

Scheme of Delegation and Standing Orders



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As a charity and company limited by guarantee, Orchard Academy Trust (hereafter, the “Company” or the “Trust”) is governed by a Board of Trustees (the “Trust Board”) that is responsible for, and oversees, the management and administration of the Company and the academies run by the Company.

The Trust Board is accountable to external government agencies including the Charity Commission, the Education, Funding and Skills Agency (EFS) and the Department for Education (DfE) (including any successor bodies) for the quality of the education the Company provides and the systems in place to assure regularity and propriety around sound governance, financial management, safety and good practice.

This Scheme of Delegation and Standing Orders (the “Scheme”) explains: the ways in which the Trust Board fulfil its responsibilities for the leadership and management of the Trust and the academies within the Trust; the respective roles and responsibilities of the Trustees and the members of the Local Governing Boards (“Governors”); and, Trustees’ and Governors’ respective commitments to each other to ensure the success of the Trust’s academies.

This Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content is supplemented by the Trust’s strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Trust Board. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Co-Chairs of the Trust Board.

This Scheme is established in accordance with the Trust’s Articles of Association (the “Articles”), Funding Agreement, the independent schools standards prescribed under section 157 of the Education Act 2002 to the extent they apply to the Trust’s academies, the Academy Trust Handbook and the DfE’s Governance Handbook.

The Trust Board will review this Scheme regularly. The Trust Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Trust Board.

NB The terms ‘academy/academies’ and ‘school/schools’ are used interchangeably throughout this document.

This document is not statutory but will be adopted by the Trust as a framework for its effective operation.

This document was agreed by the Trust Board at its meeting held on 28 September 2020 and last updated on 13 October 2021.

1. Terms of Reference for Members

An Academy Trust must have as a minimum at least three Members, although the current DfE recommendation is for Trusts to have at least five Members wherever possible.

Whilst Orchard Academy Trust's Articles of Association do permit employees to be Members, the Trust Board has chosen to operate in accordance with DfE guidance and will not appoint an employee as a Member.

Wherever possible there will be a significant degree of separation between the individuals who are Members and those who are Trustees to ensure that the majority of Members are independent of the Trust Board.

Article 17 of the Academy Trust's Articles of Association requires every person nominated to be a Member of the Academy Trust to sign a written consent to become a Member and to sign the register of Members on becoming a Member.

Meetings of Members will take place at least twice per year.

The Chair of Members will be Chair of the Trust Board unless there arises a conflict of interest; in that event, the Members will elect another of their number to serve as Chair for the purpose of that meeting.

The main responsibilities to be managed by the Members of the Trust are outlined below:

Members	
Governance	<ul style="list-style-type: none">• To review and amend the Articles of Association (including the definition of the Trust's charitable objects and governance structure) by means of a special resolution of a 75% majority vote, subject to any restrictions in the Articles or in the Trust's funding agreement or charity law.• To appoint or remove Members.• To appoint and remove Trustees in certain circumstances.• To change the name of the Academy Trust.• To evaluate the overall performance of the Trust and intervene if necessary (by appointing new Trustees).• To terminate the Trust.
Strategic	<ul style="list-style-type: none">• To receive a statement about future plans and aspirations for the Trust and its schools.
Finance and Legal	<ul style="list-style-type: none">• To appoint the Trust's auditors.• To receive the Trust's audited annual accounts.• To receive an annual report from the Trust Board and the Executive Headteacher/CEO including: a statement of the financial position; confirmation of insurance details; and, any legal and/or financial documents that may need to be submitted.
Premises	<ul style="list-style-type: none">• To receive a statement of the effective use of the Trust's schools' buildings and land.

Curriculum and Standards	<ul style="list-style-type: none"> To receive an annual report from Trustees and the Executive Headteacher/CEO on standards (progress and attainment).
Admissions	<ul style="list-style-type: none"> To receive a statement about the Trust's schools' admissions.
Staffing	<ul style="list-style-type: none"> To take note of any staff changes.
Other	<ul style="list-style-type: none"> To consider any other relevant matter(s) relating to the Trust and its schools. To discuss, if appropriate, any planning which might be necessary for the Annual General Meeting.
Quorum	2

2. Terms of Reference for the Trust Board

All Trustees are required to:

- Understand and follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life ("the Nolan Principles");
- Ensure regularity and propriety in use of the Trust's funds and achieve economy, efficiency and effectiveness;
- Comply with relevant legislation including the requirements of the Articles of Association, the Scheme of Delegation and Standing Orders, the Conflicts of Interest Policy, and the adopted Code of Practice;
- Ensure they understand their duties, rights and responsibilities;
- Guard against the misuse of information gained in the course of their trusteeship for personal gain, and not use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations;
- Participate actively in the induction process and any relevant training.

Meetings of Trustees will take place at least six times per year. In accordance with the Articles of Association, Trust Board meetings may take place virtually i.e. online. The main responsibilities to be managed by the Trustees are outlined below:

Items in italics cannot be delegated

Trust Board	
Governance	<ul style="list-style-type: none">• <i>To recommend amendments to the Articles of Association subject to any restrictions in the Articles or the Trust's funding agreement or charity law.</i>• <i>To recommend to change the name of the Academy Trust.</i>• <i>To elect (or remove) the Co-Chairs and Vice Co-Chairs of the Trust Board; see Appendix 1 for split of responsibilities.</i>• <i>To appoint (or dismiss) the Clerk to the Trust Board and its committees.</i>• <i>To recruit, appoint or remove Co-opted Trustees and any Associate Members.</i>• <i>To suspend a Trustee.</i>• <i>To decide which functions of the Trust Board will be delegated and to whom.</i>• <i>To receive reports from any committee, monitoring pair or individual to whom a delegation has been made and to consider whether any further action by the Trust Board is necessary.</i>• <i>To review the delegation arrangements annually.</i>• <i>To consider, approve and present the Annual Report and Financial Statements to the Members for scrutiny.</i>• To regulate the Trust Board's procedures where not set out in law and record these as Standing Orders.• To agree the programme of work and calendar of meetings for the Trust Board and its committees for the school year (annual business cycle planner) based on known cycles of school improvement, financial management,

