

**The Corsham School Academy Group**  
**SCHEME OF DELEGATION**

**Management Log**

<b>Document name</b>	Scheme of Delegation
<b>Author</b>	Michelle Hocking
<b>Date approved</b>	December 2021
<b>Date issued</b>	October 2021
<b>Date of review</b>	September 2022
<b>Reviewer</b>	Board of Directors/Trustees

**Document History**

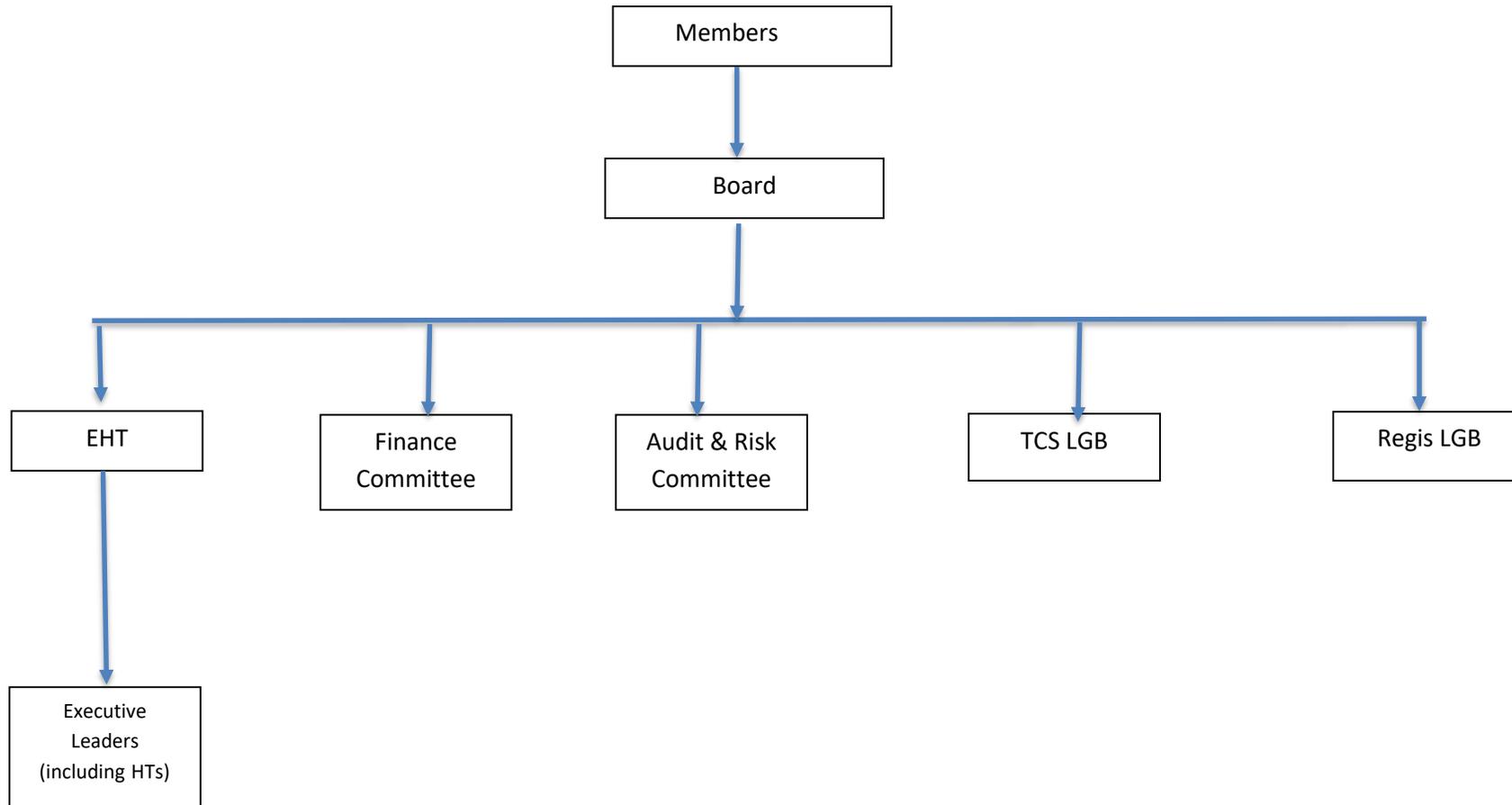
<b>Version</b>	<b>Date authored</b>	<b>Author</b>	<b>Date approved</b>	<b>Date issued</b>
V1	August - October 2021	Michelle Hocking	[December] 2021	[October] 2021

TCSAG <sup>1</sup>has adapted this document to define lines of responsibility and accountability across trust.

