Scheme of Delegation

Date approved: 16th July 2026

Next review: July 2027

Revision History

Date	Author	Details
9th July 2019	Mike Kerrigan	Organisation charts removed. Reporting structure added
9th July 2020	Helen Lawrence	Update wording from Academy to school throughout and other minor amends.
15th January 2021	Mike Kerrigan	Updated to include the new schools joining the Trust in Feb 2021.
8th July 2021	Mike Kerrigan	Minor change to section 5.3 in relation to budget management. Change section 8.3 relating to budget approval and monitoring.
30th June 2022	Alison Draper	Minor updates made to include Lead Governance Professional.
5th July 2023	Bernie Green	Minor change to allow section 3.1.2 to permit electronic voting
4th October 2023	Helen Roper	Minor changes to ensure text is gender neutral
31st January 2024	Helen Roper	Updated to reference Chief Finance and Operations Officer rather than Chief Finance Officer; 8.3, leave of absence added to list of policies in first row and additional row re: appoint and dismiss school staff other than Head Teachers
3rd July 2024	Helen Roper	Updated to include new schools. Tables of responsibilities aligned to the themes of the governance and leadership Trust quality descriptor. Vision statement added and text re-ordered. Delegation of polices table and terms of reference of FAC added.
16th July 2025		Updated to include new schools, updated to reflect role of Diocese under new articles, Addition of organisation charts, updated ToR for LGBs to clarify expectations, additional entries in tables of responsibilities for clarity, Board committee renamed to reflect its functions
27th August 2026	Jonathan Sawyer	Updated to reflect current practice and to include LGB Governors Role Description. Delegation of policies updated.

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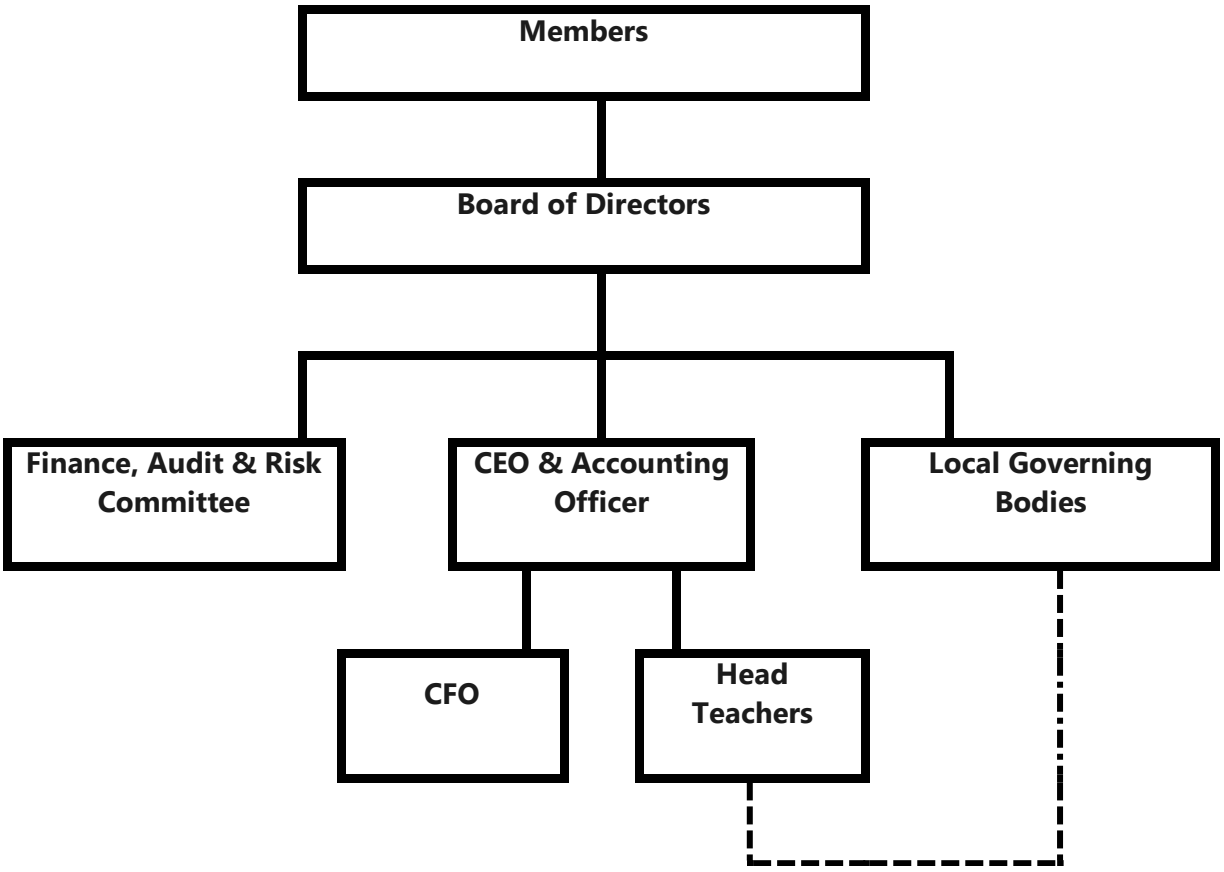
Our Vision

"To be the best we can be"

We are uncompromising in our aim to provide the very best education in a safe, caring and stimulating environment and dedicated to keeping children at the very heart of everything we do. Our belief that "all children can achieve" drives us to provide an excellent, wide-ranging curriculum which will develop a love of learning to last throughout our children's lives.

