



Scheme of Delegation

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1 EXECUTIVE SUMMARY

1. Trustees are accountable for everything the Trust is and does at all times.
2. Members hold Trustees to account for the governance of the Trust, and for ensuring that it fulfils its charitable objectives
3. The Board of Trustees delegates responsibility for the leadership and operational management of the Trust to the Chief Executive Officer and the Executive Team, and hold them to account through the Board of Trustees and the sub-committees of the Board
4. Headteachers are responsible for the leadership and management of their respective schools, and are held to account by the Chief Executive and the Executive Team, with the collaboration of Local Schools Committees providing monitoring, support and challenge

2 INTRODUCTION

Our Vision: Enabling everyone to flourish in our communities and beyond.

Our Values: Collaboration, Ambition, Respect

Initio Learning Trust (the “Trust”) is governed by a Board of Trustees (the “Trustees”) who are accountable to the Department for Education (DfE) and have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust. Academies operated by the Trust will be referred to as schools in this document.

Comprising both Church of England and community schools, the Trust cherishes and celebrates the unique histories and characteristics of each of its schools.

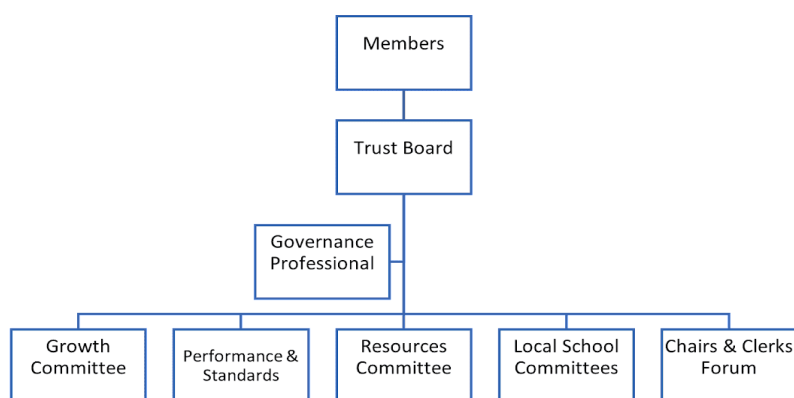
The Trust will delegate responsibility to Performance and Standards, Resources and Growth committees, the Chief Executive Officer (CEO) and Local School Committees (LSC) for aspects of running the schools as it sees fit, however the Trust retains ultimate decision making authority in all areas (see Annex 1 Scheme of Delegation).

The Trustees may review the scheme of delegation at any time but shall review it at least annually.

This scheme of delegation may only be amended by the Board of Trustees.

The governance structure complies with the Academy Trust Handbook, the code of conduct (members, trustees and committee members) and the Trust’s Articles of Association, funding agreements and church supplemental agreements.

TRUST GOVERNANCE STRUCTURE



RELATED PARTY TRANSACTIONS AND REGISTER OF INTERESTS

The Academies Trust Handbook (ATH), along with other statutory or sector best practice and guidance, provides clear guidance on how related party transactions (RPT) must be managed against the consideration of the Nolan principles. Individuals who hold any of the roles mentioned in this document must at all times take personal responsibility for their decisions and actions, and ensure they have;

- An understanding of their personal awareness and commitment to the statutory requirements of the roles they hold in relation to RPTs
- Maintained and reviewed an up to date register of interests (as defined in the ATH)
- Not at any point used their connection to the trust for personal gain, including payment under terms that are preferential to those that would be offered to an individual or organisation with no connection to the trust. This specifically includes trustees seeking payments that at all times must be considered against the requirements in the ATH.