---

<sup>1</sup> Defined in Appendix 1

**Pictorial Representation:**



## **Introduction (NB all definitions in Appendix 1)**

The Board is accountable in law for all major decisions about their academies. It is vital that the decision to delegate a function is made by the full Board and is recorded. Without such delegation, the individual or committee has no power to act.

This scheme of delegation is the key document defining the lines of responsibility and accountability in our trust. It is a simple yet systematic way of ensuring that the Members, Directors (Trustees), EHT, Senior Leadership, Governors and HTs are all clear about their roles and responsibilities. This overarching scheme of delegation for all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academy Trust Handbook [Academy trust handbook 2021.pdf \(publishing.service.gov.uk\)](#).

Some governing bodies joining a new trust may assume that they will continue to function as they did when they were a governing body of a maintained school. However, when joining a trust these academy-based committees are appointed by Board, and Board has the power to appoint and remove committees at any time.

Academy committee functions are different to those of a maintained school's governing body, and in some cases, responsibilities may be much reduced. A detailed yet clear scheme of delegation prevents confusion arising before any misunderstanding develops.

This scheme of delegation is designed to:

- Promote a culture of honesty and accountability
- Ensure the EHT and Senior Leadership are clear about which decisions remain in the control of Board
- Identify responsibility for the appointment and performance management of the EHT and HTs
- Ensure that the role of the EHT and Senior Leadership is fully understood throughout the trust
- Identify responsibility for strategy, policy and practice in each Academy
- Identify responsibility for oversight of educational performance in each Academy
- Identify responsibility for oversight of each Academy's budget
- Identify responsibility for management of risk in each Academy

The Board appoints the EHT, to whom it delegates responsibility for delivery of its vision and strategy and will hold the EHT to account for the conduct and performance of TCSAG, including the performance of the Academies within TCSAG, and for its financial management.

In turn, the EHT line manages other Senior Leadership and the Academies' HTs setting their targets and performance managing them.

The Board delegates some of its school level monitoring and scrutinising functions to Academy LGBs and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Lines of communication to the Board must be clearly established.

As the HT is being line managed by the EHT or delegated executive leaders, the LGB carries no operational function of managing the HT. However, they must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. To support this aim it is usual for the EHT to seek input from the Chair of the LGB when undertaking the HT's performance management.

### **The role of the Members**

The Members of TCSAG are guardians of the governance of the trust and as such have a different status to Directors (Trustees). Originally, they will have been the signatories to the Memorandum of Association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate): [Corsham School Repr 2-20151116115224](#). The Articles describe how Members are recruited and replaced, and how many of the Directors (Trustees) the Members can appoint to the Board.

The Members appoint Directors (Trustees) to ensure that the trust's charitable object is carried out and so must be able to remove Directors (Trustees) if they fail to fulfil this responsibility. Accordingly, the Board submits an annual report on the performance of TCSAG to the Members.<sup>2</sup> Members are also responsible for approving any amendments made to the Articles.

There must be at least three members, although the DfE prefer at least five, and while members are permitted to be appointed as Directors (Trustees), in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be Directors (Trustees). Members are not permitted to be employees of TCSAG. The Chair of the Board is an ex officio Member. The Academy Trust Handbook specifically states that the "Department's strong preference is for a majority of members to be independent of the board of trustees."

The current Membership of TCASG is set out in Appendix 2, Part A.

### **The role of the Directors (Trustees)**

TCSAG is a charitable company and so Directors (Trustees) are both Charity Directors (Trustees) (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (Trustees). Because Directors (Trustees) are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. From this point on in this document Trustees will be referred to only as Directors.

The Directors are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the Memorandum and Articles and its Funding Agreements: [Corsham School Repr 2-20151116112851](#) and [Corsham School Repr 2-20151116113712](#). The Board is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written

---

<sup>2</sup> Trustees' Report forming part of the audited accounts

scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos, and strategic direction
2. Hold the executive to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The Board has the right to review and adapt its governance structure at any time which includes removing delegation.