We are a mix of Church of England schools and non-church schools in towns and villages. The distinctive character of each of our schools is celebrated and protected, within their communities. This is achieved by working collaboratively, with a strong focus on maintaining and developing each school's unique identity. As such, our schools are led by creative people who are also encouraged in their individual approaches, whilst meeting the overarching principles of our Trust.

Our Structure



Members

Members have responsibility for ensuring the Trust is delivering its charitable objectives and its vision and for appointing its auditors. They hold the Board of Directors to account for the governance of the Trust and have the power to appoint directors and remove them. Members agree the Articles of Association which determine how the Trust should be run. The articles include information about how new members are appointed.

Directors

The Board of Directors is legally responsible and accountable for all the Trust's statutory functions. It ensures that Trust business is conducted in compliance with company and charity law, and with the provisions set out in the articles of association and the Trust's funding agreement. It is responsible for the appointment of the CEO and for governance of the Trust and must provide strategic leadership, accountability and assurance and strategic engagement

Finance, Audit and Risk (FAR) Committee

The Trust Board delegates financial scrutiny and oversight of risk to the committee, and it supports the Board in maintaining the Trust as a going concern. The terms of reference for the committee can be found in Appendix A

Local Governing Bodies (LGBs)

LGBs are the link between the Board and the wider school community. They have been delegated decision-making powers by the Board in accordance with this scheme of delegation. They hold their Head Teacher to account for the 4Ss: Standards i.e. the educational performance of the school and its pupils, and regulatory compliance in health and safety; Stakeholder engagement, Safeguarding, and SEND. They monitor the wellbeing of the school community. In church schools, the LGB ensures the school is run in accordance with the principles, practices, and tenets of the Church of England both generally and in particular in relation to arranging religious education and daily acts of worship. The terms of reference for LGBs can be found in Appendix B

Chief Executive Officer (CEO)

The CEO has delegated responsibility for the overall operation of the Trust, including the performance of the Trust's Schools and is responsible for all staff across the Trust. The CEO is also the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness, and stability, avoiding waste, and securing value for money.

Chief Finance and Operations Officer (CFO)

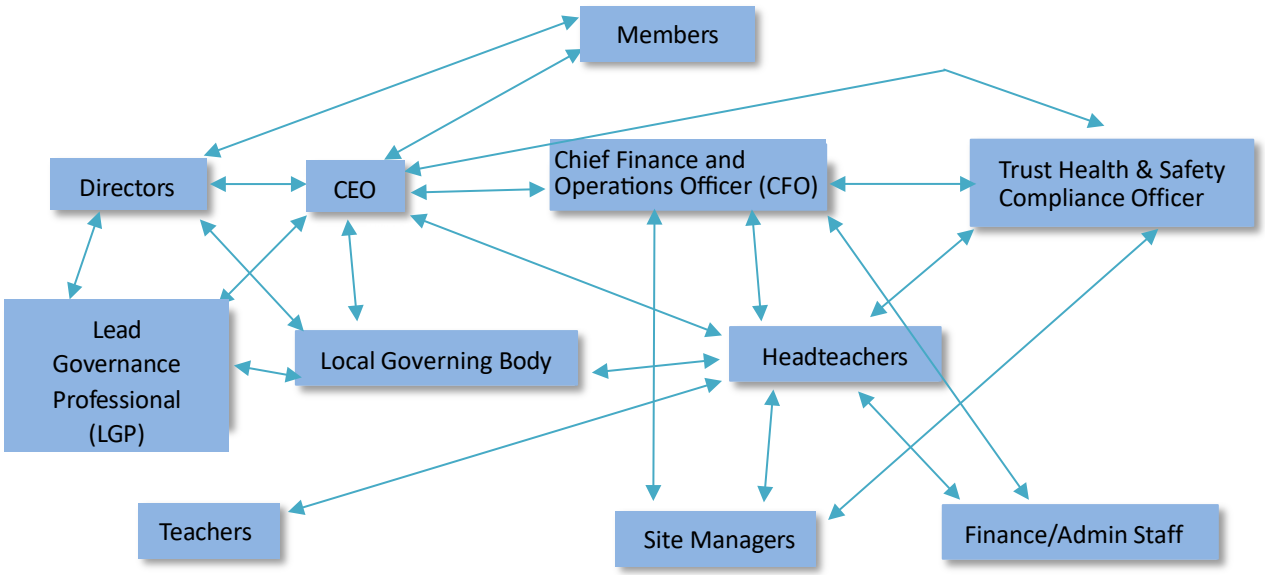
The CFO supports the CEO in their role as the Trust's accounting officer and is responsible for providing the leadership and management of the Trust's finance and business

functions. The CFO also leads the non-academic operations and central service functions of the Trust.