3 MEMBERS

- 3.1 The Trust is governed by Members constituted under a Memorandum of Association and Articles of Association.
- 3.2 The Members are responsible for:
- 3.2.1 Approving the Articles of Association
 - 3.2.2 Recruitment and Appointment of Members
 - 3.2.3 Appointment of some Trustees
 - 3.2.4 Removal of Trustees
 - 3.2.5 Holding the Board of Trustees to account for the provision of excellent education for all pupils within the Multi Academy Trust
 - 3.2.6 Appointment of the Trust's Auditors
 - 3.2.7 A Member counts towards the quorum by being present in person, by video or conference call or by proxy. Three persons entitled to vote upon the business to be transacted, each being a Member or a proxy of a Member, shall constitute a quorum.
- 3.3 Members are required to maintain an up-to-date record of pecuniary/business interests.

4 TRUST BOARD

4.1 Trustee Recruitment and Appointment

The recruitment and appointment of Trustees is set out within the Articles of Association and Scheme of Delegation. The term of office, number and types of trustees and specific role of the Chief Executive are all clearly defined.

The Trust board is the legally accountable body and single governing board for the performance of the trust and its schools and fulfilment of all statutory duties under company and charity law and in accordance with its Articles of Association and funding agreements. Core functions are to hold executive leaders to account for delivery of the vision, ethos and strategic plans, the quality and effectiveness of educational and financial performance and safeguarding, development of a shared culture which values church and community schools and engages with all stakeholders locally, regionally and globally to grow the trust and its community partnerships.

The Trust Board meets at least six times per academic year.

The Trust Board is responsible for:

- 4.1.1 Upholding the charitable objectives of the Trust.
 - 4.1.2 Setting a clear strategic vision.
 - 4.1.3 Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DfE & Education and Skills Funding Agency (ESFA) including the funding agreement and continued charitable status of the Trust.
 - 4.1.4 The determination, educational character and mission of the Trust.
 - 4.1.5 Ensuring the solvency of the Trust company and charity, safeguarding its assets and delivering its charitable outcomes.
 - 4.1.6 Ensuring that effective safeguarding procedures are in place across the schools.
 - 4.1.7 Ensuring the church schools maintain their distinctive Anglican and Christian ethos.
 - 4.1.8 Setting key strategic objectives and targets and reviewing performance against these.
 - 4.1.9 Operating the Trust in line with the Scheme of Delegation.
 - 4.1.10 Providing the Members with sufficient, timely information to provide assurance that the governance of the trust is effective, and escalating matters to the Members as necessary
- 4.2 The Trust seeks to appoint Trustees with a range of skills and experience. The quorum for meetings of the Board of Trustees will be any three Trustees voting in person, by video or teleconference, or one-third of the total number of Trustees holding office at the date of the meeting, where this would be higher. The term of office for all Trustees will be four years and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office. Executive team and other senior staff may be invited to meetings as and when required.

- 4.3 Where an issue is being discussed that directly affects a Trustee or the CEO an interest must be declared and the individual must withdraw from the meeting. Any Trustee may attend any of the Trust and Local School Committee meetings.
- 4.4 The Trustees will hold LSCs accountable for carrying out their delegated duties and will have the authority to suspend or remove a LSC member by consideration to the following reasons:
- 4.4.1 Repeated grounds for suspension
 - 4.4.2 Serious misconduct (based on the facts of the case)
 - 4.4.3 Repeated and serious misconduct
 - 4.4.4 Behaviour that undermines British values
- All schools are required by law to promote the fundamental British values of:
- democracy
 - the rule of law
 - individual liberty
 - mutual respect and tolerance of those with different faiths and beliefs
- 4.4.5 Behaviour that is detrimental to the effective operation of the Board or that interferes with the operation of the school.
 - 4.4.6 Refusing to provide a written undertaking to uphold the Objects of the Trust (Article 103)
- 4.5 The Trust Governance Professional will undertake the clerking of the meetings of Members and Trustees and its committees and ensure that the minutes are included as an agenda item for consideration and approval at the next appropriate meeting. All decisions made by committees with delegated powers must be reported to the next full meeting of the Trust Board.
- 4.6 The annual agenda for the Trust board revolves around vision and strategy, educational performance, financial performance, governance matters, compliance, safeguarding and risk management.
- 4.7 The Chair and Vice-Chair of the Board of Trustees will be elected at the first meeting of the academic year.
- 4.8 Chairs of each Committee will be appointed by the Board of Trustees at the first meeting of the academic year.
- 4.9 Trustees are required to undertake relevant Disclosure and Barring Service checks and maintain an updated record of pecuniary/business interests.
- 4.10 Trustees are required to undertake all safeguarding and compliance training.
- 4.11 Trustees are required to give a written undertaking to the Members to uphold the Objects of the Trust (Article 45A) and must adhere to the Board's code of conduct, and undertake training e.g. statutory safeguarding training and any other training as required.

