



An Daras Multi Academy Trust

Scheme of Delegation

The An Daras Multi Academy Trust (ADMAT) Company
An Exempt Charity Limited by Guarantee
Company Number/08156955

Status: Approved	
Statutory	Yes
Adopted v4	Sep 2019
Review	July 2020
Advisory Committee	ADMAT Board of Directors (Full)
Linked Documents and Policies	ADMAT Financial Scheme of Delegation ADMAT Governance Decision Planner ADMAT Articles of Association ADMAT Master Funding Agreement DfE Academies Financial Handbook 2019

An Daras Multi Academy Trust

Scheme of Delegation

GENERAL

The Board of Directors is responsible for ensuring that high standards of corporate governance are maintained. It should exercise its powers and functions with a view to fulfilling a largely strategic leadership role in the running of An Daras multi-academy trust, addressing such matters as;

- policy development and strategic planning, including target-setting to keep up momentum on school improvement;
- ensuring sound management and administration of the MAT, and ensuring that managers are equipped with relevant skills and guidance;
- ensuring compliance with legal requirements;
- establishing and maintaining a transparent system of prudent and effective internal controls.
- management of the MAT's financial, human and other resources
- monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;
- helping the MAT be responsive to the needs of parents and the community and making it more accountable through consultation and reporting;
- setting the MAT's standards of conduct and values;
- assessing and managing risk (including preparation of a statement on the MAT's risk management for its annual report and accounts).

DELEGATION

Under the Articles of Association of An Daras Multi Academy Trust, the Board of Directors may delegate to any director, committee (including LGBs), the Chief Executive Officer, Executive Head teacher or any other holder of an executive office such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the Directors may impose, may be revoked or altered and regardless of delegation, the Board remains accountable [GH2.3.7].

The Directors may establish any committee to exercise powers and functions of the Directors [GH5.2.1-19]. The constitution, membership and proceedings of any committee of the Directors 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 once in every twelve months [ART101]. The membership of any committee of the Directors may include persons who are not Directors, provided that a majority of members of any such committee shall be Directors (less LGABs) [AFH 1.16/GH5.2.1-19].

The Directors may determine that some or all of the members of a committee who are not Directors shall be entitled to vote in any proceedings of the committee. 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.

Where any power or function of the Directors has been exercised by any committee, that person or committee shall report to the Directors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Directors immediately following the taking of the action or the making of the decision [ART106].

The Board must meet at least 3 times a year and only conduct business when quorate [AFH 2.3/ART109/GH3.2]. If the board of trustees meet less than six times a year it **must** describe in its governance statement, accompanying its annual accounts, how it has maintained effective oversight of funds with fewer meetings [GH3.2]. The composition of the Board shall meet the requirements laid out in the Articles of

Association [ART45-52]. The Board must establish an audit committee, but this does not need to be a separate committee unless the MAT income exceeds £10million [AFH 3.6]. The Board must not have de facto trustees or shadow directors [AFH 1.18]. The Board must appoint:

- A senior executive leader (CEO) [AFH 1.24/ART107]
- An accounting officer with responsibility for regularity, propriety and value for money and for assuring the board about compliance with the funding agreement and AFH [AFH1.25-1.34]
- A Chief Finance Officer (CFO) to lead the financial department [AFH 1.35]
- Principles for each Academy [ART107A]

RESPONSIBILITIES & DUTIES of ADMAT BOARD

The **ADMAT Board** is to provide strategic direction and maintain robust oversight across the MAT [AFH 2.1], which is consistent with its objects, vision and values. It should adhere to the 7 principles of public life [AFH Intro/CO CoC] and have the skills, knowledge and experience to run the Trust [AFH 1.1].

