SCITT being an Initial Teacher Training (ITT) provision, some delegated responsibilities have been passed onto three separate committees: SCITT Management Board; SCITT Course Quality and Development Committee and SCITT Trainee Development Committee. The terms of reference for these three committees are set out below:

Trust Committee = SCITT Management Board

Constitution	Accounting Officer Professional Coordinator Partner Headteachers & senior leaders including Chair and Vice Chairs of SCITT sub committees SCITT Administration Manager
Powers	The SCITT Management Board plays a vital role in creating a safe, high quality learning environment for teaching and learning, recruiting and retaining the best possible staff and trainees, and securing adequate and appropriate resources. The Trust Board delegate authority to the representatives of this committee to agree decisions and actions as detailed in the terms of reference below. Any action that requires a financial commitment that exceeds the budget agreed will be further discussed at the Trust Finance and Audit Committee.
Appointment of Chair	Accounting Officer will be Chair. Each school year the membership shall elect a Vice Chair from among their number.
Voting rights	All members of the committee have equal voting rights. In the event of an equal division, the Chair shall have a casting vote.

	Where any decision contravenes the objectives and values of the Trust the Chair, as accounting officer, can, following discussions with the Board, overrule the majority decision.
Minimum frequency of meetings	Termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3 Partnership Headteachers/senior leaders
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Administration Manager, after consultation with the Professional Coordinator. Minutes of meetings will be taken and once approved in draft by the Chair will be circulated to all committee members in readiness for the next scheduled meeting.
Accountability	This Committee reports directly to the Board of Trustees which receives minutes, reports and recommendations from the Committee.

TERMS OF REFERENCE OF MANAGEMENT BOARD

- To uphold the values and aims of Poole SCITT
- To review the committee membership;
- To receive and review the minutes from the committee meetings held termly; taking any further action where necessary;
- To review the overall outcomes of trainees;
- To review the Ofsted and ECT surveys and to make recommendations to the Professional Coordinator where appropriate;
- To be actively part of any Ofsted/Audit/DFE visits;
- To agree the accrediting University and take part in discussions around any changes to that accrediting university or in pursuing partnership with a new university;
- To actively contribute to the plans and priorities of Poole SCITT;
- To review the action plan throughout the year;
- To keep the Professional Coordinator abreast of national and local priorities so that they might be fed into the course throughout the year if necessary;
- When needed, to review any complaints, concerns or special trainee cases;
- To be actively involved in the recruitment of core SCITT staff and Lead mentors
- To review other SCITT partnerships and income streams (e.g ECT provision, end point apprenticeship assessments)
- To review and further develop the marketing and promotional activities of SCITT;
- To keep under review and monitor and evaluate the progress on the following policies and documents:

- SCITT complaints policy
- SCITT cause for concern process
- Safer recruitment policy (Poole SCITT are part of the TEACH Trust Safeguarding policies).
- Wellbeing policy
- Attendance policy
- Accessibility plan
- Schedule of costs
- Guidance on the appointment of External Examiners

Trust Committee = SCITT Course Quality and Development Committee

Constitution	Professional Coordinator Partner schools Senior Leaders Administration Manager
Powers	The Course Quality & Development committee plays a vital role in creating a safe, high quality learning environment for teaching and learning and retaining the best possible staff and trainees. The Trust Board delegate authority to the representatives of this committee to agree decisions and actions, as advised by the Executive, to improve/develop quality of teaching and learning within Poole SCITT. Any action that requires a financial commitment that exceeds the budget agreed will be further discussed at the Trust Finance and Audit Committee.
Appointment of Chair	Each school year the Committee shall, at their first meeting in the year, elect a Chair and Vice Chair from among their number.
Voting rights	All members of the committee have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	Termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3 Partner Headteachers/senior leaders.
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Administration Manager, after consultation with the Professional Coordinator. Minutes of meetings will be taken and once approved in draft by the Professional Coordinator will be circulated to all committee members in readiness for the next scheduled meeting
Accountability	This Committee reports directly to the SCITT Management Board which receives minutes, reports and recommendations from the Committee.