5 INDIVIDUAL ROLES AND RESPONSIBILITIES

5.1 The Role of the Chair of the Board of Trustees

- 5.1.1 Act as an ambassador for the Trust to promote Initio and its ethos and values in the communities in which it works, with the DfE and its Regional Director and Local Authority colleagues.
- 5.1.2 To lead the board in ensuring the strategic direction of Initio Learning Trust whilst offering effective support and challenge at all levels of the organisation.
- 5.1.3 To ensure the business of the Board is conducted properly, in accordance with legal requirements.
- 5.1.4 To ensure any decisions taken are done so in accordance with the scheme of delegation.
- 5.1.5 To ensure meetings are run effectively, focusing on priorities and making the best use of time available.
- 5.1.6 To ensure that all attendees have an equal opportunity to participate in discussion and decision making.
- 5.1.7 To establish and foster an effective relationship with the Chief Executive Officer, Executive Team, Chairs of LSCs and Headteachers within the Multi Academy Trust based on trust and mutual respect for each other's roles.
- 5.1.8 In the event of a need to make genuinely urgent decisions, the Chair of the Board of Trustees, where appropriate in consultation with the CEO, will take appropriate action on behalf of the Trust Board. The decisions taken and the reasons for urgency will be explained fully and minuted at the next meeting of the Trust Board.
- 5.1.9 To exercise emergency powers as and when required.

5.2 The Role of Lead Trustees

- 5.2.1 The Board will appoint a Lead Trustee for Safeguarding, with specific oversight of the Trust's arrangements for safeguarding as agreed by the Board, meeting regularly with the Trust CEO and Safeguarding Officer.
- 5.2.2 The Board will appoint a Lead Trustee for Careers, with specific oversight of the Trust's arrangements for provision of careers guidance.
- 5.2.3 The Board will appoint a Lead Trustee for Inclusion, with specific oversight of the Trust's arrangements for:
 - Children with SEND
 - Children with medical conditions
 - Looked after children
 - Children eligible for pupil premium

5.3 The Role of the Chief Executive Officer

- 5.3.1 Provide strategic leadership and direction of the Trust and its schools within the vision and strategy agreed by the Trust Board, to ensure that children consistently achieve good or better outcomes.
- 5.3.2 Act in the role of accounting officer.
- 5.3.3 Fulfil the Board's vision for medium and long term growth by engaging with future schools and liaising with external partners.
- 5.3.4 Be the lead education professional for schools in the Trust, ensuring an effective strategy for building educational and leadership capacity ahead of need.
- 5.3.5 Act as an ambassador for the Trust to promote Initio and its ethos and values in the communities in which it works, with the DfE and its Regional Director and Local Authority colleagues.
- 5.3.6 Ensure that the Trust's financial viability is secure and is able to meet the Trust's and its schools' needs.
- 5.3.7 Establish and foster an effective relationship with the Chair of the Board, Chair of the Local School Committees and Headteachers within the Multi-Academy Trust based on trust and mutual respect for each other's roles.
- 5.3.8 Effectively deploy the staff and resources of the central Trust in line with strategic direction as determined by the Trust Board.
- 5.3.9 Be the lead officer servicing the Trust Board and Growth Committee
- 5.3.10 Line manage the CFO to ensure the strategic direction of the Trust is followed and that standards are maintained across the Trust.
- 5.3.11 Ensure that best practice is shared within Initio but also that best practice nationally is applied across our organisation.
- 5.3.12 Actively support and enhance the wellbeing and achievements of pupils and staff.
- 5.3.13 Take leadership responsibility for safeguarding within Initio, working closely with the Trust safeguarding officer.
- 5.3.14 Provide support and training to LSCs to ensure the highest standards of governance are achieved.
- 5.3.15 Ensure Initio is represented in national, regional and local networks so that the Trust influences and is aware of new trends and is familiar with current best practice in the education sector.
- 5.3.16 Ensure any decisions taken are done so in accordance with the scheme of delegation.