The Board is responsible for ensuring that a high standard of governance provides strong strategic leadership with robust accountability, oversight and assurance for educational and financial performance. It has 3 core functions (1) Ensuring clarity of vision, ethos and strategic direction; (2) Holding executive leaders to account for the educational performance of its pupils, and the effective and efficient performance management of staff; and (3) Overseeing the financial performance of the organisation and making sure its money is well spent [AFH 1.10/GH1.1]. It should exercise its powers and functions in the running of the Multi-Academy Trust (MAT), addressing:

Strategy/Vision

- Furthering the 'objects' of the company, including provision of a broad and balanced curriculum [CL/ART4/EdA02,s78/GH2.2.5]
- Set a clear and explicit MAT Vision for the future in collaboration with executive leaders which has pupil progress and achievement at its heart, sets out ambition for future growth and is communicated to the whole organisation [GH1.2-6-1/GH2.1.2/ART4]
- Foster this common ethos and vision, with strong values and high expectations across the whole MAT ensuring that it is embedded across the organisation and adhered to by all. This includes high expectations for the behaviour, progress and attainment of all pupils and for the conduct and professionalism of both staff and the Directors/Governors. [GH1.2-6-1/GH5.2.2-31/GH2.2.4]
- Make an informed decision on whether to grow the MAT which is underpinned by robust due diligence and an awareness of the need to review the effectiveness of governance structures and processes if and when the size, scale and complexity of the organisation changes [GH1.2-6-1]
- Provide a robust framework for setting priorities, creating accountability and monitoring progress in realising the organisation's vision [GH2.1.3]
- Determination to initiate and lead strategic change when this is in the best interests of children, young people and the organisation, and to champion the reasons for, and benefits of, change to all stakeholders [GH1.2-6-1]

Leadership/Governance

- Apply highest standards of governance, comply with charitable objects, with duties as company directors, with charity law and with the funding agreement [AFH1.12]
- Hold a published Scheme of Delegation showing delegated responsibilities at various levels of the MAT [ART102/AFH2.4]
- Ensure clear separation between strategic non-executive oversight and operational executive leadership which is supported by positive relationships, holding the executive leader to account for exercising their professional judgement in these matters and all of their other duties [GH1.2-6-4/GH3.1.2]
- As the board is responsible in law for the school(s), it may need to intervene in operational matters if a circumstance arises where, because of the actions or inactions of executive leaders, the school may be in breach of a duty. Having advised the board, executive leaders must comply with any reasonable direction given by it [GH3.1.4]
- Understand the purpose of governance and the role of non-executive leadership and have all the

necessary skills, as outlined in the department's *Competency frameworks: for governance and professional clerking*, to deliver it well [GH1.2-6-3]

- Conduct regular skills audits, aligned to the organisation's strategic plan, to identify skill and knowledge gaps and which both define recruitment needs and inform a planned cycle of continuous professional development (CPD) activity including appropriate induction for those new to governance or to the board [GH1.2-6-6]
- Implement processes for regular self-evaluation and review of individuals' contribution to the board as well of the board's overall operation and effectiveness; commission external reviews of board effectiveness, particularly at key growth or transition points, to gain an independent expert assessment of strengths and areas for development [GH1.2-6-6]
- Conduct a regular cycle of meetings and appropriate processes to support business and financial planning [GH1.2-6-2]
- Document accurately evidence of the board's discussions and decisions as well as the evaluation of its impact and which complies with legal requirements for document retention [GH1.2-6-6] and ensure minutes of meetings are made available to whoever may request them [ART124]
- Include an effective chair and vice-chair with the ability to provide visionary strategic non-executive leadership [GH1.2-6-3]
- Ensure Directors and Governors are recruited through robust and transparent processes against a clear articulation of required skills which are set out in a role specification [GH1.2-6-3]
- Use active succession planning to ensure the board, and the whole organisation, continues to have the people and leadership it needs to remain effective [GH1.2-6-3]
- Ensure significant separation between members and trustees to enable members to exercise their powers objectively [GH1.2-6-4]
- Ensure appropriate communication between all levels and structures of governance and to pupils/students, parents/carers, staff and communities – particularly to ensure transparency of decision-making [GH1.2-6-4]
- Publish details of governance arrangements including the structure and remit of the board and any committees which is understood at all levels of governance and leadership and is reviewed regularly [GH1.2-6-4]
- Describe in the governance statement how the board has maintained effective oversight if meeting less than six times a year [AFH2.3]
- Notify ESFA within 14 days of vacation or filling/changing of people in positions of accounting officer, CFO, Chair of Trustees and all Members/Trustees (completed through GIAS) [GH6.14.1-314/AFH2.51]
- Trustees should follow guidance in Governance Handbook [AFH1.11]