Head Teachers

Head Teachers are responsible for the day-to-day management of their school as outlined in their job description and Headteacher's Standards.

Trust Reporting Structure



Policies

Our policies set out clear procedures, structures, and expectations needed to ensure our schools are safe, supportive environments where pupils can learn and thrive. As well as the required statutory policies, we have chosen to adopt a number of discretionary policies to ensure the smooth running of the Trust and clearly communicate our core values and principles. Appendix C lists all the policies and their delegation.

Delegation of Responsibilities Tables

Grey Box	Function cannot be carried out at this level
✓	Action to be undertaken at this level
A	Provide advice and support to those responsible for decision making

Culture and Engagement and Governance of the Trust									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Setting Trust vision		✓		A	A				✓
Setting Trust culture and values		✓		A	A		A		✓
Maintain the individual school ethos and identity in line with the overall Trust vision and ethos		✓		✓	A		✓		
Championing Christian Distinctiveness		✓		✓	✓		✓		
Setting expectations for director and governor conduct		✓		A	A		A	(A)	
Fostering equality, diversity and inclusion including building diverse governance		✓		A	A				
Trust public sector equality sector statement		✓			A	A			
Setting School Equality Objectives				✓			A		
Ensuring transparency of information		✓			✓	✓	✓	✓	
Ensuring that statutory information								✓	

Culture and Engagement and Governance of the Trust									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
about governance is published on Trust website									
Ensuring that information about school governance is published on school website and there is a link to the Trust governance pages							✓	A	
Agree annual schedule of Board business:		✓			A	A		A	
Agree annual schedule of FAR business		✓	A		A	A		A	
Agree annual schedule of business for LGB		✓		✓			A	A	
Completion of pupil survey				A			✓		
Staff survey		A		A	✓		✓		
Parental survey				A			✓		
Engagement with the schools' wider communities		✓	✓	✓	✓	✓	✓		
Engagement with Diocesan Board of Education	✓	✓			✓			✓	
Engagement with Regional Department for Education		✓			✓	✓			
Engagement with local authority					✓	✓	✓		
Adhering to the Articles of Association		✓	✓	✓	✓	✓	✓	✓	

Strategy									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Setting the Trust strategy		✓			A				✓ Growth Strategy
Agree key priorities against which progress towards achieving the strategy can be measured		✓			✓	A			
Championing the Trust strategy		✓			✓	✓	✓		
Reviewing progress against the strategy		✓							
Setting school improvement plan in line with Trust priorities					✓		✓		
Determine school's vision and strategy, agreeing key priorities and success criteria against which progress towards achieving the vision can be measured:				A	A		✓		

Non-executive leadership									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Review and agree Articles of association	✓	A							✓
Members: Appoint/Remove	✓								✓
Directors: Appoint/Remove	✓	✓							✓
Appoint chair and vice chair of the Board		✓							
Scheme of delegation for LGBs: agree annually		✓			A	A		A	✓
Determine the terms of reference for FAR		✓				A			
Determine the terms of reference for LGBs		✓			A				✓ Church Schools
Appoint chair and vice chair of the Finance and Audit committee		✓	A						
Appoint chair and vice chair of LGBs				✓					
Arrange Parent local governor election				✓			A	A	
Appoint Staff Governors							✓	A	
Appoint/remove local governors		✓		A				A	✓ Foundation Representatives
Lead Governance Professional: appoint and remove		✓			A	A			
Clerk to LGBs: appoint and remove							✓	A	
Provide Board induction, training, and review.		✓						✓	
Ensure statutory suitability checks are completed on Directors						✓		✓	
Ensure statutory suitability checks are							✓	✓	

Non-executive leadership									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
completed on governors									
Determine Induction Programme for Directors		✓						A	
Determine Induction Programme for Governors				✓				A	
Complete annual evaluation of Trust Board and committees		✓	✓	✓					
Complete annual review of LGBs				✓			A		
Analyse committee self-review		✓						A	
Chair's performance: carry out 360 review periodically		✓		✓					
Agree role descriptions for directors/ chair/specific roles/committee/LGB members		✓			A	A		✓	
Nominate safeguarding link Director		✓							
Nominate safeguarding link governor				✓					
Nominate SEND link Director		✓							
Nominate SEND link governor				✓					
Nominate wellbeing lead Director		✓							
Nominate wellbeing link governor				✓					
Nominate other link Directors based on policies		✓							
Nominate other link governors based on policies				✓					
Ensuring finance skill set on Board		✓				A			

Non-executive leadership									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**