	<p>staffing issues and communication.</p> <ul style="list-style-type: none"> • To establish and maintain a register of all interests (pecuniary, business and loyalty) of Members and Trustees. • To delegate to the Executive Headteacher/Chief Executive Officer (CEO) the functions as described in the Delegation of Functions to Executive Headteacher/CEO. • To agree the Trust's induction and mentoring process for newly appointed or elected Trustees and Governors. • To implement the Trust's induction and mentoring process for newly appointed or elected Trustees. • To ensure the Executive Headteacher/CEO provides such reports as requested by the Trust Board and its committees to enable them to undertake their roles. • To establish and keep under review a protocol and policy for Trustees' and Governors' visits to the schools. • To regularly undertake a skills audit and review Trustees' performance. • To audit individual and collective development needs and promote appropriate training. • To establish or disband Local Governing Boards (LGBs) and amend their delegated responsibilities. • To support the Chairs of LGBs in their roles. • To appoint or remove the Chair and/or Vice-Chair of any Trust LGB should the need arise. • To undertake an annual self-evaluation of Trust governance including structure and effectiveness. • To ensure that the Trust Board complies with all legal requirements placed upon it through legislation or governance documents.
Strategic	<ul style="list-style-type: none"> • <i>To determine and regularly review the vision, values and ethos for the Trust.</i> • <i>To set the medium- and long-term vision for the Trust and its schools, including strategic objectives and Key Performance Indicators (KPIs).</i> • <i>To approve the establishment of subsidiary or linked establishments subject to legal and financial advice.</i> • <i>To consider requests from other schools to join the Trust.</i> • <i>To consider requests from schools to leave the Trust.</i> • To determine the scope of mandatory core services to be delivered by the Trust. • To determine those policies which will be mandatory for all academies within the Trust.

	<ul style="list-style-type: none"> • To develop and review a school buildings strategy. • To review the Trust Risk Register incorporating academy-level risk. • To provide overview scrutiny and challenge of education and financial performance across the Trust. • To succession plan for the Trust Board and Executive Team.
Finance	<ul style="list-style-type: none"> • To agree and regularly review the Trust's financial scheme of delegation and limits (Finance Policy and Procedures, Investment Policy, financial responsibility and internal control). • To appoint to the Finance, Premises and Audit Committee. • To delegate responsibilities to the Finance, Premises and Audit Committee to assist the decision making of the Trust Board by enabling detailed consideration to be given to the best means of fulfilling the Trust's responsibility for the sound management of finance and resources ensuring proper planning, monitoring and probity. • To approve the annual contribution from each academy to the central Trust budget. • To approve the central Trust budget and budget forecast return outturn (BFRO). • To approve the individual academy budgets. • To approve any significant changes to the approved budgets. • To appoint the Accounting Officer. • To recommend the appointment or removal of the Auditors. • To approve the Annual Report and Accounts. • To approve an expenses scheme for Trustees and Governors. • To approve a Charging and Remissions Policy. • To approve the Gifts and Hospitality Policy.
Audit	<ul style="list-style-type: none"> • To recommend arrangements for internal audit.
Staffing	<ul style="list-style-type: none"> • To appoint to the Pay and Personnel Committee. • To delegate responsibilities to the Pay and Personnel Committee to ensure that high educational standards are achieved and maintained through the recruitment, development and reward strategies operated within the Trust. • To approve the staffing structure for the Trust and academies within the Trust. • To approve the Appraisal Policy. • To approve the Pay and Reward Policy. • To undertake the Executive Headteacher/CEO's performance management and salary review.

	<ul style="list-style-type: none"> • To undertake the Executive Headteacher/CEO's appointment. • To dismiss or suspend the Executive Headteacher/CEO. • To end the suspension of the Executive Headteacher/CEO. • To approve the Absence and Ill Health Policy. • To approve the Allegations Against Staff Policy. • To approve the Capability of Staff Policy. • To approve the Conflicts of Interest Policy. • To approve the Staff Disciplinary Policy/Procedure. • To approve the Grievance Policy/Procedure. • To approve the Early Career Teacher (ECT) Policy. • To approve the Restructure, Redundancy and Reorganisation Policy. • To approve the Special Leave of Absence Policy. • To consider decisions around staff requests for time out/career breaks and two days plus of unpaid leave. The Trust Board may, at its discretion, refer these decisions to the Pay & Personnel Committee for consideration. • To approve the staff code of conduct.
Curriculum and Standards	<ul style="list-style-type: none"> • To discharge the duty as the responsible body for the standards of teaching and pupil outcomes across the Trust. • To delegate to LGBs the responsibility for monitoring standards within their respective schools. • To receive regular reports on standards across the Trust (progress and attainment) and achievements against school improvement plans and targets, together with attendance, pupil premium and vulnerable groups' data. • To discharge duties in respect of pupils with special needs by appointing a Trustee with monitoring responsibility for special educational needs and disabilities (SEND). • To approve the SEND Policy. • To approve the Educational Visits and Offsite Learning Opportunities Policy.
Admissions	<ul style="list-style-type: none"> • To determine the principals of the Trust's Admissions policy and communicate this to the academies in the Trust. • To agree an annual Admissions Policy and the published admission number (PAN) for each academy.
Health and Safety, Risk and Premises	<ul style="list-style-type: none"> • To identify a Trustee to take an overview of health and safety and premises across the Trust.

	<ul style="list-style-type: none"> • To establish, review and maintain a buildings strategy and asset management planning arrangements. • To approve and annually review the Trust Board's Health and Safety Policy and arrangements; this includes approval of any Online, E-safety, Mobile Technology, Social Media and Pupil/Staff Acceptable Use policies, and monitoring of cybersecurity. • To approve capital projects bids/building works. • To approve the Lettings Policy. • To approve the policy relating to children with health needs who cannot attend school. • To approve the policy relating to supporting pupils with medical conditions. • To approve the Control of Legionella Policy. • To approve the policy relating to first aid.
Safeguarding	<ul style="list-style-type: none"> • To appoint a Trustee to take an overview of safeguarding across the Trust. • To receive regular reports on safeguarding across the schools in the Trust. • To ensure that Trustees attend regular safeguarding training as an integral element of their role. • To approve the Trust's Safeguarding and Child Protection Policy and Procedures. • To approve the policy relating to the designated teacher for looked-after and previously looked-after children. • To approve the Whistleblowing Policy. • To ensure whistleblowing arrangements are in place across the Trust and are regularly reviewed.
Communication, Information and Complaints	<ul style="list-style-type: none"> • To approve the Trust prospectus. • To oversee the Trust website to ensure publication of relevant information to comply with legislation. • To approve the Freedom of Information Policy and Publication Scheme. • To approve press statements. • To approve the Trust's Complaints Policy. • To monitor the level of complaints across the schools in the Trust. • To approve the Data Protection Policy and Procedures. • To approve the policy relating to the protection of biometric information of children.