Compliance

- Maintain robust oversight of the academy trust [AFH2.1]
- Ensuring compliance with all statutory regulations and Acts of Parliament governing the operation of schools and the Trust, including health and safety [AFH/GH1.2.6-5/GH6/CL/CH/HSE]
- Establishing monitoring procedures to ensure compliance and objectives met [AFH2.8]
- Establishing and maintaining a transparent system of prudent and effective internal controls [AFH3.1-3.21]
- To appoint internal auditors to carry out the Responsible Officer function for the schools/MAT [AFH3.17-3.18]
- Recommend External Auditor to Members of the Trust [AFH4.5]
- Assessing and managing risk, ensuring that risks are aligned with strategic priorities and improvement plans (including preparation of a statement on the MAT's risk management for its annual report and accounts) [GH1.2-6-1/AFH2.36-2.40]
- Maintain a risk register [AFH2.36]
- Robustly manage conflicts of interest [AFH5.34-5.39/ART97-98]. Due to governing in public office, boards must publish details on their website about each person (including all Members, Trustees, individuals on any LGABs and the AO). This information must include any relevant material business or pecuniary interests, including any governance roles in other educational institutions. It must also include any material interests arising from close family relationships between those involved in governance or between them and senior employees [GH4.7.1-69]
- Determine MAT wide statutory and recommended policies including a safeguarding and health & safety policy, and ensure they are reviewed regularly and compliant (see MAT Policy Register)

Budgets/Finance/HR

- Take full responsibility for financial affairs and use resources efficiently [AFH2.2]
- Oversight with regard to the finances of the Trust and its schools including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the AFH, Funding Agreement and Supplementary Agreements [MFA4.6-4.8/AFH/GH1.2-5-6]
- Establishing a funding model for use across the Trust and the schools, and a scheme of financial delegation for each school [AFH2.4]
- Agreement of the Trust's and schools' annual budgets, so that the Trust and schools' strategic objectives are met [AFH2.9-2.23]
- Putting in place guidelines for the local maintenance of assets and appropriate registers [AFH5.22/5.23]
- Ensure that funding information submitted to DfE and ESFA is accurate and compliant [AFH3.13/3.14]
- Make necessary financial disclosures in the annual accounts [AFH5.2/5.3]
- If concerns are noted about financial performance, act quickly to ensure the trust has adequate financial skills in place [AFH2.23]
- Ensure that decisions about executive pay follow the direction in latest AFH [AFH2.30/2.31]
- Sound management of the MAT's financial, human and other resources [AFH/GH]
- As the legal employer of all staff, responsibility for human resource policies & procedures and appropriate terms and conditions of service
- Ensure appropriate processes in place for: (i) making appointments within the Trust's remit; and (ii) Head teacher appointments
- Appointment of Head of School at school, in consultation with the relevant Local Governing Advisory Board
- Appoint the MAT Governance Officer (including clerking functions)[GH1.2-6-3]

Teaching & Learning/Improvement/Data

- Monitoring and evaluating performance in relation to agreed targets and Improvement Plan for the MAT and each school, including rigorous analysis of pupil progress & attainment, and financial information with comparison against local and national benchmarks [GH1.2-6-1/GH1.2-6-2]
- Facilitating the support, training and challenge of Head teachers/Heads of School in MAT (ensuring that managers are equipped with relevant skills and guidance)

Stakeholders

- Determination of the admissions policy and arrangements for the school (in consultation with Local Governing Advisory Board and Diocese)in accordance with admissions law and DfE codes of practice [DfE School Admissions Code]
- Ensure mechanisms for enabling the board to listen, understand and respond to the voices of parents/carers, pupils, staff, local communities and employers, making it more accountable through consultation and reporting [GH1.2-6-1/2.4.14-16]

An Daras MAT through its Terms of Reference and Scheme of Delegation has defined the following structure for its Committees that will continue from September 2019

- Finance and Strategic Development (FSD)
- Audit (Au)
- Resources, Staffing and Safeguarding (RSS)
- Teaching, Learning and Achievement (TLA)
- Local Governing Boards (LGB)

Chief Executive Officer/Executive Head teacher

The Directors shall appoint the CEO/Executive Head teacher who will act as a voting Director. By signing this document the Directors delegate such powers and functions as they consider are required by the CEO/Executive Head teacher for the internal organisation, management and control of the MAT (including the implementation of all policies approved by the Directors) and for the direction of the teaching and curriculum at the MAT.