TERMS OF REFERENCE OF SCITT COURSE QUALITY AND DEVELOPMENT COMMITTEE

- To contribute to the plans and priorities of Poole SCITT;
- To review and monitor survey feedback from trainees, mentors and tutors on the taught course and school placements on a termly basis and take any appropriate action arising from the results
- To review and agree updates to aspects of the taught course;
- To review membership of schools and new schools joining the partnership;
- To review and monitor mentor professional development;
- To review and further develop the Internal and External examiners reports received on an annual basis;
- To receive verbal or written reports from trainee representatives, mentor representatives and tutor representatives on a termly basis and further develop when required;
- To be informed on changes to the Kingston University PGCE course and review any impact this may have on the Poole SCITT course;
- To be an active part of the QA of the course.
- To be an active part of the QA assurance of final QTS recommendation via the trainee Viva process
- To keep under review and monitor and evaluate the progress on the following policies and documents:

  Partnership agreement including the Criteria for choice of partner schools & the Procedure for deselection of schools
  Reference guidelines policy

Trust Committee = SCITT Trainee Professional Development Committee

Constitution	Professional Coordinator Partner schools Senior Leaders Administration Manager
Powers	The Trainee Professional Development committee plays a vital role in recruiting and retaining the best possible trainees and for overseeing the award of QTS at the end of the course. The Trust Board delegates authority to the representatives of this committee to agree decisions and actions, as advised by the Executive, to improve/develop quality of teaching and learning within Poole SCITT. Any action that requires a financial commitment that exceeds the budget agreed will be further discussed at the Trust Finance and Audit Committee.
Appointment of Chair	Each school year the Committee shall, at their first meeting in the year, elect a Chair and Vice Chair from among their number.
Voting rights	All members of the committee have equal voting rights. In the event of an equal division the Chair shall have a casting vote.
Minimum frequency of meetings	Termly
Quorum	The quorum of the meeting shall be one third of the membership or not less than 3 Partner Headteachers/senior leaders
Secretariat	The agendas, papers and minutes shall normally be prepared and circulated by the Administration Manager, after consultation with the Professional Coordinator. Minutes of meetings will be taken and once approved in draft by the Professional Coordinator will be circulated to all committee members in readiness for the next scheduled meeting
Accountability	This Committee reports directly to the SCITT Management Board which receives minutes, reports and recommendations from the Committee.

TERMS OF REFERENCE OF SCITT TRAINEE PROFESSIONAL DEVELOPMENT COMMITTEE

- To monitor and review recruitment processes and systems to ensure that SCITT recruits the best possible trainees
- To review and monitor current cohort trainee progress on the taught course and school practice on a termly basis;
- To review the final outcome data for the previous cohort;
- To review the data for each trainee and approve the award of QTS to trainees
- To keep under review and monitor and evaluate the progress on the following policies and documents:

SCITT Equal Opportunity for recruitment and selection of trainees

SCITT Admissions Policy

SCITT Fitness to teach & inclusion policy

SCITT Trainee contract

Applicants appeals and complaints policy (new policy)