	<ul style="list-style-type: none"> • To ensure compliance with the General Data Protection Regulation (GDPR). • To ensure that there is effective communication between the Trust and LGBs. • To regularly review how the Trust is regarded by staff, pupils and parents and the wider communities. • To approve the Trust's communication guidance.
Other Matters	<ul style="list-style-type: none"> • To determine proposals to offer additional activities and agree what form these should take. • To consider and approve proposals for the cessation of extended services provision as appropriate. • To set the dates of the Trust's schools' terms and holidays. • To approve any changes to the time of school sessions.
Quorum	<p>Article 117, subject to Article 119, states that the quorum for a meeting shall be any three Trustees or where greater, any one third (rounded up) of the total number of Trustees holding post at the date of the meeting.</p> <p>Article 119 states that, for the purpose of any vote on the removal of a Trustee or Chair of Trustees, the quorum shall be two thirds (rounded up) of Trustees who are at the time holding post.</p>

3. Terms of Reference for the Finance, Premises and Audit Committee

Meetings of the Finance, Premises and Audit Committee will take place at least four times per year and as determined by need. Trustees have agreed that Committee meetings may take place virtually i.e. online. The main responsibilities to be managed by the Finance, Premises and Audit Committee are outlined below:

Finance, Premises and Audit Committee	
General	<ul style="list-style-type: none"> The Committee will be chaired by Vice Co-Chair 1 of the Trust Board. In accordance with the Academy Trust Handbook, the Committee's Chair must not be the Chair of Trustees. To make regular reports to the Trust Board.
Finance	<ul style="list-style-type: none"> To recommend the current year's and three-year rolling budget in line with strategic priorities. To recommend and monitor budgets to ensure resources are allocated in line with key priorities. To recommend the annual contribution from each academy to the central Trust budget. To approve virements of funds between budget allocations in accordance with the Trust's Finance Policy. To receive and review monitoring reports for each academy and approve any significant variances. To agree and monitor the Trust's fully-costed five-year premises maintenance programme, including capital funding through the Condition Improvement Fund (CIF). To monitor income, expenditure, cash flow and balance sheets as per the Academy Trust Handbook requirement. To monitor the use of assets and the efficient use of financial resources through benchmarking and value for money reviews. To scrutinise the draft Annual Report and Financial Statements and recommend approval to the Trust Board. To analyse and approve tenders for academy and Trust-wide contracts for services and supplies over £25k and up to £50k. To recommend and monitor the Trust's financial scheme of delegation and limits (Finance Policy and Procedures, Investment Policy, financial responsibility and internal control). To recommend a Charging and Remissions Policy. To recommend an expenses scheme for Trustees and Governors. To monitor the implementation of the Trust's Finance Policy within the Trust and by each academy including the segregation of duties.
Strategic	<ul style="list-style-type: none"> To monitor the Trust's Risk Register to ensure that all significant risks are mitigated.

Staffing	<ul style="list-style-type: none"> • To recommend pay range points and values, as well as teaching and learning responsibility (TLR) values. • To determine dismissal payments or payments for early retirement. • To authorise settlement agreements for Trust staff (with the exception of the Executive Headteacher/CEO). • To review the implementation and impact of the Pay and Reward Policy. 	
Premises	<ul style="list-style-type: none"> • To ensure that adequate levels of buildings insurance and personal liability are in place across the schools in the Trust. • To monitor the implementation of the Trust's buildings strategy. • To monitor the Trust's asset management arrangements. • To ensure that the Health and Safety Policy and regulations are followed and appropriately prioritised at each academy and to receive monitoring reports from LGBs. • To receive monitoring reports for each academy on buildings and maintenance, including an annual site report. 	
Audit	<ul style="list-style-type: none"> • To approve arrangements for internal audit. • To review findings from internal audits and management responses. • To ensure compliance with the Academy Trust Handbook. • To monitor internal controls to ensure they are secure and minimise the risk of abuse or fraud. • To ensure whistleblowing arrangements are in place across the Trust and regularly reviewed. 	
Membership of the Finance, Premises and Audit Committee:		
	<ul style="list-style-type: none"> • Executive Headteacher/CEO; • Four Trustees with a financial background; • A Governor representative from Allington LGB; and, • A Governor representative from Barming LGB. <p>The Headteachers of Allington and Barming School are not included in the membership but will attend on an ad hoc basis.</p> <p>In order to ensure compliance with the Academy Trust Handbook, the Finance, Premises and Audit Committee must be chaired by a Trustee other than the Chair of Trustees and the EHT must not be part of decision-making re. audit.</p>	
Quorum	<i>Article 101 of the Trust's Articles of Association specifies that no vote may be taken at a meeting of a committee of the Trustees unless the majority of those present at the meeting are Trustees.</i>	3

4. Terms of Reference for the Pay and Personnel Committee

The Pay and Personnel Committee is responsible for ensuring that high educational standards are achieved and maintained through the recruitment, development and reward strategies operated within the Trust. Committee members should provide strategic challenge and supportive critical enquiry. Specifically the Committee shall focus on:

- Implementing the Pay and Reward Policy with reference to the Trust's staffing and financial budget plans;
- Achieving the aims of the Trust's Pay and Reward Policy fairly, and within statutory and contractual obligations; and,
- Applying the criteria of the Pay and Reward Policy consistently when determining pay for each member of staff in the annual review.

Meetings of the Pay and Personnel Committee will take place at least twice per year. Trustees have agreed that Committee meetings may take place virtually i.e. online. The main responsibilities to be managed by the Pay and Personnel Committee are outlined below:

Pay and Personnel Committee	
General	<ul style="list-style-type: none">• The Committee will be chaired by Vice Co-Chair 2 of the Trust Board or another trustee appointed by the Trust Board.• To make regular reports to the Trust Board.• To make recommendations to the Finance, Premises and Audit Committee.• To meet at least twice each year or as determined by issues impacting on the Trust's financial resources.
Safeguarding	<ul style="list-style-type: none">• To ensure that the Trust's recruitment policies and practice and volunteer agreements meet safeguarding and safer recruitment requirements.• To ensure that all Trust staff are trained in safeguarding and PREVENT in a timely manner.
Pay	<ul style="list-style-type: none">• To receive pay range points and values from the Finance, Premises and Audit Committee.• To monitor the implementation of the Pay and Reward Policy and pay discretions.• To annually review staff pay.• To annually consider the impact and implementation of the Trust's Pay and Reward Policy within the schools.• To consider recommendations from the Executive Headteacher Performance Review.• To review the equality of pay decisions across the schools in the Trust for both teaching and non-teaching staff.• To ensure that each member of staff receives an annual written statement of the breakdown of pay.• To undertake to form a panel to hear an appeal against pay decisions.