Executive Leadership									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Appoint/Dismiss Chief executive officer and Accounting Officer		✓							
Appoint /Dismiss Chief Finance and Operations Officer		A	A		✓				
Performance management of CEO		✓							
Performance management of CFO			A		✓				
Appoint/Dismiss central team members					✓	✓			
Performance Management of central team members					✓	✓			
School Headteacher: appoint and dismiss		✓		A	A				✓ Church Schools
Other school staff: appoint and dismiss					A		✓		
Staff appraisal procedure agree		✓			A	A			
CEO pay award: set		✓				A			
CFO pay award: set					✓				
Headteacher pay award: agree				A	✓	✓			
Agree Trust pay structure		✓			A	A			

Accountability									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		✓	✓		A	A			
Agree reporting arrangements for progress on key priorities		✓	A		✓				
Director monitoring: agree arrangements		✓			A				
LGB member monitoring: agree arrangements		✓		✓			A		
LGB overall performance monitoring: agree arrangements		✓			A		A		
Monitoring of individual school standards				✓	✓		✓		
Monitoring of standards across the Trust		✓		A	✓		A		
Annual report on performance of the Trust: submit to members and Publish		✓			A	A			

Accountability									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Annual report and accounts including accounting policies, signed statement on regularity, propriety, and compliance, incorporating governance statement demonstrating value for money: submit		✓	A		A	✓			
Annual report on work of LGB: submit to Trust				✓			A	A	
Ensure the compliance of the school website.				✓			✓	A	
Trust's scheme of financial delegation: establish and review		✓	✓		A	A			
External auditors' report: receive and respond		✓	A		A	✓			
Staff appraisal procedure: review and agree		✓			A	✓			
Benchmarking and Trust wide value for money: ensure robustness			✓			✓			
Benchmarking and school value for					✓	✓	✓		

Accountability									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
money: ensure robustness									
Develop Trust wide procurement strategies and efficiency savings programme					✓	✓			
Review and approve Trust wide procurement strategies and efficiency savings programme			✓						
Set Trust approach to curriculum and assessment, with regard to statutory requirements		✓			✓		A		
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements		✓			✓		✓		
Set and deliver school curriculum and assessment in line with Trust approach					✓		✓		
Develop curriculum policies as required by school(s) (religious				See list of Policies	✓		✓		

Accountability									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
education, relationships, sex & health education, collective worship)									
Production of Trust data					✓		✓		
Analysis of Trust data		✓		✓	✓		✓		
Setting delegated authority limits for financial transactions			✓		✓	✓			
Developing budget						✓	✓		
Budget plan to support delivery of trust key priorities: agree		✓	A		✓	✓			
Budget plan to support delivery of school key priorities: agree		✓			✓	✓	✓		
Budget plan to support delivery of school key priorities: monitor				✓	A	✓	✓		
Trust's staffing structure: agree		✓	A		✓	✓			
School staffing structure: agree					✓		✓		
Deliver monthly management accounts and forecasts						✓			
Managing cash position			✓		✓	✓			

Accountability									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL&CS**	**Consult or seek consent of Diocese**
Appoint external auditor	✓	A				A			
Deliver annual report and accounts, with regard to accounts consolidation exercises required by DfE						✓			
Develop finance policies (procurement)		✓	✓			A		A	
Ensure adequate insurance cover is in place		✓				✓			
Maintain risk register		✓	✓		✓	✓			
Manage conflicts of interest and related party transactions		✓			✓	✓		A	
Ensure compliance with DfE requirements					✓	✓			

Compliance and Statutory Policies									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL**	**Consult or seek consent of Diocese**
Set admissions policies		✓		✓			✓		
Keep admission and attendance registers							✓		
Ensure compliance with SEND Code of Practice		✓		A	✓		✓		
Deliver support for looked after children		✓		A	✓		✓		
Monitor effectiveness of pupil premium spend and compliance with statutory guidance		✓		✓					
Monitor compliance with PE and school sport partnerships network criteria		✓		✓					
Sign the PE and Sport Premium Digital Report 25/26				✓ (chair)			✓		
Set health and safety policies and estates management strategy		✓			✓	✓			
Attend Trust inspections		✓		✓	✓		✓	✓	
Set governance policies (data protection, information sharing, cyber security, Freedom		✓			A	A		A	

Compliance and Statutory Policies									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL**	**Consult or seek consent of Diocese**
of Information, code of conduct, complaints, whistleblowing)									
Set Trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)		✓			A		A		
Set safeguarding policies (safeguarding and child protection, Pupil mental health and wellbeing, Prevent duty, looked after children, safer recruitment, supporting pupils with medical conditions)		✓		A	✓		✓		
Set behaviour and welfare policies (behaviour, exclusions)		✓		See list of Policies			A		
Set approach to directing pupils offsite, safeguarding separations and managed moves.		✓			✓		✓		
Set the school day							✓		
Set the school year		✓							

Compliance and Statutory Policies									
	Members	**Directors**	**FAR**	**LGB**	**CEO**	**CFO**	**Head**	**GL**	**Consult or seek consent of Diocese**
Manage school and Trust premises					✓	✓	✓		
Set Uniform Policy							✓		
Set approach to staff appointment and dismissal, with regard to statutory requirements		✓			✓	✓			
Set approach to appraisal and performance management		✓			✓				
Set HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)		✓			✓				
Set whistleblowing procedures		✓							