DIRECTORS' MEETINGS

The MAT Board will meet at least once a term. No business will be conducted at any meeting unless a quorum is present.

Directors must appoint a clerk to the Board, who must be someone other than a Director or the CEO/Executive Head teacher of the MAT. From September 2018, this has been and will continue to be the ADMAT Governance Officer and Company Secretary.

The meetings of the Board of Directors should consider all matters as laid down in version 3 of the ADMAT Cyclical Plan. The cyclical plan runs alongside this scheme of delegation and ensures that all governance responsibilities are met during the various meetings of Directors and their committees.

The MAT Board may decide to delegate responsibility for specified matters, where it has power to do so, to individual members or committees of the Board. Decisions taken by individual members or committees of the board under delegated powers should be recorded in written minutes available to the board as a whole.

Accounting Officer

The Funding Agreement requires the MAT to identify the CEO/Executive Head teacher as the Accounting Officer. This post confers responsibility for financial and administrative matters. This is a vital role, as the Accounting Officer is personally responsible to the Board of Directors for:

- ensuring regularity and propriety;
- prudent and economical administration;
- avoidance of waste and extravagance;
- efficient and effective use of available resources; and
- the day to day organisation, staffing and management of the MAT.

The Accounting Officer may delegate, or appoint others to assist in these responsibilities, for example to the Finance Director and/or the Business Manager and/or the Chief Financial Officer. Within the framework of the MAT Improvement Plan as approved by the Board of Directors, the CEO/Executive Head teacher has overall executive responsibility for the MAT's activities including financial activities. Much of the financial responsibility has been delegated to the Chief Financial Officer but the CEO/Executive Head teacher still retains responsibility for:

- approving new staff appointments within the authorised establishment, except for any senior staff posts which should be approved by the Board of Directors;
- financial delegation as laid out in the latest approved ADMAT Financial Scheme of Delegation;

MAT Finance Team

The main responsibilities of the MAT Finance Team are:

- the day to day management of financial issues including the establishment and operation of a suitable accounting system;
- assist the Chief Financial Officer with the management of the MAT financial position at a strategic and operational level within the framework for financial control determined by the Board of Directors;
- the maintenance of effective systems of internal control;
- ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the MAT;
- the preparation of monthly management accounts;
- authorising orders below £500 in conjunction with budget holders
- ensuring forms and returns are sent to the DfE/EFA in line with the timetable in the DfE/EFA guidance. Signing such forms as necessary.

Responsible Officer

The Board of Directors will need to consider how it monitors and checks the operation of the financial management arrangements that have been established and are operated by officers of the academy. To assist in this they will appoint a person who will have specific responsibility for overseeing the financial arrangements on their behalf. The appointment of this Responsible Officer (RO) must be notified to the DfE.

The RO post is intended to provide an independent oversight of the academy's financial affairs. The main duties of the RO are to provide the Board of Directors with on-going independent assurance that:

- the financial responsibilities of the Board of Directors are being properly discharged;
- resources are being managed in an efficient, economical and effective manner;
- sound systems of internal financial control are being maintained; and
- financial considerations are fully taken into account in reaching decisions.

ADMAT COMMITTEES

FINANCE AND STRATEGIC DEVELOPMENT COMMITTEE

Authority

The Board of Directors hereby resolves to establish a committee of the Board of Directors to be known as the Finance and Strategic Development (FSD) Committee and will cover MAT finance arrangements and strategic growth planning.

The chair and members of the Finance and Strategic Development Committee shall be non-executive members and shall be appointed by the Board of Directors. The chair shall be a non-executive member of the Board of Directors other than its chair. The FSD committee should contain a majority of trustees [AFH1.16].

Directors who are not members of the Finance and Strategic Development Committee should have the right of attendance. The Governance Officer will circulate minutes of meetings of the committee to all members of the Board of Directors.

The CEO in his or her role as Accounting Officer and the CFO will normally attend meetings of the FSD Committee. The Board of Directors shall determine how often the FSD Committee shall meet. The external auditor may request a meeting if he or she considers one necessary.