	<ul style="list-style-type: none"> • To regularly review the schools' pay scales for leadership and teaching staff. 	
Staffing	<ul style="list-style-type: none"> • To review and monitor the impact of Trust-wide staff policies and procedures. • To review and determine the staffing complement (teaching and non-teaching) having regard to the budget and the schools' improvement plans. • To receive recommendations from LGBs on changes to the staffing complement (teaching and non-teaching). • To ensure effective succession planning. • To make recommendations to the Finance, Premises and Audit Committee in respect of dismissal payments or early retirement. • To undertake to form a dismissal appeal panel for a Headteacher. • To end the suspension of a Headteacher. • To establish a panel to hear staff appeals against dismissal, redundancy or grievances. • To monitor the implementation of the appraisal process across the schools in the Trust. • To receive reports on the quality of teaching and learning. • To receive reports on the impact of staff professional development. • To keep under review staff wellbeing. • To monitor that early career teachers have in place the necessary monitoring, support and assessment arrangements. • To ensure that the Trust's Safer Recruitment procedures are robust. • To ensure that appropriate arrangements are in place for the Single Central Record. • To ensure that the Trust's staff absence procedures and process support good staff attendance. • To undertake formal consultations on pay and personnel matters. • To consider any decisions referred to it by the Trust Board concerning staff requests for time out/career breaks and two days plus of unpaid leave. 	
Membership of the Pay and Personnel Committee:		
	<ul style="list-style-type: none"> • Executive Headteacher/CEO; • Three Trustees in addition to the Executive Headteacher/CEO; • A Governor representative from Allington LGB; and, • A Governor representative from Barming LGB. <p>The Headteachers of Allington and Barming School are not included in the membership but will attend on an ad hoc basis.</p>	
Quorum	<i>Article 101 of the Trust's Articles of Association specifies that no vote may be taken at a meeting of a committee of the Trustees unless the majority of those present at the meeting are Trustees.</i>	3

5. Terms of Reference for the Local Governing Boards

Local Governing Board	
<p>Trustees have agreed that LGB meetings may take place virtually i.e. online. The main responsibilities to be managed by each LGB are outlined below. Monitoring activities against the priorities of School Improvement Plans will be carried out by individual Governors or pairs of Governors in accordance with the terms of reference following:</p> <p><i>Items in italics cannot be delegated by the Local Governing Board.</i></p>	
Governance	<ul style="list-style-type: none"> • <i>To elect (or remove) the Chair and Vice Chair of the LGB.</i> • <i>To hold at least three LGB meetings each year.</i> • <i>To recruit Governors to the roles and levels determined by the Trust Board.</i> • <i>To assign individuals or pairs of Governors to monitor the priorities of the School Improvement Plan and receive reports from all those to whom a delegation has been made. Any delegations must be notified to the Trust Board in accord with Article 105A.</i> • <i>To review the delegation arrangements annually.</i> • To regulate the LGB procedures where not set out in law or by the Trust and to record these as Standing Orders. • To note the programme of work and calendar of meetings for the LGB as set out in the Trust's annual business cycle planner. • To establish and maintain a register of all interests (pecuniary, business and loyalty) of Governors. • To implement the Trust's induction and mentoring process in relation to newly appointed or elected Governors. • To audit individual and collective development needs of members of the LGB and to promote appropriate training. • To ensure that the Headteacher provides such reports as requested by the LGB to enable it to undertake its role. • To regularly review that the Trust's vision and values are reflected throughout the school. • To ensure that the school has in place all Trust and school policies and to keep these under regular review, consulting with representative stakeholders as appropriate. • To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age, disability or sexual orientation. • To ensure that the LGB complies with all other legal duties placed upon it, either directly or through the Trust Board.
Finance	<ul style="list-style-type: none"> • To appoint a representative of the LGB to serve on the Trust's Finance, Premises and Audit Committee. • To receive regular reports from the representative on the Finance, Premises and

	Audit Committee.
Staffing	<ul style="list-style-type: none"> • To appoint a representative of the LGB to serve on the Trust's Pay and Personnel Committee. • To receive regular reports from the representative on the Pay and Personnel Committee, taking care with items of a confidential nature. • To monitor the implementation of the Trust's Appraisal Policy within the school in terms of positive outcomes for children and to make recommendations to the Personnel and Pay Committee. • To support the Executive Headteacher/CEO with Headteacher appointments in conjunction with the Trust Board. • To evaluate the impact of staffing decisions on pupil outcomes and to make recommendations to the Pay and Personnel Committee. • To monitor staff wellbeing and levels of attendance and sickness.
Curriculum and Standards	<ul style="list-style-type: none"> • To initiate regular monitoring reports on standards (progress and attainment) and achievements against School Improvement Plans and targets, as well as reports on attendance, pupil premium and vulnerable groups data. • To monitor the quality assurance of teaching, learning and assessment. • To monitor the implementation of curriculum guidance. • To ensure a balanced and broad curriculum is taught to all pupils. • To ensure that there is a written policy on sex and relationship education. • To ensure that there is a written policy on religious education and collective acts of worship. • To ensure the school provides an act of daily collective worship in accordance with requirements. • To take an active role in school self-evaluation, identifying success and areas requiring improvement. • To support with the updating of the School Improvement Plan and regular review of the document, identifying monitoring opportunities for the LGB. • To discharge duties in respect of pupils with special needs by appointing a Governor with monitoring oversight of special educational needs and disability (SEND). • To keep under review the SEND Policy. • To monitor inclusion across the school.
Admissions	<ul style="list-style-type: none"> • To consult annually on amendments to the Admissions Policy for the school in accordance with the Schools Admissions and Appeals Codes. • To ensure that effective arrangements are in place for pupil recruitment.
Health and Safety, Risk and Premises	<ul style="list-style-type: none"> • To appoint a Governor to take an overview of health and safety and premises at the school. • To receive regular school health and safety inspection reports and recommendations.

	<ul style="list-style-type: none"> • To monitor the implementation of the Trust's Health and Safety Policy within the school. • To ensure that health and safety regulations are followed and appropriately prioritised. • To monitor the provision of school meals to ensure that they meet national nutritional standards.
Safeguarding	<ul style="list-style-type: none"> • To ensure that all Governors regularly attend safeguarding training as an integral element of their role. • To appoint a Governor to take an overview of safeguarding across the school. • To monitor the Single Central Record. • To monitor the level and nature of safeguarding incidents. • To monitor the implementation of the Safeguarding and Child Protection Policy. • To monitor that staff are trained in safeguarding and PREVENT. • To ensure that any Governor involved in the recruitment of staff has recently completed safer recruitment training. • To ensure whistleblowing arrangements are in place across the school and are regularly reviewed. • To ensure the school implements the Educational Visits and Offsite Learning Opportunities guidance; to receive notification of offsite visits and monitor the completion of risk assessments. LGBs retain responsibility for approving annual PGL trips. • To receive notification of educational visits and to monitor that valid and appropriate risk assessments are undertaken.
Communication, Information and Complaints	<ul style="list-style-type: none"> • To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus. • To monitor that the school's website complies with DfE requirements. • To regularly review how the school is regarded by staff, pupils and parents. • To consider and recommend to the Trust Board any proposals to change the time of school sessions and the dates of school terms and holidays. • To monitor that the Trust's Complaints Policy is followed and that parents and the wider community know how to raise concerns and make a complaint. • To hear complaints at a relevant stage. • To ensure there is good communication between the school, the PTFA, the wider community and other stakeholders.
Behaviour	<ul style="list-style-type: none"> • To monitor the implementation of the Behaviour Policy. • To receive reports on bullying, homophobic and racial incidents. • To establish in discussion with the Headteacher a statement of behaviour principles on which the school can produce a Behaviour Policy. • To review (in line with current DfE guidance) the use of exclusion and decide