5.4 The Role of the Directors of Education:

5.4.1 Provide strategic leadership, direction and management of education and school improvement, in accordance with the job description which will be maintained by the CEO.

5.4.2 Be the lead officers servicing the Performance and Standards Committee

5.5 The Role of the Director of Resources:

5.5.1 Act in the role of Chief Financial Officer.

5.5.2 Provide strategic leadership, direction and management of operational and shared services, in accordance with the job description which will be maintained by the CEO.

5.5.3 Be the lead officer servicing the Resources Committee.

5.6 The Role of the Headteacher/Executive Headteacher:

5.6.1 Provide strategic leadership, direction and management of their school(s), in accordance with the job description which will be maintained by the CEO.

5.6.2 Be the lead officer servicing the Local School Committee.

5.7 The Role of the Governance Professional

5.7.1 Provide effective support, advice and guidance to the Board, Committees and LSCs, in accordance with the job description which will be maintained by the CEO.

6. BOARD COMMITTEES

6.1 The Trust Board, in order to meet its requirements, may opt to have board committees and the membership will be reviewed and agreed by the Board of Trustees annually. The quorum for each of the committees is three. The Committee shall review its terms of reference and its compliance with them on an annual basis.

6.2 The committees will meet as often as is necessary to fulfil their responsibilities. The CEO and other relevant senior staff should routinely attend committee meetings as appropriate to provide information and participate in discussions. The committees may invite attendance at meetings from persons who are not members of the committee such as Headteachers, professional advisors and auditors to assist or advise when and where appropriate.

6.3 There are three Committees plus Local School Committees (covered in section 7):

6.3.1 **Performance and Standards Committee** (at least three times per year)

The Performance and Standards Committee will hold the directors of education to account for the overall effectiveness of education and outcomes for children and young people.

Terms of Reference Annex 3

6.3.2 **Resources Committee** (at least three times per year)

The committee will oversee the Trust functions of

- finance
- people
- estates and health & safety
- ICT, cyber & data protection.

The committee also acts as the Trust's Audit and Risk Committee in accordance with the requirements of the Academy Trust Handbook

Terms of Reference Annex 4

6.3.3 Growth Committee (at least three times a year and as required)

The committee will review and consider potential new schools joining Initio Trust and make recommendations to the Trust Board; and undertake any other work as delegated by the Trust Board from time to time.

Terms of Reference Annex 5

Membership of Committees

6.3.4 Membership: At least 3 Trustees. The committee may co-opt up to 2 members, provided that a majority of the committee members are Trustees.

Quorum: 3 members

6.3.5 In attendance (agreed in advance by the Chair): CEO, Executive Directors, Governance Professional. As invited Headteachers, Deputy / Assistant Heads.

Proceedings of Committee Meetings

6.3.6 Every matter to be decided at a meeting of the Committee must be determined by a majority vote of the members present and voting on the matter. No vote on any matter can be taken at a meeting of the committee unless the majority of voting members present are Trustees.

6.3.7 A register of attendance shall be kept for each Committee meeting and published annually on the Trust's website in accordance with the Academy Trust Handbook.

6.3.8 Approval of policies and documents may, at times, be required outside of committee meetings. In such circumstances Trustee can seek approval via e-mail through the Governance Professional. See Annex 7 - Initio Policies Policy

6.3.9 Where a quorum of responses is not received by the approval date, the approval will be requested from the full Board of Trustees via e-mail through the Governance Professional.

Appointment of the Chair of Committees

6.3.10 Just before the first meeting of the Committee each Trust year, the Trust Board shall appoint a Chair from among the Trustees.