The Finance and Strategic Development Committee is an advisory body with no executive powers. However, it is authorised by the Board of Directors to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the FSD Committee in the conduct of its inquiries.

The FSD Committee is authorised to obtain independent professional advice if it considers this necessary.

Duties

- To scrutinise the decision making of the Accounting Officer, the CFO, the MAT Central Team and the Senior Leadership Team, acting as critical friends to ensure best practice and value for money are fully considered when spending MAT funds.
- Take responsibility for financial affairs to maximise outcomes for pupils [AFH 2.2]
- To link five year strategic growth to effective financial forecasting to ensure MAT economic viability and sustainability is achieved (e.g. over 3 to 5 years).
- To consider the MAT indicative funding, notified annually by the ESFA and assess implications for the MAT in advance of the financial year, drawing any matters of significance or concern to the attention of the MAT BoD and/or LGAB Chairs
- Ensure budget forecasts are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and reflective of lessons learned from previous years [AFH2.9]
- Ensure planning and budgeting process is properly co-ordinated [AFH2.7]
- Ensure discipline is applied to financial management including managing debtors, creditors, cash flow and monthly bank reconciliations [AFH2.7]
- To determine the level of contingency fund or balances to be held by the MAT, ensuring the compatibility of all such proposals with the legal requirements and Trust improvement priorities
- Planning and oversight of capital projects, including affordability [AFH2.7]
- Ensure Propriety, regularity and value for money [AFH2.7] and competitive tendering [AFH2.28]
- Review premises tenders, contracts or projects and make recommendations within constraints of the budget – including SLAs and school meal contracts
- Review: Utilities usage and Utilities providers
- Obtain ESFA approval before borrowing, including finance leases or overdraft [AFH5.32]
- Ensure novel, contentious and/or repercussive transactions referred to ESFA for approval [AFH5.5]
- Obtain ESFAs approval for writing off debts and losses, guarantees, letters of comfort and indemnities beyond limits in AFH [AFH5.18/5.19]
- Obtain ESFA's approval before entering into lease arrangements beyond limits specified in AFH, maintain regularity, propriety and VFM [AFH5.25-5.27]
- If pooling GAG funding, ensure individual needs of academies are met and an appeals mechanism is in place [AFH5.30]
- Notify ESFA within 14 days if the board proposes to set a **deficit revenue budget** for the current financial year which it cannot address after unspent funds from previous years are taken into account [AFH2.17]

AUDIT COMMITTEE

Authority

The Board of Directors hereby resolves to establish a committee of the Board of Directors to be known as the Audit Committee (Au) Committee and will cover MAT arrangements in all matters relating to financial and procedural accountability, for risk management and for ensuring statutory compliance is completed in line with good practice.

The chair and members of the Au Committee shall be non-executive members and shall be appointed by the Board of Directors. The chair shall be a non-executive member of the Board of Directors other than its chair.

The Audit committee should contain a majority of trustees [AFH1.16] and it will not contain any staff Directors [AFH3.9].

Directors who are not members of the Au Committee should have the right of attendance. The Governance Officer will circulate minutes of meetings of the committee to all members of the Board of Directors.

The CEO in his or her role as Accounting Officer and the CFO will normally attend meetings of the Au Committee.

The Board of Directors shall determine how often the Au Committee shall meet. The external auditor may request a meeting if he or she considers one necessary.

The Au Committee is an advisory body with no executive powers. However, it is authorised by the Board of Directors to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Au Committee in the conduct of its inquiries.

The Au Committee is authorised to obtain independent professional advice if it considers this necessary.