Under the Articles, the Board is comprised as follows:

- a) Up to 12 Member Appointed Directors (Article 50)
- b) 2 Staff Directors (Article 50A)
- c) Up to 5 Academy Directors (who are the Chairs of Governors of LGBs)(Article 51)<sup>3</sup>
- d) The EHT (Article 46d)
- e) A minimum of 2 Parent Directors (Articles 53 -56)
- f) 3 Co-opted Directors (Article 58)

The current membership of the Board is set out in Appendix 2, Part B.

### **The role of the Board Committees**

The Directors may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Board.

Subject to the Articles the Directors:

- may appoint committees to be known as LGBs for each Academy; and
- may establish any other committee

The constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution, and membership of any committee of the Directors shall be reviewed at least every twelve months. The membership of any committee for the Directors may include persons who are not Directors, provided that (with the exception of LGBs) a majority of members of any such committee shall be Directors. Except in the case of an LGB, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.

---

<sup>3</sup> Currently 2 – if number of schools/LGBs increases beyond 5, LGB chairs nominate up to 5 of their number to sit on the Board)

The functions, duties, and proceedings of the LGBs or committees shall be subject to regulations made by the Directors from time to time. LGBs may be established solely for the purpose of fulfilling an advisory function to the Board.

Committee chairs and committee members are appointed in line with the matrix below according to their skills.

The Academy Trust Handbook makes it clear that the directors 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above a certain level, there must also be a separate Audit & Risk committee. TCSAG has both a Finance Committee and an Audit & Risk Committee

Following the annual review of trust governance structures in 2021 the Directors have established for 2021/22 the following committees:-

- Finance Committee
- Audit & Risk Committee
- Local Governing Bodies

The Terms of Reference (ToRs) applicable to these committees are set out in Appendix 4.

### **The role of the Executive Head (EHT)**

The EHT has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the EHT through their executive structures' performance manages each of the academy Head Teachers. As there is the delegation of some governance functions to LGBs, it is usual for the EHT/Executive Leaders to seek input from the Chair of the LGB when undertaking the Head Teacher's performance management.

The EHT is the Accounting Officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability avoiding waste and securing value for money.

The EHT leads the executive team of the academy trust – see page 8 below. The EHT will delegate executive management functions to the executive management team and is accountable to the Board for the performance of the executive management team.

### **The role of the Local Governing Body**

As outlined above the Directors may establish LGBs to carry out some of its school level governance functions, although decision making is limited. Chair appointments will be made annually in accordance with the matrix below.

Members of the LGB are known as governors.

Under the Articles of Association, the Directors have the right to appoint such persons to the LGBs as they shall determine from time to time. Subject to this the governorship of the LGB shall be normally comprised as follows (subject to such maximum number for each LGB as the Board shall from time to time determine):-

- a) The Head Teacher
- b) 2 staff governors (elected)

- c) 4 – 6 parent governors (elected)
- d) 4 co-opted by the LGB
- e) Any persons appointed by the Directors

The current membership of the LGBs is set out in Appendix 2, Part C.

Delegated functions may include:

- Building an understanding of how the school is led and managed
- Helping to secure school improvement through effective and accountable governance
- Playing a part in representing the views of the school's stakeholders
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting the agreed targets and statutory responsibilities
  - Managing its finances well
  - Meeting teaching & learning key performance indicators
  - Engaging with stakeholders
  - Being a point of consultation and representation
  - Reporting to the Board

As a committee of the Board, delegation can be removed at any time.

During an Ofsted Inspection:

- Inspectors will always seek to meet those responsible for governance during the inspection
- The contribution of governors to the school's performance is evaluated as part of the judgement on the 'effectiveness of leadership and management'
- Inspectors will expect governors to know about the strengths and weaknesses of the school.
- Inspectors will expect school governors to be familiar with, and understand, performance data, including the information that the school data dashboard presents for their school
- In making the judgement on the 'effectiveness of leadership and management', inspectors will consider the leaders' and governors' vision and ambition for the academy and how these are communicated to staff, parents, and pupils

### **Academy Strategy Plan**

The Academy strategy (School Improvement Plan) agreed by the LGB needs to set out the vision for the school and its broad ambitions. The strategy must link to TCSAG Strategic Plan

and provide evidence that the local governors and academy are delivering against the trust's priorities. Each School Improvement Plan will be reviewed at least annually by the Board.