Appendix A Finance, Audit and Risk Committee Terms of Reference

Adopted by resolution of the Board on 16th July 2025

The Finance, Audit and Risk Committee will exercise responsibility for and oversight of:

(a) The overall finances of PPAT Education, including:

- The annual budget (for recommendation to the Board of Directors) and monitoring of that budget
- Financial procedures (including compliance with the DfE Guidance); delegation of spending authority and virement policies.
- Policy and decisions regarding contracts and service level agreements
- Insurance arrangements
- The preparation of the annual report and accounts (for presentation to Directors)
- Compliance with statutory and other required procedures.
- Oversight of risk management policy

(b) The identification, measurement, management, monitoring, and reporting of threats to the Trust's business objectives, including

- The external audit process and plan, including the appointment of external auditors (for recommendation to the Board of Directors and Members).
- The internal scrutiny process and plan, including the appointment of the internal scrutiny service
- the Trust's risk appetite and risk management policies
- Policy and procedures in respect of internal financial controls and internal audit functions
- Regular review of the risk register
- Risk Management Policy

(c) The personnel of Preston Primary Academy Trust, including:

- Staff recruitment procedures
- Staff appointments procedures
- Equal opportunities
- Performance management arrangements
- Employment contractual matters
- Pay policy.
- Staff well-being and retention strategies??

(c) The premises of PPAT Education, including:

- To advise Directors on priorities, including health and safety, for the maintenance of the existing Academy buildings

- To oversee arrangements for repairs and maintenance
- To make recommendations on premises-related expenditure
- In consultation with the Chief Financial and Operations Officer, oversee premises-related funding bids.
- To oversee arrangements, including health and safety, for the use of the premises by outside users
-

(d) Performance Indicators agreed by Board members in respect of any of the above issues.

(e) Any other matters referred to it by Board members.

MEMBERSHIP

Meetings of the committee will take place in two parts. The first part of any meeting will consider matters relating to finance, premises and personnel, the second will consider matter relating to audit and risk. Membership for the first section shall be:

- Bernie Green
- Peter Levey
- Louise Orton
- Lucy Iddon
- Peter Strange

Membership for the second section shall be:

- Peter Levey
- Louise Orton
- Lucy Iddon
- Peter Strange

In addition to the above named membership, any registered Director of the Trust may also attend committee meetings and shall have the same voting rights as the listed members.

VOTING RIGHTS

All members have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote.

APPOINTMENT OF CHAIR AND VICE CHAIR

The Directors shall appoint the Chair and vice-Chair of the Committee. A Director who is employed to work in the Trust shall not be eligible for appointment or election as Chair or Vice-Chair.

DELEGATED POWERS AND FUNCTIONS

The schedule of delegated powers and functions is available within the scheme of delegation which is also reviewed annually.

OVERSIGHT OF COMMITTEES

The FAR Committee shall be responsible for the setting up of any sub-committee to hear any matters in connection with staff disciplinary, capability, redundancy, absence, or grievance matters. Membership of these sub-committee is delegated to local governors in the first instance. (See also the policies and procedures adopted by the directors, namely: Redundancy Procedures; Grievance and Discipline Procedures; Managing Staff Sickness Absence; Capability Procedures).

FREQUENCY OF MEETING

The Committee shall meet at least three times a year but may meet more frequently as required.

QUORUM

The quorum for a meeting of the Committee shall be any 3 members.

ACCOUNTABILITY

This Committee reports directly to the MAT Board of Directors, which receives minutes, reports and recommendations from the Committee.

RESPONSIBLE OFFICER

The directors have chosen to maintain the role of responsible officer (RO) and will nominate a Director to take specific responsibility for liaising with the contracted internal scrutiny service. The Responsible Officer is named as Peter Strange.

Appendix B – Terms of Reference for Local Governing Bodies (LGBs)

The Board of Directors recognises that the history, geography, social and economic context of a school underpins the views and experiences of pupils, staff, and parents and has exercised its right to establish Local Governing Bodies (LGBs). LGBs provide Directors with insight into the unique challenges and opportunities faced by their communities and helps the Trust to achieve its aim to provide the very best education for every child in a safe, caring and stimulating environment while meeting the needs of the communities in which its serve.

LGBs hold their Head Teachers to account for the 4Ss: Standards i.e. the educational performance of the school and its pupils, and regulatory compliance in health and safety; Stakeholder engagement, Safeguarding, and SEND. They monitor the wellbeing of the school community. In church schools, the LGB ensures the school's Christian ethos, values and mission are central to all aspects of school life.

The full list of responsibilities delegated to LGBs is detailed in the scheme of delegation and in these terms of reference.

1. As a charity and company limited by guarantee, PPAT Education (the "Trust") is governed by a Board of Directors (the "Directors") who have overall responsibility and ultimate decision-making authority for all the work of the Trust. The Directors have exercised the option to establish LGBs. These LGBs shall be committees established pursuant to Articles 101 to 104 (inclusive) of the Articles of Association of the Trust (the "Articles").