Duties

- To undertake activities as deemed necessary in order to provide assurance to the MAT Board regarding the management and identification of risk, the sound management and control of the Trusts finances and other resources, and the suitability of, and compliance with, the trust's financial systems and operational controls [AFH3.1-3.21].
- Operate as laid out in AFH [AFH3.12]
- Manage risks, including contingency and business continuity planning and maintain a risk register [AFH2.36/2.37]
- Oversee the controls and risks at constituent academies [AFH3.8]
- Ensure independent checking of financial controls, systems, transactions and risks [AFH2.7/3.1-3.21]
- Must direct a programme of internal scrutiny to provide independent assurance to the Board [AFH3.1/3.8]
- Have regard for the principles of internal scrutiny as laid out in AFH [AFH3.15]
- Identify on a risk-basis (with reference to the risk register), the areas to be reviewed each year [AFH3.3]
- Implement reasonable risk management audit recommendations [AFH2.40]
- Be aware of the risk of fraud, theft and irregularity and address it with proportionate controls and appropriate action [AFH6.9]
- Ensure effective controls for managing within available resources efficiently and ensuring regularity, propriety and value for money [AFH2.2/GH1.2-6-2]
- Recognise that certain transactions with related parties may attract greater public scrutiny and require sufficient disclosure in annual accounts to support the high standards of accountability and transparency of the public sector [AFH5.38]
- Show that public funds have been used as intended by Parliament [AFH2.27]
- Provide information, at DfE's request, to aid consolidation into the sector annual report and accounts [AFH4.9]
- Provide ESFA with **access** to all books, records, information, explanations, assets and premises to assist ESFA with its audits [AFH6.4]
- Ensure that information submitted to DfE and ESFA that affects funding is accurate and compliant [AFH3.13/3.14]
- Co-operate with NAO and provide help, information and explanation as is reasonable and necessary [AFH6.25]
- Provide ESFA with access to all books, records, information, explanations, assets and premises to assist ESFA with its audits [AFH6.4]
- Ensure retention of all records necessary for at least 6 years after end of period to which funding relates [AFH6.5]
- Provide ESFA or its agents with information of sufficient quality to meet the purposes for which it has been requested [AFH2.49]

- Notify ESFA of any fraud or theft over £5,000, individually or cumulatively, or of any value where the fraud is unusual or systematic [AFH6.10]

RESOURCES, STAFFING AND SAFEGUARDING COMMITTEE

Authority

The Board of Directors hereby resolves to establish a committee of the Board of Directors to be known as the Resources, Staffing and Safeguarding Committee (RSS) and will cover MAT arrangements in all matters relating to staffing, premises and grounds, security, health and safety and safeguarding. It will also cover faith school ethos staff development where appropriate.

The chair and members of the RSS Committee shall be non-executive members and shall be appointed by the Board of Directors. The chair shall be a non-executive member of the Board of Directors other than its chair. The RSS committee should contain a majority of trustees [AFH1.16].

Directors who are not members of the RSS Committee should have the right of attendance. The Governance Officer will circulate minutes of meetings of the committee to all members of the Board of Directors.

The CEO in his or her role as Accounting Officer and when required the CFO will normally attend meetings of the RSS Committee.

The Board of Directors shall determine how often the RSS Committee shall meet. The external auditor may request a meeting if he or she considers one necessary.

The RSS Committee is an advisory body with no executive powers. However, it is authorised by the Board of Directors to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the RSS Committee in the conduct of its inquiries.

The RSS Committee is authorised to obtain independent professional advice if it considers this necessary.

Duties

- To ensure that all MAT schools have effective and high quality staff [GH3.3.12/6.5]
- To ensure personnel management procedures have been identified, formally approved and documented to cover as a minimum;
 - recruitment (including references and police checks) [GH6.5.3];
 - performance appraisal and review;
 - equal opportunities;
 - discipline (including absence policies);
 - grievance;
 - staff expenses.
- To ensure a transparent system for performance managing executive leaders, which is understood by all in the organisation, linked to defined strategic priorities [GH1.2-6-2/6.5.1] and ensure appraisal policy is scrutinised and fit for purpose [GH6.5.6-105]
- To provide effective oversight of the performance of all employees and ensure that procedures are in place to ensure that employees of the MAT are paid for work done in accordance with their contracts of employment, conditions and service [GH1.2-6-2]
- Agree the MAT's approach to implementation of pay reform and performance-related pay? Ensure it is compliant with the most up to date version of the School teachers' pay and conditions document if appropriate [GH3.3.12/GH6.5.7-107] or that a suitable MAT policy is set [GH6.5.7-111]
- Ensure the MAT has the right development and reward arrangements [GH3.3.12]
- To ensure that all MAT schools have statutory, appropriate and robust personnel policies in place.
- Ensure that all MAT schools are fulfilling their responsibilities regarding Child Protection and Safeguarding requirements [KCSIE/GH6.7-164]