The strategy needs to be:

- Ambitious but achievable
- Account for how the academy's current position is allied to national and trust expectations
- Agreed and owned by the LGB
- Used to shape and drive the agreed School Improvement Plan
- Describe what learners will have left the Academy having achieved – in terms of attainment, progress and being prepared for the next stage of their education and life beyond the school
- Take account of stakeholders' views
- Provide a clear statement in terms of learner outcomes including attainment, learning progress for all year groups and disadvantaged groups, the quality of teaching and learning, pupil behaviours and the preparation of learners for their next stage of development

### **The role of the EHT in individual Academies**

The EHT provides counsel and advice to the HT in order to secure the appropriate direction and momentum for change. Equally they are able to add strategic capacity where need is identified. The EHT maintains a particular focus on attainment and progress to ensure this agenda is secure and assists with preparing for external monitoring.

### **The role of the HT**

The role of HT in an academy within a multi-academy trust is different to that of a Head Teacher in a standalone school. HTs of such academies are managed by other trust executives as opposed to those governing. In a multi-academy trust the role of the HT of an academy is focussed on teaching and learning with other responsibilities such as school-specific staffing and finance and premises conducted on a day-to-day basis, with oversight on such matters provided to a central team reporting to the EHT.

**Key:**

Overall responsibility & oversight	
Delegated decision-making responsibility	
Delegated responsibility to action	
Operational responsibility	

<b>SCHEME OF DELEGATION MATRIX TCSAG</b>		<b>Members</b>	<b>Board</b>	<b>EHT</b>	<b>HT</b>	<b>F</b>	<b>Audit</b>	<b>LGB</b>
<b>Area of Responsibility</b>								
<b>Strategic Direction and Development</b>								
1.	Vision, ethos, and strategic direction for TCSAG							
2.	Vision and mission (Academies) (must align with overall vision & ethos of TCSAG)							
3.	Admission of new Academies							
4.	Support and advice for HTs							
5.	Trust-wide policies – see Appendix 3 (subject to Board ratification)							
6.	Academy level policies and guidelines (cannot contradict TCSAG trust-wide policies) – see Appendix 3 (subject to Board ratification)							
<b>Governance, Reporting and Compliance</b>								

1	Review Scheme of Delegation annually – including establishment of any committees of the Board <sup>4</sup>							
2	Appointment and removal of Members							
		<b>Members</b>	<b>Board</b>	<b>EHT</b>	<b>HT</b>	<b>F&amp;A</b>		<b>LGB (Ed)</b>
3	Appointment and removal of trustees (including Chair and Vice Chair) <sup>5</sup>		<b>Pursuant to Arts 51-58</b>					
4	Appointment and removal of EHT or any HT <sup>6</sup>							
5	Appointment and removal of Secretary <sup>7</sup>							
6	Change the constitution of the Board							
7	Decide on a change of school category							
8	Articles: agree and review <sup>8</sup>							
9	Agree the budget, Annual Report and Financial Statements of TCSAG <sup>9</sup>							
10	Governance structures and delegation							

<sup>4</sup> RB to have delegated decision-making responsibility (under Art 95 the Board’s exercise of all its powers and functions consider advice of EHT) Establishment of committees reserved to the Board under Articles (Art 100) and under previous SoD – repetitive but included for clarity

<sup>5</sup> Reserved to the appointers under the Articles (Art 66) being the Board in the case of Chair/VC (Arts 82-92) and reserved to Board under previous SoD – repetitive but included for clarity

<sup>6</sup> Reserved to the Board under previous SoD – reserved to Board under Art 107 anyway – repetitive but included for clarity

<sup>7</sup> Reserved to the Board under the Articles (Art 81) and under previous SoD – repetitive but included for clarity

<sup>8</sup> Under previous SoD applications to review ‘governing docs’ (which would include Articles) reserved to the Board although under companies law changes to articles require a special resolution of the shareholders (Members)

<sup>9</sup> As Directors of the Company the Board is required to approve the accounts under company law (CA2002 s.414) – this was reserved to the Board under the previous SoD - repetitive but included for clarity