	<p>whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam.</p> <ul style="list-style-type: none"> • To convene a panel to review an exclusion as required. • To direct the reinstatement of excluded pupils.
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Core membership of the Local Governing Board

- Headteacher;
- One elected Staff Governor;
- Two elected Parent Governors; and,
- Six Co-opted Governors.
- At Barming Primary School: One Staff Governor from Belmont Pre-School.

Employment at the Trust does not preclude eligible candidates from election or appointment as parent governors. Parent governors who commence employment with the Trust are entitled to complete existing terms of office.

At Barming Primary School: A Belmont parent governor can be recruited in place of a Belmont staff governor if potential candidate(s) can be found.

In addition to the core membership arrangements set out above, the Trust Board may at any time and in any number it deems appropriate approve the appointment of additional Local Governor appointments.

Quorum	One half of the number of Governors in post (rounded up).
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6. Functions of the Executive Headteacher/CEO

The Executive Headteacher/CEO provides overall leadership of Orchard Academy Trust. Working closely with the Trust Board, they will be expected to:

- Provide strategic leadership and vision for the Trust;
- Ensure that as an organisation the Trust provides the best possible education and care for children and young people attending its schools; and,
- Ensure the proper and effective management of the Trust's resources and provide the necessary accountability for their use.

The Executive Headteacher/CEO is expected to:

- Lead in a consultative and collaborative manner;
- Offer services and support to schools that are useful and help improve standards; and,
- Chair meetings with executive officers and Headteachers to shape Trust policies and working practices.

The main responsibilities to be managed by the Executive Headteacher/CEO are outlined below:

Governance	<ul style="list-style-type: none">• To attend meetings of the Trust Board and to provide Executive Headteacher/CEO report.• To support the appointment process for the Clerk.• To secure professional advice on behalf of the Trustees as may be requested.• To ensure compliance with the Funding Agreement and charitable and company law.• To help the Trust's schools to recruit and induct Governors.• To establish and maintain a register of pecuniary, business and personal interests for the Executive Team for publication alongside the register for Trustees and Governors.• To support the Trustees in the preparation of Trust-wide and school-specific policy requirements.
Finance	<ul style="list-style-type: none">• To recommend the annual contribution from each academy to the central Trust budget.• To ensure that the Trust spends money wisely.• To ensure that services provide best value for money and high levels of quality.• To support in the preparation of the annual report and accounts for Trust Board approval.• To ensure the implementation of sound financial policies and practices and to support the Trust's schools to achieve this.• To report regularly to the Finance, Premises and Audit Committee.• To ensure the Finance, Premises and Audit Committee receives regular monitoring reports and information.• To monitor income, expenditure, cash flow and balance sheets.• To ensure that proper financial controls are in place.

	<ul style="list-style-type: none"> • To implement the expenses scheme for Trustees and Governors. • To open bank accounts. • To ensure adequate risk and financial and asset management systems are in place across the Trust. • To keep under review any significant budget variances.
Staffing	<ul style="list-style-type: none"> • To attend meetings of the Pay and Personnel Committee and to provide information and reports. • To support the timely review of HR policies and procedures. • To succession plan for the Trust's Executive Team and Headteachers. • To support the Headteachers with complex cases e.g. serious HR matters or matters receiving press attention. • To recruit, lead and manage the central Trust team, including the Business Manager and other appointments that may be made to enhance the delivery of the Trust's Objectives. • To support the appointment process for Headteachers. • To monitor and review staffing changes across the schools. • To conduct performance management of the Executive Team. • To appoint or suspend or, in conjunction with a Panel formed from the Pay and Personnel Committee and Co-Chair of Trustees, dismiss the Headteacher. • To introduce working practices, resources and appointments to enhance education across the Trust. • To manage disciplinary, capability and grievance procedures. • To suspend staff. • To dismiss staff. • To make decisions regarding upper pay scale (UPS) applications.
Curriculum and Standards	<ul style="list-style-type: none"> • To provide oversight of the implementation of the schools' curriculum principles. • To provide challenge around target setting for pupil achievement and progress. • To provide oversight of the implementation of SEND principles across the Trust. • To ensure compliance with equalities legislation across the Trust. • To monitor schools' progress against their action plans and agreed benchmarks. • To regularly report on standards across the Trust including progress and attainment, achievements against school improvement plans and targets, attendance, pupil premium and vulnerable groups data.
Safeguarding	<ul style="list-style-type: none"> • To ensure that each school has appointed a designated teacher to support Looked After Children. • To make arrangements for safeguarding audits to be conducted by independent personnel as necessary. • To advise Trustees of safeguarding procedures and to report any safeguarding

	<p>matters as they arise.</p> <ul style="list-style-type: none"> • To ensure that educational visits procedures are compliant with insurance and regulatory advice. • To maintain the Single Central Record for staff, contractors, Trustees and Governors.
Communication Information and Complaints	<ul style="list-style-type: none"> • To regularly report the level of complaints across the Trust's schools. • To regularly report the level of racist, homophobic or other discriminatory incidents across the Trust's schools. • To draft press statements for the Trust Board. • To support the Trust Board and schools with any negotiations with third parties e.g. local authorities. • To provide clear communication across the Trust. • To ensure compliance with GDPR across the Trust including the effective and safe storage of data. • To ensure safe and secure disposal of old equipment e.g. mobiles, phones, laptops, servers etc.
Admissions	<ul style="list-style-type: none"> • To propose the Trust's admissions principles and provide oversight and support for implementation across the schools. • To make arrangements for determining admissions and hearing admission appeals if required. • To ensure participation in the Fair Access Protocol.
Health and Safety, Risk and Premises	<ul style="list-style-type: none"> • To propose the Trust's Health and Safety Policy and any amendments in line with legislation. • To prepare and update the Trust's Risk Register. • To monitor arrangements for the effective supervision of building maintenance and minor works. • To monitor the implementation of the Health and Safety Policy across the Trust. • To ensure the procurement of buildings, personal liability and related insurance cover and recommend to Trust Board. • To prepare and review a buildings strategy and asset management plan. • To support the development of an accessibility plan for each school in the Trust.
Behaviour	<ul style="list-style-type: none"> • To review the overall pattern of exclusions and to report to Trust Board.
Other Matters	<ul style="list-style-type: none"> • To recommend school term and holiday dates for approval by Trust Board in consultation with schools and stakeholders. • To support the Trust Board in the formulation of Trust-wide policies. • To determine and recommend common Trust services and supplies.
Schools Requiring Improvement	In cases where concerns arise about the performance of a school, the expectation of the Trust Board is that the Executive Headteacher/CEO will intervene in the