- To ensure there are effective policies in place across MAT schools which secure good behaviour and safety across the MAT community.
- Ensure the MAT has effective mechanisms for supporting high attendance [GH3.4.1-19]
- Ensure understanding of, and adherence to, responsibilities under the Equalities Act, promoting equality and diversity throughout the MAT [GH 1.2-6-5]
- Ensure the ethos and Christian distinctiveness is delivered for schools where this is a requirement of the Articles of Association, Funding Agreements, Church Supplementary Agreements and Diocesan Agreements [ART]
- To develop the Estate Strategy across the MAT and ensure the estate is managed in an appropriate and efficient manner [CC]
- To ensure the MAT has adequate insurance cover to support its activities as an employer, such as employers' liability insurance, fidelity insurance, trustee indemnity, public liability insurance and so forth [AFH2.38]
- To ensure implementation of the Asset Management Plan to ensure that the development, maintenance and replacement of all physical assets, equipment and facilities of the school, including premises, equipment, land, depreciating assets etc. are in line with the MAT Vision statement, legal and fit for purpose [AFH2.7/5.22/5.23].
- Ensure appropriate whistleblowing procedures are in place [AFH2.41-2.46]
- Obtain ESFA's approval, before entering into the acquisition and disposal of fixed assets beyond limits specified in the AFH and that disposal achieves the best price that can reasonably be obtained [AFH5.22/5.23]

TEACHING, LEARNING AND ACHIEVEMENT COMMITTEE

Authority

The Board of Directors hereby resolves to establish a committee of the Board of Directors to be known as the Teaching, Learning and Achievement (TLA) Committee. It will oversee and monitor MAT learning achievements and performance, curriculum development and school improvement planning.

The chair and members of the Teaching, Learning and Achievement Committee shall be non-executive members and shall be appointed by the Board of Directors. The chair shall be a non-executive member of the Board of Directors other than its chair. The TLA committee should contain a majority of trustees [AFH1.16].

Directors who are not members of the TLA Committee should have the right of attendance. The Governance Officer will circulate minutes of meetings of the committee to all members of the Board of Directors.

The CEO in his or her role as lead on MAT teaching and learning direction will attend meetings of the TLA Committee.

The Board of Directors shall determine how often the TLA Committee shall meet. The external auditor may request a meeting if he or she considers one necessary.

The TLA Committee is an advisory body with no executive powers. However, it is authorised by the Board of Directors to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the TLA Committee in the conduct of its inquiries.

The TLA Committee is authorised to obtain independent professional advice if it considers this necessary.

Duties

- To oversee the academic performance of the MAT as a whole and also individual schools within the Trust. To provide oversight of the academic impact of school improvement work across the MAT. To hold the Senior Leadership Team to account for academic performance across all MAT schools. To receive regular

progress reports from the CEO. Ensure there is a cohesive and effective MAT school Improvement Strategy [GH1.2-6-1/GH1.2-6-2]

- To provide oversight of the implementation of an effective SIAMS improvement process. To hold the Senior Leadership Team to account for SIAMs performance across all Christian Foundation schools. To receive regular progress reports from the CEO. Ensure there is cohesive and effective Diocesan collaboration [SIAMS].
- To ensure the organisation's ethos promotes the fundamental British values of democracy, the rule of law, individual liberty, mutual respect and tolerance for those with different faiths and beliefs; and encourages students to respect other people, with particular regard to the protected characteristics set out in the Equality Act 2010. The committee should ensure that this ethos is reflected and implemented effectively in the schools and that there are effective risk assessments in place to safeguard and promote students' welfare [GH2.2.6]
- Ensure that the schools are regularly communicating with parents and carers, and that parental engagement is used to inform their strategic decision-making [GH2.4.15]
- Ensure the schools are listening to the views of pupils and parents [GH3.3.12]
- Ensure the MAT is promoting high-quality provision in literacy and numeracy to make a positive difference in the attainment & progress of pupils [GH3.3.12]
- Ensure the MAT listens to the views of staff, ensures work/life balance, and reviews and streamlines unnecessary workload whilst maintaining high standards [GH3.3.12]

LOCAL GOVERNING BOARDS

Authority

The Board of Directors hereby resolves to establish a committee(s) of the Board of Directors to be known as Local Governing Board Committee(s) (LGB) and will cover MAT arrangements in delegated matters relating to individual school settings. It will also cover Church Foundation development where appropriate. The chair and members of the LGB Committee(s) shall be appointed by the Board of Directors.