   The Directors may review these terms of reference at any time but shall review them at least annually. Only the Board of Directors may amend these terms of reference.

2. Christian Ethos of Church Schools

   The following schools are designated as Church of England schools and shall be conducted in accordance with the principles, practices, and tenets of the Church of England both generally and in particular in relation to arranging religious education and daily acts of worship.

   - Ash C of E Primary School
   - Butleigh C of E Primary School
   - Evercreech C of E Primary School
   - Lovington C of E primary School
   - North Cadbury C of E Primary School
   - Preston C of E Primary School

3. Constitution of the LGB

   3.1 Governors of the LGB

Members of the LGB shall be known as "Governors" and will carry out their duties as set out in the Local Governor Role Description (See Appendix D)

The Directors have the right to appoint such persons to the LGB, as they shall determine from time to time.

The governorship of each school within the Trust is as follows:

School	HT	S	P	DA	F	Total
Ash C of E Primary School	1	1	2	2	2	8
Butleigh C of E Primary School	1	1	2	2	2	8
Countess Gytha Primary School	1	1	2	3	-	7
Evercreech and Lovington C of E Primary Schools	2	1	2	2	2	9
Hambridge Community Primary School	1	1	2	3	-	7
Huish Episcopi Primary School	1	1	2	3	-	7
Ilchester Community Primary School	1	1	2	3	-	7
Kingfisher Primary School	1	1	2	3	-	7
Manor Court Community Primary School	1	1	2	3	-	7
Middlezoy Primary School / Othery Village School	1	1	2	3	-	7
North Cadbury C of E Primary School	1	1	2	2	2	8
Preston C of E Primary School	1	1	2	2	2	8
Pen Mill Infants and Nursery Academy	1	1	2	3	-	7

Key:

HT	Headteacher
S	Staff Governors
P	Parent Governors
DA	Director Appointed Governors
F	Foundation Governors

Appointment of Governors

3.1.1 Staff Governors

The governors 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.

The Directors shall determine all arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate. It is the responsibility of the LGB to run the election following the Directors procedure.

3.1.2 Parent Governors

Parents of, or those with parental responsibility for, registered pupils at the school, shall elect parent governors of the LGB. They must be a parent of, or have parental responsibility for, a pupil at the school at the time when they are elected.

The Directors shall make all necessary arrangements for, and determine all other matters relating to, the election of the parent governors. It is the responsibility of the LGB to run the election.

Where a vacancy for a parent governor is required to be filled by election, the governors 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 they are entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

Any election of persons who are to be the parent governors that 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/ secure electronic voting or, if they prefer, by having their ballot paper returned to the school by a registered pupil at the school.

Where the number of parents standing for election is fewer than the number of vacancies, the Directors may, after 3 unsuccessful nomination periods, 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, or where this is not possible, a person who is the parent of registered pupil of another school.

*Foundation governors are appointed in conjunction with the Diocesan Board of Education to preserve and develop the religious character of the school.

3.2 Term of Office

The term of office for any governor shall be 4 years, save the Head teacher of the school who shall remain a governor until they cease to work at the school. Subject to remaining eligible to be a particular type of governor, any person may be apply to be re-appointed or re-elected to the LGB.

3.3 Resignation and Removal

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

- They resign their position by giving notice in writing to the clerk of the LGB.
- The Head teacher or a staff governor ceases to work at the school.
- The Directors terminate the appointment of a governor whose presence or

conduct is deemed by the Directors, at their sole discretion, not to be in the best interests of the school or the Trust.

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.

3.4 Disqualification of Governors of the LGB

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

3.5 Appointment and Removal of Chair and Vice Chair

The Chair and Vice Chair of the LGB shall be appointed by the LGB although the Directors reserve the right to remove either the Chair or Vice Chair from office at any time.

The term of office of the Chair and Vice Chair shall be 1 year. Subject to remaining eligible to be a governor, any governor may be re-appointed as Chair of Vice Chair of the LGB.

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

- They cease to serve on the LGB.
- They are employed by the Trust whether or not at the school.
- In the case of the Vice Chair, they are appointed to fill a vacancy in the office of the Chair.

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. For the avoidance of doubt, no staff member may be elected Chair or Vice Chair.

4 Proceedings of the LGB

4.1 Meetings

The LGB shall meet at least once in every term and shall hold such other meetings as it deems may be necessary.

The clerk shall convene meetings of 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 their absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.

Any governor shall be able to participate in meetings of the governors by telephone or video conference provided that they have given reasonable notice to the clerk of

the LGB and that the governors have access to the appropriate equipment.

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.

4.2 Quorum

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.

4.3 Voting

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.

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

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.

4.4 Chair's Action

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 pupils.

5 Delegated Powers

5.1 General Principles

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

- 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 that 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.