	<p>management of the school to ensure extra support is provided so that it quickly becomes a good or outstanding school.</p> <p>The concerns which will trigger this intervention will include but will not be restricted to:</p> <ul style="list-style-type: none"> • The standards of performance of pupils at the school are unacceptably low and are likely to remain so unless the Trust exercises its powers. • There has been a serious breakdown in the way the school is managed or governed which is prejudicing, or likely to prejudice, such standards of performance. • The safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise). • There are serious concerns about the management of resources, especially finances, which could jeopardise the quality of education provided by the school. <p>Intervention will include but will not be restricted to the following:</p> <ul style="list-style-type: none"> • To ensure that a detailed analysis of the school's performance, clearly identifying strengths and weaknesses, is undertaken by suitably qualified people. • To ensure that a suitable and binding action plan, which will address any weaknesses, is in place. • To identify the people responsible for delivering improvements and to review their progress against the plan. • To hold staff accountable for progress against the plan. • To ensure suitable support is provided, to help the school achieve the necessary improvements. • To advise the LGB of its role and responsibilities and to provide input into agenda-setting as necessary. • To recommend to the Trust Board any significant changes to LGB membership and to support the appointment of new Governors. • To review and approve any significant decisions e.g. changes to the curriculum or teaching and learning strategies. • To undertake direct line management of Headteachers. • To review and approve school staff job descriptions. • To intervene directly in any leadership matter that could be a cause for concern. • To lead on finance, human resources and operations matters in the school as deemed necessary. <p>The expectation will be that schools requiring intervention will be supported effectively and as necessary so that they quickly become a good or outstanding school.</p>
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7. Functions of the Headteacher

Each Headteacher is expected to work within the following terms of reference and to provide the LGB with such reports in connection with his or her functions as the LGB requires. The main responsibilities to be managed by the Headteacher are outlined below:

Governance	<ul style="list-style-type: none">• To work with the LGB to implement the programme of work and calendar of meetings set out in the Trust's annual business cycle planner.• To support the recruitment of and induction of Governors.• To ensure that the Trust's vision and values are reflected throughout the school.
Finance	<ul style="list-style-type: none">• To make miscellaneous financial decisions up to the agreed limit specified in the Trust's Finance Policy.• To enter into contracts up to the limit specified in the Trust's Finance Policy.• To monitor monthly expenditure.• To authorise payments up to any agreed limits specified in the Trust's Finance Policy.
Staffing	<ul style="list-style-type: none">• To appoint to vacancies for teachers and non-teaching staff within the approved staffing structure.• To operate the Trust's Appraisal policy.• To manage disciplinary, capability and grievance procedures.• To suspend staff.• To dismiss staff.• To report on staff wellbeing, attendance and sickness.• To analyse and report on the impact of the Trust's staffing decisions on pupil outcomes.
Curriculum and Standards	<ul style="list-style-type: none">• To ensure the curriculum is taught to all pupils and to consider disapplication for pupils as appropriate.• To establish and implement curriculum guidance.• To decide which subject options should be taught.• To be responsible for standards of teaching.• To be responsible for each individual child's education.• To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery.• To ensure the balanced treatment of political issues and to prohibit political indoctrination.• To promote British values.• To set targets for pupil achievement.

	<ul style="list-style-type: none"> • To provide Religious Education in line with school's basic curriculum. • To ensure that all pupils take part in a daily act of collective worship. • To identify monitoring opportunities for the LGB. • To ensure that the school meets for 380 sessions in a school year. • To ensure that free school meals are provided to those pupils meeting the criteria. • To approve the Early Years Foundation Stage (EYFS) Policy. • To approve the school's policy relating to exclusions.
Safeguarding	<ul style="list-style-type: none"> • To support Governors to undertake safeguarding training as an integral element of their role on the LGB. • To support the regular update of the single central record. • To monitor the level and nature of safeguarding incidents. • To keep under review the Child Protection and Safeguarding Policies. • To ensure that staff are trained in safeguarding and Prevent. • To ensure whistleblowing arrangements are in place across the school and regularly communicated to staff. • To inform Governors of educational visits and relevant risk assessments. • To approve the school's Anti-Bullying Policy.
Communication Information and Complaints	<ul style="list-style-type: none"> • To prepare and publish the school prospectus. • To ensure that the school website is compliant with legislation requirements. • To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education. • To ensure that a report on each child's educational achievement is forwarded to parents/guardians. • To ensure that the Trust's Complaints Policy is followed and that parents and the wider community know how to raise concerns and make a complaint. • To ensure compliance with the GDPR.
Admissions	<ul style="list-style-type: none"> • To operate in accordance with the Schools Admissions and Appeals Codes. • To support pupil recruitment.
Health & Safety, Risk and Premises	<ul style="list-style-type: none"> • To ensure that health and safety regulations are followed. • To keep under review the school's Accessibility Plan. • To identify building maintenance and minor works for attention. • To approve premises management documents. • To approve the school emergency management and business continuity plan.

Behaviour	<ul style="list-style-type: none"> • To establish a statement of Behaviour principles on which the school can produce a behaviour policy. • To monitor and report on bullying, homophobic and racial incidents.
Other Matters	<ul style="list-style-type: none"> • To monitor the provision of school meals to ensure that they meet national nutritional standards. • To put into place the additional services provided. • To ensure delivery of services provided. • To regularly review school timings and term and holiday dates. • To approve equality information and objectives (public sector equality duty) statement for publication.

8. Terms of Reference for the Clerk to the Orchard Academy Trust

The Trust engages an independent Clerk to Trustees/Governors. The core responsibilities of the Clerk are as follows:

Clerking of governance meetings (12 hours per meeting*)

- Trust Board meetings (6 per year).
- Members' meetings (2 per year).
- Allington Primary School Local Governing Body meetings (3 per year).
- Barming Primary School Local Governing Body meetings (3 per year).
- Finance, Premises & Audit Committee meetings (5 per year).
- Pay & Personnel Committee meetings (3 per year).