Directors who are not members of LGB Committee(s) should have the right of attendance. The Governance Officer will circulate minutes of meetings of the committee(s) to all members of the Board of Directors.

The CEO will not normally attend LGB Committee meetings. This responsibility is delegated to the individual school Executive Head Teacher or Head of School as appropriate.

The Board of Directors shall determine how often the LGB Committee(s) shall meet. The external auditor may request a meeting if he or she considers one necessary. The LGB Committee(s) is an advisory body with no executive powers. However, it is authorised by the Board of Directors to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the LGB Committee(s) in the conduct of its inquiries.

Conditions

- Members of the LGB are not, and nothing within this document is intended to make them, charity trustees within the terms of section 97(1) of the Charities Act 1993.
- Each Local Governor shall act in the best interests of the MAT and school at all times.
- Each Local Governor must keep confidential all information of a confidential nature obtained by them relating to the school and the MAT. No papers circulated in the course of duties as a Local Governor should be passed to any third party (excepting the Head Teacher/Head of School who may need to do so in the course of his/her professional duties).
- The Trust reserves the right to withdraw some or all of the delegated powers from the LGB, to add to the LGB's number, or, extremis, to disband the LGB; this is deemed undesirable and highly unlikely in view of the LGB selection process.

- Each Local Governor is required to take part in formal training provided or suggested by ADMAT and to take advantage of on-going support from their Head Teacher/Head of School and ADMAT staff, including the Governance Officer.

Duties

- The Local Governing Boards (LGB) enable independent oversight of the activities and direction of each school. It provides guidance, support and acts as a critical friend offering challenge to the leadership team when appropriate. It is responsible for setting and agreeing policies and procedures as delegated within the ADMAT framework.
- LGB ensure the school functions well and maintains the proper range of academic and social objectives.
- Ensure the school is encouraging the development of healthy, active lifestyles by using the PE and sport premium for primary schools to fund additional and sustainable improvements to the provision of PE and sport [GH3.3.12]
- Ensure that key duties are undertaken effectively across the school such as safeguarding, inclusion, special education needs and disability (SEND), and monitoring and oversight of the impact of pupil premium and other targeted funding streams [GH1.2-6-5]
- Ensure decisions have been made with reference to external evidence, for example, in determining pupil premium spending decisions. Determine if the current approaches are working and ascertain how the impact of decisions and interventions are monitored using appropriate tools [GH3.3.12]
- Ensure communications with parents and carers are clear in supporting them to understand the structure of the school, how it operates, and how they can support their child's education [GH2.4.15/GH6.5.3-96]
- Ensure the school listens to the views of pupils and parents [GH3.3.12]
- Ensure the school listens to the views of staff, and ensure work/life balance, reviewing and streamlining unnecessary workload whilst maintaining high standards [GH3.3.12]

The Church's vision for education reaches beyond Church of England schools; it offers a compelling vision for the education of children and young people in community and church schools. It aims to deliver excellence in education and the very best outcomes for children and young people so that they can achieve their fullest potential. The unequivocal message is that academic rigour and the wellbeing of pupils are equally important – a good education must promote life in all its fullness. In order to ensure the continuing close relationship between the Church School and its local church and community, it is a requirement that Church of England Academies in Community-led MATs have local governance (individual board, Ethos Committee or 'hub') where Foundation Governors are the minority or majority.

By order of the Trust, we approve the An Daras Multi-Academy Trust Scheme of Delegation

Chair of Trust:

Print name: ___Graeme Barriball_____

Sign: _____

Date: ___1 Sep 19_____

CEO:

Print name: ___Will Hermon_____

Sign: _____

Date: ___1 Sep 19_____

Foundation Director:

Print name: ___Bex Couch_____

Sign: _____

Date: ___1 Sep 19_____