1	Terms of Reference for committees (including LGBs)							
1	Appointment and removal of LGB chair							
1	Appoint named Governors for Safeguarding (inc. LAC), SEND, Pupil Premium & H&S – Board to ratify LGB proposals							
1	Appointment & removal of LGB members (exc Chair and Board co-opted governors)							
1	Suspend governors <sup>10</sup>							
1	Agree LGB monitoring arrangements							
1	Governance succession plan							
1	Trust governance details on Academies' websites							
1	Establish & maintain register of all interests for Members/Trustees/Governors							
2	Annual report on performance of the Trust; submit to Members and publish							
2	Statutory compliance - Company & Charity Law							
2	Statutory compliance - Finance							
2	Appoint TCSAG's auditors <sup>11</sup>							
2	Statutory compliance – Education law							
2	Agree annual schedules of business for Trust Board and all committees							

<sup>10</sup> Reserved to LGB under previous SoD

<sup>11</sup> Under companies' law (CA2006 s.485) the shareholders (Members) appoint auditors – under the previous SoD this was a matter reserved to the Board so delegated here

		Members	Board	EHT	HT	F	Audit	LGB
2	Establish review and monitor risk register							
2	Undertake annual self review of Trust Board and local governing bodies							
<b>Academy Continuous Improvement</b>								
1	Set and monitor Trust Priorities and Targets							
2	Set and monitor Academy Priorities and Targets							
<b>Pupils</b>								
1	Curriculum (T&L, inclusion, SEND)							
2	Standards & Achievement							
3	Admissions Policy - Trust is admissions authority							
4	Exclusions							Ex appeals
5	Behaviour Policy - pupils							
6	Safeguarding Policy							
7	Monitor the impact of Pupil Premium and Sports Premium spend on pupil outcomes							
8	Early Years Foundation Stage Policy							
9	SEND Policy							

		Members	Board	EHT	HT	F&A		LGB
1	Term patterns and dates							
<b>Staffing</b>								
1	Staffing Structure							
2	Recruitment and performance management of Lead Executive (EHT/Accounting Officer)							
3	Recruitment and Performance Management of HTs/Senior Leadership Teams <sup>12</sup>							
4	Recruitment and Performance Management of Academy staff							
5	Appoint Chief Financial Officer							
6	Approval of Trust Performance Management Outcomes							
7	Trust Pay Policy							
8	Employee engagement							
<b>Relationships and Communication</b>								
1	Communication Strategy (incl. Branding, logos etc.)							
2	DfE, national agencies etc.							
3	Press, LA and other forums							
4	Pupils							

<sup>12</sup> Determination of the management structure and responsibilities for Academies was reserved to the Board under previous SoD

5	Parents							
		<b>Members</b>	<b>Board</b>	<b>EHT</b>	<b>HT</b>	<b>F</b>	<b>Audit</b>	<b>LGB</b>
6	Community							
7	Trade Unions and professional associations							
8	Local forums (admissions, SEND, behaviour etc.)							
9	Complaints							
<b>Resources, Finance, premises, and assets (subject to Academy Trust Handbook)<sup>13</sup></b>								
1	Set and monitor Trust budgets (subject to internal financial regulations)							
2	Accept and monitor Academy budget							
3	Set Academy contribution rates to Trust							
4	Prepare and approve annual financial reports to DfE etc (including establishing and maintaining a 3-year rolling, indicative oversight of the Academies' budgets)							
5	Financial Statement (External) auditors - appointment							
6	Internal auditors - appointment & communication							
7	Insurances							
8	Finance policies and internal regulations							
9	Establish, review, and monitor risk register							

<sup>13</sup> More specifics moved from former SoD to be included her, or is much of that set out in Academy Trust Handbook anyway?

1	Benchmarking and ensure Trust-wide value for money							
		<b>Members</b>	<b>Board</b>	<b>EHT</b>	<b>HT</b>	<b>F</b>	<b>Audit</b>	<b>LGB</b>
1	Health & Safety							
<b>Financial Spend Authorisation as per Trust Financial Regulations (subject to Academy Trust Handbook)<sup>14</sup></b>								
1	Purchasing (approved at Exec HT/School Business Manager level)			≥£xK	≤£xK			
2	Budgeted capital			≥£xK				
3	Un-budgeted capital		≥£xK	≤£xK				

<sup>14</sup> Any separate Internal Controls document which should be appended

For and on behalf of the Board and the Trustees we hereby approve THE CORSHAM SCHOOL ACADEMY GROUP Scheme of Delegation

Chair of The Board of Directors of THE CORSHAM SCHOOL ACADEMY GROUP:

Sign: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_

Executive Head of THE CORSHAM SCHOOL ACADEMY GROUP:

Sign: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 1

### Definitions

<b>Academies</b>	all the schools and educational institutions referred to in the Articles and operated by TCSAG (and “Academy” shall mean any one of those schools or educational institutions)
<b>Academy Exclusions Panel</b>	members of the Board who are, from time to time, appointed by the Board to serve on such panel with responsibility for hearing appeals against exclusions
<b>Academy Trust Handbook</b>	Academy trusts must comply with this handbook as a condition of their funding agreement - it provides an overarching framework for implementation of effective financial management and other controls, consistent with trusts’ obligations as publicly funded bodies
<b>Appeals Panel</b>	members of the Board who are, from time to time, appointed by the Board to serve on such panel with responsibility for hearing appeals from staff against pay decisions
<b>Articles</b>	the Articles of Association of TCSAG
<b>Board</b>	the Board of Directors of TCSAG company no. 07550425) / Board of Trustees of TCSAG
<b>Clerk</b>	clerk to an LGB or any other person(s) appointed to perform the duties of the clerk to an LGB, including a joint, assistant or deputy clerk
<b>Companies Acts</b>	company law provisions of the Companies Act 2006 (c. 46) and the provisions of the Companies Act 1985 (c. 6) and the Companies Consolidation (Consequential Provisions) Act 1985 (c. 9) that remain in force
<b>Directors</b>	Directors of TCSAG (company no. 07550425) and Trustees of TCSAG
<b>EHT</b>	The person appointed by the Board as the Executive Head and Accounting Officer of TCSAG (who may further delegate her/his responsibilities and authority as s/he deems fit subject to approval by the Directors)

<b>Executive Office</b>	an executive or managerial post within the Company and <b>Executive Officer</b> shall mean a person holding an Executive Office
<b>F&amp;A</b>	Finance and Audit & Risk Committees, both committees of the Board
<b>Governor</b>	A person appointed to the LGB of any of the Academies
<b>HT</b>	the head teachers of the Academies (excluding the EHT)
<b>LGB</b>	the committees appointed pursuant to Articles 100- 104 (and "Local Governing Body" or "LGB" means any one of these committees)
<b>Member</b>	a member of TCSAG and someone who as such is bound by the undertaking contained in Article 8 of the Articles. The current Members are as listed at Appendix 2 Part A
<b>Object</b>	TCSAG's object and is specifically restricted to the following: to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing the Academies offering a broad and balanced curriculum
<b>Parent Governor</b>	Parent members of the LGBs (who shall themselves have been elected or appointed in accordance with the terms of reference determined by the Directors from time to time)
<b>Performance Management and Pay Panel</b>	such members of the Finance Committee (or other Governors in default) as are, from time to time, appointed by the Board to serve on such panel - reporting to the Finance Committee to oversee Performance Management in TCSAG, to agree and monitor targets with the EHT to agree targets for Senior Leadership and HTs and to oversee and make final decisions regarding performance related pay
<b>Regis</b>	The Corsham Regis Primary Academy
<b>School Improvement Plan</b>	the plan(s) agreed from time to time (at least annually) between the Senior Leadership and the Board for the development and improvement of the Academies in the furtherance of the Object

<b>Secretary</b>	The appointed company secretary of TCSAG
<b>Senior Leadership</b>	those members of the Academies' staff to whom the EHT or HT has delegated certain of his/her powers in accordance with this Scheme of Delegation
<b>TCS</b>	The Corsham School
<b>TCSAG</b>	The Corsham School Academy Group (Company Number: 7550425)
<b>Trustee and Director</b>	shall have the same meaning and mean a director of TCSAG for the purposes of the Companies Acts and a trustee of the Trust, for the purposes of the Charities Act 2011

## APPENDIX 2

### PART A

#### Current Members of TCSAG

Bernie Morley	Chair of the Board (and also Chair of TCS LGB) <sup>15</sup>
Sarah Truelove	Vice Chair of the Board
[Julian Paine	Vice- Chair of TCS LGB] <sup>16</sup>
Paul Rooke	Chair of Audit & Risk Committee
Mike Large	Independent Member
Peter Robson	Independent Member
Paul Stone	Independent Member
Tom Fitzpatrick	Independent Member