22 meetings per annum x 12 hours per meeting = Total 264 hours per annum

* Total of 12 hours per meeting in respect of the following duties:

- Agenda: drafting, finalising, uploading to GovernorHub.
- Meeting attendance via Teams. In this context, 'meeting attendance' refers to up to 2.5 hours per meeting.
- Minutes: drafting, revising, requesting approval, uploading to GovernorHub. In this context, 'drafting' refers to minutes taken within first 2.5 hours of meeting.

Hours worked outside of the standard allocation of 12 hours per meeting will be charged as additional hours.

If the Clerk is unable to attend a meeting, those present at the meeting may appoint one of the members present (but not the Headteacher or Executive Head Teacher) to act as Clerk for that meeting.

9. Terms of Reference for Monitoring by LGB

The LGB will allocate monitoring responsibilities for the following areas to named Governors (a Governor may have more than one responsibility):

- SEND;
- Safeguarding (including child protection);
- School improvement plan priorities.

Any individual to whom monitoring responsibility has been delegated is expected to work in accordance with the Trust's Monitoring Visits Policy.

10. Terms of Reference for Panel Hearings

- To make any decisions under the Trust's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Trust's Complaints Policy and Procedure.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make determinations in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).

Membership

Panels will be appointed as required from the Trust-wide pool of Trustees and Governors. Panels will consist of at least three individuals who are suitably qualified to undertake the role and who are available on the date(s) specified.

The Executive Headteacher and the Head(s) of School are disqualified from serving in this role. Any individual having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.

Any individual who has participated on a panel for a staffing decision cannot sit on the appeal panel.

11. Standing Order for Trust Governance Meetings

Trustees/Governors are expected to:

- Arrive in good time for meetings, having read the agenda and supporting documentation, and be prepared with questions to ask or comments to make.
- Limit discussion to strategic matters and actions, and avoid discussion of operational issues or individual children or staff.
- Participate in discussion and listen to the views and comments of others.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

The right to attend any meeting of the Trust Board or its Committees/LGBs is limited to those individuals formally appointed to each of those bodies, as well as the Clerk and, in the case of LGB meetings, the Executive Headteacher on an advisory basis with no voting rights. In addition, any member of the Trust Board may attend any LGB meeting on an advisory basis with no voting rights unless appointed as a Governor. If/where appointed, Associate Members may attend LGB meetings unless they are requested to leave during discussion of confidential items e.g. those relating to individual members of staff or pupils. Staff Governors may also be requested to leave meetings during such discussions. Other members of Trust/school staff and/or external advisers may be invited to attend governance meetings as needed.

For each governance meeting, the Clerk will prepare a draft agenda to be finalised and approved by the relevant (Co-)Chair and EHT/Headteacher. Trustees/Governors wishing to place items on an agenda should give notice to the Clerk at least 10 working days prior to the meeting, and provide a copy of any supporting papers. Urgent items of Any Other Business (AOB) will be identified early in the meeting and either added to the agenda, delegated for action, or deferred for discussion at a later meeting.

Voting, where necessary, will normally be by a show of hands; however, the (Co-)Chair may determine a secret ballot where this has been requested by two or more members of the Board/Committee/LGB.

All meetings will be convened by the Clerk. Any three members of an LGB may request a meeting by sending written notice to the Clerk including a summary of the business to be transacted.

Meetings will commence at an agreed time and will be limited to 2-2.5 hours in duration. Where business has not been completed within the agreed time, those present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting. Draft minutes will be approved for email circulation by the relevant (Co-)Chair and EHT/Headteacher before being formally approved at the next meeting.

Meeting dates for the following school year will be agreed annually during the summer term.

The Trust Board and each LGB must elect a Chair/Co-Chairs and a Vice Chair/Vice Co-Chairs as per their terms of reference. Chairs and Vice Chairs of the Pay and Personnel Committee and the Finance, Premises and Audit Committee are elected by the Trust Board. When the office of (Co-)Chair or Vice (Co-)Chair becomes vacant between meetings, a new (Co-)Chair or Vice (Co-)Chair must be elected at the next appropriate meeting. Trustees or governors who are paid to work at the school cannot be elected as (Co-)Chair or Vice (Co-)Chair.

The role of the (Co-)Chair

- To ensure that business is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Executive Headteacher / CEO / Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

Election Procedure

- The (Co-)Chair and Vice (Co-)Chair will serve for a period of one year.
- The Clerk will conduct the election of the (Co-)Chair. The (Co-)Chair will conduct the election of the Vice (Co-)Chair using the same procedure.
- The Clerk will invite self-nominations for the role(s) of (Co-)Chair and/or Vice (Co-)Chair. Where these are provided in sufficient time, the names of nominees will be listed on the agenda for the meeting at which the election(s) are due to be held. Self-nominations may also be sought at the meeting.
- Candidate(s) must withdraw from the meeting when a vote is taken. Candidates will be asked to leave the room, having outlined the skills they have for the role, whilst the election takes place and the outcome discussed. If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.
- Governors will discuss nominees' skillsets before voting.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the Trust Board/LGB before a further vote is taken.
- If no (Co-)Chair is duly elected, a Trustee/Governor must be appointed to chair the remainder of the meeting.

13.

Standing Order for the Appointment of Co-opted LGB Governors

Co-opted LGB Governors are appointed by the LGB. They are people who, in the opinion of the LGB, have the skills required to contribute to the effective governance and success of the school.

The LGB may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the LGB to work more effectively. In these cases, this would be clearly stated when advertising the vacancy.

Where possible, candidates will be invited to meet with the LGB Chair, the Headteacher and/or the Executive Headteacher to discuss the role and its requirements.

Where two or more candidates express interest in an advertised vacancy, they will be asked to prepare a brief statement of no more than 100 words explaining their background and why they wish to be appointed. Where possible, these statements will be circulated to the LGB prior to the meeting at which any appointment will be considered.

At the next meeting of the LGB, Governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, Governors will take a vote by secret ballot, managed by the Clerk. The candidate(s) will be required to leave the room during the voting process.

In the event of a tie, the Governors will discuss the nominations again and take a further vote.

The Clerk will announce the result, with the candidate polling the most votes being duly appointed. The new appointment(s) will be reported to the Trust Board by the Chair of the LGB.

14. Standing Order for Code of Conduct

All individuals involved in governance of Orchard Academy Trust are required to sign and comply with the relevant Code of Conduct for Trustees/Governors.

Within the scope of their work as Trustees/Governors, they are also required to adhere to The Seven Principles of Public Life ('The Nolan Principles') as follows:

- **Selflessness** - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- **Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** - Holders of public office should promote and support these principles by leadership and example.