- Promptly implement and comply with any policies or procedures communicated to the LGB by the Directors.
- Review its own policies and practices on a regular basis, in view of any advice or recommendations made by the Directors.
- Work closely with the Directors and act with integrity, objectivity, and honesty in the best interests of the Trust and the school.
- Be open about decisions and be prepared to justify those decisions.
- Keep confidential all information of a confidential nature obtained by them relating to the school and the Trust. Not discuss matters outside of meetings or to act as a representative without permission.

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

5.2 Levels of Delegation

The schedule of delegation sets out the responsibilities assigned to each level of governance within the Trust's structure. For the avoidance of doubt, where a power is not expressly delegated to the LGB, it will be deemed to have been retained by the Trust, regardless of whether it is specified in the schedule.

The schedule of delegation may be reviewed by the Directors at any time but shall be reviewed at least annually. Directors reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.

5.3 Delegation to Head Teacher of the School

Subject to the responsibilities of the LGB and the policy statements of the Trust, the Head Teacher of the school shall be responsible to the LGB for:

- Implementing the agreed policies and procedures laid down by the LGB including the implementation of all statutory regulations.
- Advising the LGB on strategic direction, forward planning, and quality assurance.
- The leadership and management of the school.
- Advising the LGB (and/or the admissions committee, where applicable) on the admission of pupils.
- Managing the delegated budget and resources.
- Informing the LGB on the appointment of any Deputy, Vice, or Assistant Head Teacher.
- The appointment of all other staff and (except to the extent directed otherwise by the Directors), the salary grading, allocation of duties, appraisal, and discipline of all staff.
- The maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework laid down by the Board of

Directors and the LGB.

- For the schools designated as Church of England schools, ensuring that the school is conducted in accordance with the principles, practices, and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship.
- All such additional functions may be assigned under the job description or contract of employment.

5.4 Conflicts of Interest

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 their duties as a governor of the LGB shall disclose that fact to the LGB as soon as they become aware of it. A person must absent themself from any discussions of the LGB in which it is possible that a conflict will arise between their duty to act solely in the interests of the school and any duty or personal interest (including but not limited to any Personal Financial Interest).

A governor of the LGB has a Personal Financial Interest if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the governor or any person living with the governor as their 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.

5.5 Minutes of Meetings

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.

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 , the signed minutes of every such meeting, as soon as is reasonably practicable, made available to the Governance Lead and Company Secretary of the Trust. Any report, document or other paper considered at any such meeting should be made available to Directors via the GLas soon as possible on request. The draft minutes will be approved by the Chair within two weeks of receipt. If draft minutes are not approved after two weeks, the minutes will be circulated to the LGB and the GL to be made available to Directors.

5.6 Conduct of LGB

For information on the conduct of the LGB, refer to the Code of Conduct, read and signed annually and held by the Clerk in the school office.

5.7 Training

PPAT requires all governors to complete annually a safeguarding update, prevent update and cyber awareness training.

All governors are required to complete safeguarding for governance and health and safety training at least once during their term of office.

Appendix C– List of Trust policies and procedures

Policies in red font are statutory, if emboldened the policy must be on the Trust website, if underlined on schools' websites.

Policies approved by the Board of Directors	Policies approved by the FAR committee	Policies approved by LGBs	Policies approved by the Head and shared with the LGB for information	Policies delegated to the H&S compliance officer	Policies delegated to the central team
AI Policy	Business Continuity Plan	**Admissions arrangements**	Accessibility Plan	Allergens Policy	Bereaved Parents Policy
Antibullying	Capital and reserves policy	Behaviour Policy	Attendance	Animals in School	**Charging and Remission**
Assessment	Climate Change and Sustainability	Online Safety Policy	Equal Opportunities Pupils	Arson	Children with Health Needs who cannot attend school
Capability Procedure for non-teaching staff	Depreciation	Relationship and Sex Education	Phone Policy (Using section 6 of the Digital Devices Policy)	Asbestos	Confidentiality Statement (Appendix to Staff Code of Conduct)
Capability Procedure for Teachers	Estate Management Strategy	Equality Statement and Objectives	Premises Management Documents	Asthma	Cyber Response Plan
Capital and Revenue Reserves (the statutory Reserves policy)	Investment		Procedure for a parent failing to collect a child	Diabetes	Dignity at Work Code of Practice
Child Protection & Safeguarding	Pay		Procedure for missing children	Driving for Work	Flexible Working

Policies approved by the Board of Directors	Policies approved by the FAR committee	Policies approved by LGBs	Policies approved by the Head and shared with the LGB for information	Policies delegated to the H&S compliance officer	Policies delegated to the central team
Complaints Procedure	Risk Management		Procedures for checking the identity of visitors	DSE	Gifts and hospitality
Curriculum Policy	Technical Security		Public Sector Equalities Statement	Electricity	Leave of Absence
Data Protection (and FOI policy)	Director and Governor Expenses (part of the finance policy)		Uniform	Epilepsy	Maternity and Paternity
Data Protection Privacy notices				Fire	Mediation Guidance
Digital Devices				First Aid	Privacy Notices
Director and Governor Visits				(COSHH) Hazardous Substances	Recruitment and Selection Policy
Director/Governor Code of Conduct				Health and Wellbeing	Redundancy & Redeployment
Directors' written statement of behaviour principles				Investigating H&S incidents	Restrictive Interventions
Disciplinary and Appeals				Legionella Policy	Shared Parental Leave