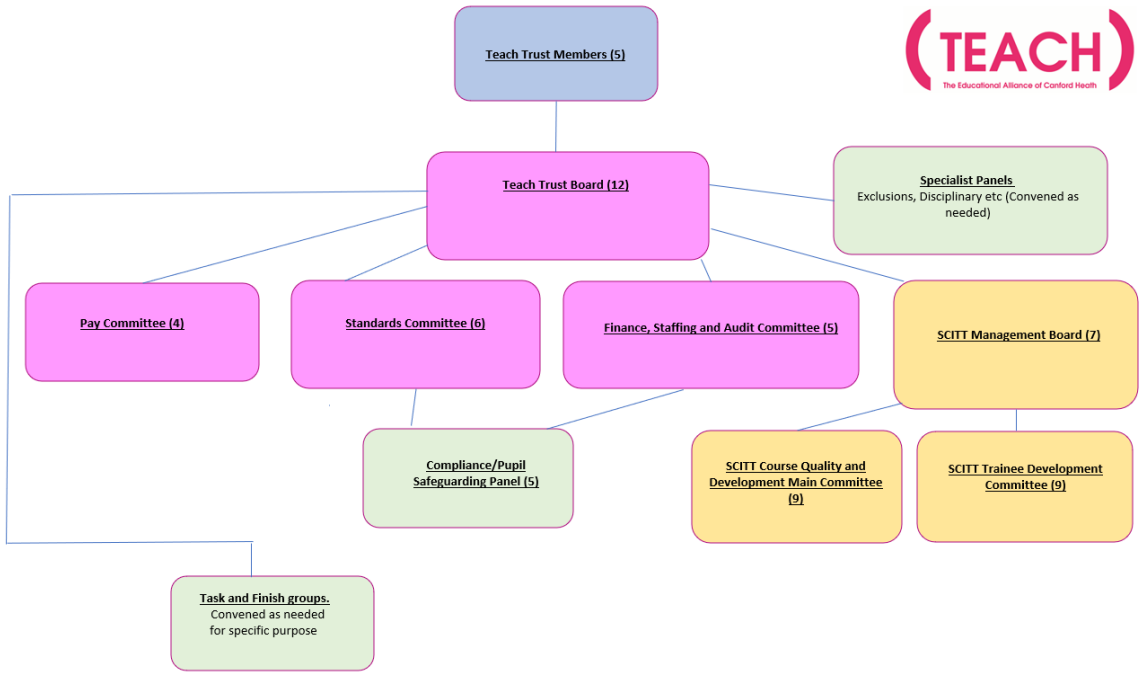
Protection

The Articles state that the Academy Trust will indemnify any Trustee against any claim brought against them in their capacity as a Trustee in certain conditions as set out in the articles. This should be backed by Trustee and Officers indemnity insurance. In addition, courts can give relief if a Trustee has breached their duties but acted honestly and ought fairly to be excused.

Last review date October 2026

Next review date October 2027

Appendix A –Structure Chart



Governance function		Members	Trust board/committees	CEO	HT
Governance framework: people	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓	✓		
	Parent trustees: appoint when elected		✓		
	Committee chairs: appoint and remove		✓		
	Named safeguarding trustee: appoint and remove		✓		
	Governance Professional to board: appoint and remove		✓		
Governance framework: systems and structures	Articles of association: review and agree	✓			
	Governance structure for the trust: establish and review annually		✓		
	Committee terms of reference and scheme of delegation: agree annually		✓		
	Annual schedule of governance business: agree		✓		
	Self-review of trust board and committees: complete when required		✓		
	Chair's performance: carry out 360° review periodically		✓		
Governance framework: reporting	Publish governance arrangements on trust and schools' websites: ensure			✓	
	Annual report on the performance of the trust: submit to members and publish		✓		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓	✓	
	DfE required reports and returns submit		✓		
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	C	
	Management of risk: establish register, review and monitor		✓	C	
	Engagement with stakeholders: ensure		✓	✓	✓
	Determine trust's vision, strategy and key priorities: approve		✓	C	
	Determine schools' vision, strategy and key priorities: approve			✓	
	Chief executive officer: appoint and dismiss		✓		
	Accounting officer: appoint and dismiss		✓		
	HTs: appoint and dismiss			✓	
	Budget plan to support delivery of trust key priorities: agree		✓	C	

Governance function		Members	Trust board/committees	CEO	HT
	Budget plan to support delivery of schools' key priorities: agree			✓	C
	Trust's staffing structure: agree		✓	C	
	Schools' staffing structure: agree			✓	C
Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C	
	Monitoring progress on key priorities: agree reporting arrangements		✓	C	
	Performance management of the chief executive: undertake		✓		
	Performance management of HTs: undertake			✓	
Financial oversight	External auditors: appoint		✓		
	Chief financial officer: appoint		✓	C	
	Trust's scheme of financial delegation: establish, monitor and review		✓	C	
	External auditors' report: receive and respond	✓	✓		
	CEO pay award: agree		✓		
	Staff appraisal procedure and pay progression: review and agree		✓		
	Benchmarking and trust wide value for money: ensure robustness		✓	✓	
	Monitoring budget: agree reporting		✓	C	

Key

A - Accountable (and approver)

R - Responsible

C - Consulted