6.3.11 The Chair shall hold office for one year, and until the first meeting of the Committee of each Trust year.

6.3.12 At the end of the term of office the Chair shall be eligible for re- appointment. If the Chair is absent from any meeting of the Committee, the Trustees present shall choose one of their number to act as Chair for that meeting.

Reporting Procedures

6.3.13 The Clerk to the Committee shall circulate draft minutes of all the meetings of the Committee to all Committee members within 10 days of the meeting. The (draft) minutes shall be included in the Board pack for the next available Trust Board meeting unless the Chair of the Committee determines that they should be circulated sooner.

7 LOCAL GOVERNANCE

- 7.1 In order to assist with the discharge of their responsibilities, the Trustees may establish a Local School Committee (“LSC”) for each school or for groups of schools. The LSC shall be a committee established pursuant to the Articles of Association of the Trust (the “Articles”).
- 7.2 The responsibilities that are delegated to the LSCs are set out in the Scheme of Delegation. The LSC may escalate matters to the Board either via a referral in the LSC minutes or via notification of an urgent matter to the Governance Professional.
- 7.3 Where the Trust Board has significant concerns about a particular school, including OfSTED gradings, the existing LSC may be replaced or supported through an Academy Monitoring Board (AMB) if appropriate. The Board of Trustees will be responsible for determining the members of the AMB and in some instances, where their skills will add to capacity, may include some members of the existing LSC.
- 7.4 Where an existing Academy (school) is deemed to be at risk of failing its pupils, the Trust will exercise the right to reconstitute the LSC and appoint the majority of its members to ensure that the identified weaknesses can be effectively addressed.
- 7.5 Members of the LSC will be known as committee members.
- 7.6 All Committee members will serve a 4-year term of office and a maximum of two terms. Trustees can, in exceptional circumstances, authorise up to a maximum of a further single third term of office. The Local School Committee is constituted in accordance with the requirements set out by the Trust which shall include:
- at least 2 parent committee members. Parent committee members are nominated and voted for by parents of the school
 - Up to 2 staff committee members. Staff committee members are nominated and voted on by school staff
 - Up to 2 trustee appointed members
 - Up to 4 co-opted committee members – co-opted committee members are committee members who are recommended to the Trust Board by the LSC on the basis of their skills and experience
 - For church schools, members appointed by the Salisbury DBE (see below)

The overall size of the LSC should not normally exceed 10 without the approval of the Trust Board.

Trustees recognise that there may be an occasion where LSCs may want to co-opt a staff member. A member of staff can be co-opted to the LSC without approval of the trustees as long as the maximum number of staff who are committee members does not exceed 2 members of staff.

In appointing persons to serve on the LSC who are employed at the school the LSC may invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the school, excluding the Headteacher.

The number of parent members of the LSC required shall be made up by persons appointed by the Trustees if the number of parents standing for election is less than the number of vacancies. In appointing a person to be a parent member of the LSC the Trustees shall

appoint a person who is the parent of a registered pupil at the school; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age. A parent may be co-opted based on their skills & experience.

See Articles of Association in relation to the constitution and conditions of appointments for specific LSCs (Article 101B), including the requirements for Foundation appointments in church schools, and the requirement for LSC members to give a written undertaking to the Members to uphold the Objects of the Trust (Article 103). LSC members must also adhere to the LSC code of conduct, and undertake training e.g. statutory safeguarding training and any other training as required.

- 7.7 The quorum for a Local School Committee meeting will be three committee members, or, where greater, one third (rounded up to a whole number) of the total number of committee members holding office at the date of the meeting.

In attendance (agreed in advance by the Chair): Headteacher, Clerk. As invited: Deputy / Assistant Heads / other staff invitees.

- 7.8 Parent and Staff committee members will be sought through the process of nomination and election procedures and shall be conducted in accordance with NGA guidance.

7.9 Proceedings of LSC Meetings

- 7.9.1 A register of attendance shall be kept for each LSC meeting and published annually on the school's website in accordance with the ATH.