Policies approved by the Board of Directors	Policies approved by the FAR committee	Policies approved by LGBs	Policies approved by the Head and shared with the LGB for information	Policies delegated to the H&S compliance officer	Policies delegated to the central team
Early Years Policy				Lockdown Procedures	Sickness absence Management
Equal opportunities (staff)				Lone Working	
Executive Pay Policy				Managing construction tasks (CDM)	
Finance Policy incorporating the statutory accounting policy,competitive tendering procedures and financial delegation				Managing Contractors	
Freedom of Information publication scheme				Manual Handling	
Grievance Resolution Procedure				Menopause	
Health and Safety				Minibus	
Induction/Probation, ECT & Support Staff				New and expectant mothers	
Managing allegations against staff				Personal protective	

Policies approved by the Board of Directors	Policies approved by the FAR committee	Policies approved by LGBs	Policies approved by the Head and shared with the LGB for information	Policies delegated to the H&S compliance officer	Policies delegated to the central team
				equipment (PPE)	
Medical covers the statutory policy supporting children with medical conditions.				Reporting of H&S incidents	
Non-Teacher Appraisal Policy				Retention of documents	
Risk Register				Risk Assessment	
Scheme of Delegation				School Trips and Visits	
Special Educational Needs and Disabilities				Slips, trips and Falls	
Staff code of conduct				Stress	
Suspension and exclusion arrangements				Work at Height	
Teacher Appraisal				Work equipment	
Whistleblowing				Workplace Health, Safety & welfare	

Policies approved by the Board of Directors	Policies approved by the FAR committee	Policies approved by LGBs	Policies approved by the Head and shared with the LGB for information	Policies delegated to the H&S compliance officer	Policies delegated to the central team
				Work-related violence	
				Young people at work	

Appendix D

Local Governor Role Description

Local Governors together as a local governing body, are responsible for the "4Ss" of governance:

- **S**afeguarding
- **S**END
- **S**tandards
- **S**takeholder Engagement

Safeguarding

- Ensure that the adopted safeguarding policies and procedures reflect the safeguarding challenges and context of the school.
- Monitor the implementation of safeguarding policies and the effectiveness of safeguarding arrangements.
- Foster a culture that prioritises the safety and wellbeing of all pupils and staff in the school.
- Work with the Designated Safeguarding Lead (DSL) to ensure that safeguarding procedures are effective.
- Monitor the school's estate, ensuring that appropriate policies are adopted and followed in order to keep pupils and staff safe.

SEND

- Ensure that the trust policy for pupils with special educational needs and disabilities (SEND) is implemented and adapted to the specific school context where necessary.
- Seek assurance that staff are trained to implement pupil strategies and support plans.
- Seek assurance that pupils with SEND have the resources they need to succeed.
- Work in partnership with the Special Educational Needs Coordinator (SENDCo) as well as other stakeholders and the wider Trust community to ensure that pupils with SEND are well-supported and included in all aspects of school life.
- Monitor the overall effectiveness of the school's SEND provision, referring to pupil outcomes and other relevant data.

Standards

- Ensure that the school's vision, ethos, and strategy is adopted and applied by all staff.
- Work with senior leaders to identify areas for improvement and develop strategies to address them in line with the schools and trust's strategic objectives.
- Monitor school performance and improvement through regular reviews of performance data, including exam results, attendance rates, and pupil progress, to ensure that the school is meeting its targets.

- Ensure that the school's curriculum is being provided to pupils in an appropriate manner for the school's context and is consistent with the Trust's curriculum policy.
- Ensure that the required policies and procedures are in place and that the school is operating effectively in line with these policies.
- Establish a strong relationship with the headteacher in order to provide effective support and challenge, including providing feedback to the headteacher's performance management process.

Stakeholder engagement

- Ensure there is consultation with stakeholders such as parents, staff, and pupils, and use these insights to inform decision-making.
- Help stakeholders to understand the school's and trust's values and vision for the future.
- Provide the trust board with insight into the challenges and opportunities faced by the school's local community.

Panels and committees

When required, local governors may be asked to serve on panels in order to:

- hear staff grievances, disciplinary matters, and HR appeals (for example, decisions to reject request for flexible working arrangements)
- review decisions to exclude pupils.
- deal with formal complaints in line with the trust's complaints procedure and whistleblowing policy.

Contribution to the Local Governing Body (LGB)

Local governors should ensure that they are making a positive and meaningful contribution to the LGB by:

- attending meetings, reading papers, and preparing questions for senior leaders in advance
- establishing and maintaining professional relationships with senior leaders and colleague governors
- getting to know the school, including visiting the school occasionally during school hours.
- undertaking induction training and engaging in ongoing development