### PART B

#### Current Board of TCSAG

TWELVE MEMBER-APPOINTED (Article 50)	
Member Appt #1	Paul Rooke
Member Appt #2	Julian Paine
Member Appt #3	Eve Slateford
Member Appt #4	Sarah Truelove
Member Appt #5	VACANCY
Member Appt #6	VACANCY
Member Appt #7	VACANCY
Member Appt #8	VACANCY
Member Appt #9	VACANCY
Member Appt #10	VACANCY
Member Appt #11	VACANCY
Member Appt #12	VACANCY
TWO STAFF (Article 50A)	
Staff #1	Carole Whittingham
Staff #2	VACANCY
(UP TO) FIVE ACADEMY (CoGs of LGBs)(Article 51)	
Academy #1	Bernie Morley, CoG TCS
Academy #2	Chris Denton, CoG Regis
Academy #3	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT

<sup>15</sup> Under Art 12c Chair of Board must be a Member

<sup>16</sup> In compliance with RSC guidance minimising Director/Trustee Members

Academy #4	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT
Academy #5	VACANCY PENDING ADDITIONAL SCHOOLS IN MAT
<b>ONE EXECUTIVE HEADTEACHER (Article 46d)</b>	
#1 EHT	Rod Bell
<b>MINIMUM OF TWO PARENTS (Articles 53 -56)<sup>17</sup></b>	
Parent #1	<b>VACANCY</b>
Parent #2	<b>VACANCY</b>
<b>THREE CO-OPTED (Article 58)</b>	
Co-opted #1	Claire Snook-Lumb
Co-opted #2	<b>VACANCY</b>
Co-opted #3	<b>VACANCY</b>

### PART C

Current TCS LGB Governors: TOTAL = 21 [*Current SoD sets maximum of 21*]

<b>THREE CO-OPED BY LGB</b>	
Co-opted #1	Claire Snook-Lumb
Co-opted #2	Bernie Morley
Co-opted #3	<b>VACANCY</b>
Co-opted #4	<b>VACANCY</b>
<b>SEVEN CO-OPTED BY THE BOARD</b>	
Co-opted #1	Paul Rooke
Co-opted #2	Eve Slateford
Co-opted #3	Sarah Truelove
Co-opted #4	Julian Paine
Co-opted #5	Daniel Earley
Co-opted #6	<b>VACANCY</b>
Co-opted #7	<b>VACANCY</b>
<b>SIX PARENTS</b>	
Parent #1	<b>Dylan Thompson</b>
Parent #2	Graham New
Parent #3	Martin Williams
Parent #4	Laurie Marchant
Parent #5	Alex Copping
Parent #6	<b>VACANCY</b>
<b>THREE STAFF (INCLUDING HT)<sup>18</sup></b>	

<sup>17</sup> Ideally one from each school – but implicit rather than explicit to facilitate flexible growth

<sup>18</sup> Previously worked on basis 3 in total, but LA records show 3 + EHT – propose to correct LA records in line with practice (which is consistent with Regis too)

Staff HT	Rod Bell
Staff #1	Carole Whittingham
Staff #2	<b>VACANCY</b>

**PART D**

**Current REGIS LGB Governors: TOTAL = 15 [Current SoD sets maximum of 15]**

<b>FOUR CO-OPED BY LGB</b>	
Co-opted #1	<b>VACANCY</b>
Co-opted #2	Alan Brown
Co-opted #3	Jess Bonser
Co-opted #4	Bob Hitchin
<b>CO-OPTED BY THE BOARD (remainder of 3)<sup>19</sup></b>	
Co-opted #1	<b>Antonia Ramsey</b>
Co-opted #2	<b>VACANCY</b>
Co-opted #3	<b>VACANCY</b>
<b>FIVE PARENTS</b>	
Parent #1	Anthony Monaghan
Parent #2	Victoria Naudi
Parent #3	Hazel Smart
Parent #4	<b>Chris Denton</b>
Parent #5	<b>VACANCY</b>
<b>THREE STAFF (INCLUD HT)</b>	
Staff #1 (HT)	Abby Symons
Staff #2	Ceri Stone
Staff #3	Abi Doe

<sup>19</sup> NB: LA records only allow up to 12 (so showing as currently full – hence Antonia temp associate to facilitate CD’s immediate renewal pending outcome of parent nomination/election process)

## APPENDIX 3

### Policies<sup>20</sup>

The Board delegates authority to adopt, monitor and review the following policies, procedures and plans of the Trust as specified below.