Appendix 1

Action	Co-Chair 1 Vice Co-Chair 1	Co-Chair 2 Vice Co-Chair 2
To work in partnership with the EHT to ensure that the Orchard Academy Trust has a clear vision, mission and strategic direction and that the Trustees and the EHT are focused on achieving these.	✓	✓
To ensure that the Trustees govern the Trust in the long-term interests of the Trust	✓	✓
To ensure that the Trust has a clear vision, mission and strategic plan, and that there is a common understanding of these by the EHT and the Trustees	✓	✓
To ensure that policies set by Trust support the vision, mission and strategic priorities and objectives		✓
To ensure that Trust considers and approves the methods for measuring objectively the progress of the Trust in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets.	✓	✓
To ensure that the EHT and HoSs reports regularly to the Trustees on progress towards the strategic objectives, business and annual plans.	✓	✓
To ensure that the EHTs annual objectives support the achievement of the strategic objectives/priorities.	✓	
To ensure that the EHT receives regular, constructive feedback on her performance in meeting her annual and longer term objectives.	✓	
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To ensure that the board of Trustees fulfils its duties and responsibilities for the proper governance of the Trust.	✓	✓
To ensure that the Trust has a governance structure that is appropriate to a Trust of its size/complexity, stage of development and its charitable objects.		✓
To ensure that the board's delegated authority is recorded in writing by means of terms of reference for board committees and sub-committees, job descriptions for trust roles and key staff, reporting procedures etc		✓
To ensure that the Trust's financial dealings are systematically accounted for, audited and publicly available	✓	
To ensure that the major risks to which the Trust is exposed have been reviewed and systems have been established to mitigate these risks without the Trust becoming totally risk averse	✓	
To ensure that the Trust has a satisfactory system for properties and other assets and ensures that funds are invested to the maximum benefit of the Trust, within the constraints of the law and ethical and other policies laid down by the AoA/Secretary of State.	✓	
To chair meetings of the board of Trustees	✓	
To monitor that decisions taken at meetings of the board are implemented		✓
In partnership with the EHT and Clerk to develop an annual programme of Trust meetings and Trust Board away days/training and ensure that relevant agendas and papers are available in a timely manner	✓	✓
In Partnership with the EHT and the Clerk (as the governance professional) support the Trust Board, Committees, and monitoring pairs to understand their role and functions and output.		✓
To work closely with the Trust Board and the EHT to ensure that the board has on it the skills, experience and knowledge it requires to govern the Trust well and that the community context is represented, and that the board has access to relevant external professional advice and expertise.		✓
To ensure that all members of the board receive appropriate induction, advice, information and training (both individual and collective).		✓
To ensure that Trustees have a code of conduct and comply with it		✓
To ensure effective relationships between the Trust and external stakeholders, Members, trustees, governors and the senior leadership at the schools in the Trust	✓	✓

In close consultation and in partnership with the EHT to agree respective roles in representing the Trust and acting as spokesperson at public functions, public meetings and to the press/media.	✓	
To chair the annual general meeting, other general meetings and relevant events organised by the Trust.	✓	
To evaluate annually the performance of the Trust Board and its Committees		✓
To evaluate the performance of trustees (360 degree appraisal) to determine ambitions, training requirements, length of term of office	✓	✓
To support the succession planning of the key roles within the Trust through mentoring, training or external recruitment.	✓	
To support the EHT to achieve the Trust's objectives.		
To provide support to and line manage the EHT on behalf of the board, remembering that the EHT is responsible to the board as a whole and not to any one individual trustee or sub-group of Trustees.	✓	
To be responsible for ensuring that the board focuses on its governance role and does not slip incrementally into the management role, i.e. the board holds the management accountable for the Trust's work and is not tempted into doing the manager's jobs		✓
In partnership with the EHT to check that the right items reach board meeting agendas by establishing whether the item is a fundamental issue for the Trust; whether it has policy implications and whether it is a priority for board time.	✓	✓
In partnership with EHT to ensure that the board receives sufficient (neither excessive quantities nor too little) and timely information to make informed decisions.		✓
To hold the EHT responsible for the quality of the board papers	✓	
To ensure that there are regular one to one meetings with the EHT when the chair and EHT can talk openly, discuss progress and problems, agree expectations of each other; plan the board's annual programme together and prepare for meetings together. There should be no 'surprises' between chair and EHT at board meetings	✓	
To ensure that the EHT's performance is reviewed informally at regular one-to-one meetings throughout the year and to an annual performance appraisal.	✓	
Monitor the Trust finances through the Finance Committee. Vice Co-Chair 1 to act as Chair of the Finance Committee. Scrutinise and recommend the three-year budget and EFSA returns to the Trust Board. Review the Finance Policy for approval by the Trust Board.	✓	
Review the audited annual report and financial statements for approval by the Trust Board.	✓	
Review the programme for the external and internal audit plan for approval by the Trust Board.	✓	
Monitor Pay and Personnel matters. Vice Co-Chair 2 (or another trustee appointed by the Trust Board) to act as Chair of Pay and Personnel Committee.		✓

Appendix 2

Members:

Michel Costello
Rachel Gordon
Julia Hayes
Nigel Smetham

Trust Board:

Gavin Collins
Ashley Crittenden (Executive Headteacher)
David Johnson
Chris Knight
Anne Mailing (Co-Chair 2)
Lynn Salter (Vice Co-Chair 1)
Lucy Shimmin
Nigel Smetham (Co-Chair 1)
Ben Stepney (Vice Co-Chair 2)

Finance, Premises & Audit Committee:

Gavin Collins (Vice Chair)
Ashley Crittenden (Executive Headteacher)
Hazel Dalton (APS governor representative)
Lynn Salter (Chair)
Lucy Shimmin
Nigel Smetham
+ BPS governor representative

Pay and Personnel Committee:

Andrew Collard (BPS governor representative)
Ashley Crittenden (Executive Headteacher)
David Johnson
Chris Knight
Anne Mailing (Chair)
Amanda Quantick (APS governor representative)
Ben Stepney (Vice Chair)

Allington LGB

Denise Burgess (Chair)
Emma Burton-Grange
Hazel Dalton
Lucy Duckett (Vice Chair)
Becky Holdaway
Carolyn Howson (Headteacher)
Anne Mailing
Yetunde Nwogu
Ramakrishna Peeta
Amanda Quantick

Barming LGB

Andrew Collard
Gavin Collins
Kelly Jillians
Chris Laker (Headteacher)
Annabel Norman
Wil North (Chair)
Natalka Sokolowski
Louisa Williams
Sam Wade
Mary Winder (Vice Chair)