#### **Audit & Risk Committee:**

- Whistleblowing policy
- Financial code of practice
- Complaints policy

#### **Finance committee:**

- Business continuity plan
- Premises Management documents
- Charging and remissions policy
- Data protection; e-safety; acceptable usage of IT systems policy
- Health and safety policy (including First Aid)
- Freedom of information publication scheme
- Reserves policy
- Investment policy
- Expenses policy (directors)
- Accessibility plans
- Expenses policy (staff and governors)
- HR policies (including Capability, NQT, Appraisal, Discipline, Conduct and Grievance, Procedures For Allegations Against Staff and Pay)
- Protection of Biometric Information

#### **LGBs:**

---

<sup>20</sup> Subject to further review/additions

- Admissions Policy
- Exclusion
- Emergency Closure policy
- Critical Incident policy
- Supporting pupils with medical conditions policy
- Behaviour
- Equality duty – delegated authority to monitor compliance/publish documents
- Curriculum statements
- Pupil Premium, Sports Premium, Covid Catch Up Premium
- SEND policy and information report
- SRE policy
- Behaviour/anti-bullying policy
- Restraint policy
- Child Protection policy
- [Educational Visits policy]
- Early Years Foundation Stage policy (primary Academies)
- Careers Guidance (secondary Academies)

**The Board delegates authority to the EHT (or HTs, where indicated) to adopt, monitor and review the following procedures/protocols/policies:**

- Privacy notice
- Asbestos management plan and procedures
- Fire risk assessment
- Statutory equipment and premises compliance testing documentation
- Child protection documentation (all related documentation other than that specifically managed by Finance committee)
- Documents required by exam boards and other accredited examinations awarding organisations
- Teaching and learning (HTs; local document)
- Marking and assessment (HTs; local document)

- Academy improvement plan (HTs; local document)
- Summary self-evaluation document (HTs; local document)
- Risk assessments (HTs; local document)

## APPENDIX 4

### Terms of Reference for all committees of the Board

1. Reporting to the Board and will meet at least six times per year (save in the case of the Audit & Risk committee, which shall meet at least three times per year).
2. Membership:
  - 2.1 Finance Committee: Such Directors as are deemed by the Board to be best qualified to sit on this committee. The EHT (in their capacity as accounting officer), Business Manager, HTs and other members of TCSAG staff may be invited to attend, but will have no voting rights
  - 2.2 Audit & Risk Committee: Such Directors as are deemed by the Board to be best qualified to sit on this committee. The EHT (in their capacity as accounting officer), Business Manager, HTs and other members of TCSAG staff may be invited to attend, but will have no voting rights
  - 2.3 LGBs:
    - a) The membership of an LGB may include persons who are not Directors, provided that a three-quarters majority of Governors and of any sub- committee shall be Directors. For the avoidance of doubt, sub-committees are also committees of the Board and their establishment, constitution, terms of reference and composition determined by the Board. No vote on any matter shall be taken at a meeting of an LGB or any committee of an LGB unless the majority of committee members present are Directors.
    - b) The total number of Governors on each LGB shall be not less than 12 and not more than 21
3. Quorate if four members are present, the majority of whom are in the case of committees excluding LGBs, Directors .
4. The Clerk/Company Secretary (as relevant) will provide administrative support.
5. Agendas will be agreed in advance by the Chair of the Committee and papers will be circulated to committee members and attendees at least 5 working days in advance of the meeting. The committee may choose to follow a framework annual/core agenda based on these ToRs, its responsibilities under the Scheme of Delegation Matrix (including policies' responsibilities) and

21

---

<sup>21</sup> Now covered under Role of LGB on p.6

submission deadlines for matters within its oversight remit – such framework may be agreed by the committee without specific ratification by the Board.

6. Minutes of meetings will be taken and once approved in draft by the Chair of the Committee, be submitted to the next scheduled meeting of the Board.
7. Each Committee will review these terms of reference and self-assess its performance against these terms of reference and its responsibilities under the Scheme of Delegation Matrix on an annual basis.
8. Each committee is authorised by the Board to seek any information it requires from any employee of TCSAG and all employees are directed to co-operate with any lawful request made by a committee of the Board.

A copy of this document, and of any rules and by-laws, shall be given to every Governor and shall be available for inspection upon request by members of staff of any Academy during normal office hours at the offices of TCS and the Company.