Appointment of the Chair of LSC

- 7.9.2 The Chair of the LSC will be elected by the LSC committee members at the first meeting of the academic year and approved by the Trust Board.
- 7.9.3 The Chair shall hold office for one year, and until the first meeting of the Committee of each Trust year.
- 7.9.4 At the end of the term of office the Chair shall be eligible for re- appointment. If the Chair is absent from any meeting of the Committee, the committee members present shall choose one of their number to act as Chair for that meeting.

Reporting Procedures

- 7.9.5 The Clerk to the Committee shall circulate draft minutes of all the meetings of the Committee to all Committee members within 10 days of the meeting. The (draft) minutes shall be included in the Board pack for the next available Trust Board meeting unless the Chair of the Committee determines that they should be circulated sooner.

7.10 Scope of responsibilities

7.10.1 LSCs are established to support and challenge the Head (and the Trust) in 5 critical and specific areas -

- by being advocates for, and guardians of, the ethos and distinctiveness (church or otherwise) of the school;

- by monitoring safeguarding, ensuring that there is a strong culture of safeguarding within a school, that school and Trust safeguarding policies are being effectively implemented, and that children and young people are safe;
- by monitoring inclusion and SEND, ensuring that the school meets its statutory duties, that school and Trust policies are being effectively implemented, and that the needs of disadvantaged C&YP are being effectively met;
- by monitoring, supporting and challenging where necessary the educational standards and performance of the school (to include attendance, behaviour, attainment and progress), ensuring that the Head maintains a focus on the School Improvement Plan, as well as any actions arising from Trust or external partner meetings with the schools;
- by supporting communication with local stakeholders between the school and the Trust to advance the school to the benefit of C&YP and all community stakeholders

7.10.2 Full terms of reference are set out in Annex 2

7.11 Voting at Meetings

7.11.1 Every question to be decided at a meeting of the LSC shall be determined by a majority of the votes of the committee members present and voting on the question. Committee members shall be able to participate in meetings of the LSC by telephone or by any suitable electronic means.

7.11.2 A resolution in writing, which includes a resolution in electronic form signed by all of the committee members entitled to vote at a meeting, shall be valid and effective as if it had been passed at a meeting.

ANNEX 1
DELEGATION MATRIX



1 SEPTEMBER 2023



1. INTRODUCTION

This scheme of delegation (Scheme) explains the ways in which primarily the members and trustees fulfil their responsibilities for the leadership and management of the trust, their respective roles and responsibilities, the CEO and school committees and the commitments to the trust and to ensure the success of the trust and its schools. This Scheme therefore sets out the trust's approach to delegations between the different layers of governance within the trust and is a delegation by the members and trustees under Article 105 of the Articles of Association of certain powers and/or functions as detailed below;

1. Confirms which powers and functions are reserved to the Board.
2. Should be read in conjunction with the Trust's Committee Terms of Reference.

The Scheme has been broken down into sections covering:

1. Board business
2. Vision and Strategy
3. Finance
4. Human Resources
5. Education
6. Community

For the avoidance of doubt where any extant Initio Learning Trust policy conflicts with this Scheme of Delegation, then the Scheme shall take precedence. In all issues of interpretation, the decision of Chair of the Board in conjunction with the Chief Executive, is final. Where policies and procedures are not included in this Scheme of Delegation these are a matter for the Chief Executive and where appropriate the Trust Board.

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
*Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.

		Members	Trust board	CEO	Local school committees	Headteachers
1. Board business						
1.1	Appoint/remove members	*A/R				
1.2	Appoint/remove trustees	*A/R	*A/R			
1.3	Elect chair of trustees		*A/R			
1.4	Appoint and remove board committee chairs		*A/R			
1.5	Establish and review trust governance structure		*A/R	C		
1.6	Agree named safeguarding trustee		*A/R			
1.7	Agree named SEND trustee lead		*A/R			
1.8	Agree named careers trustee lead		*A/R			

		Members	Trust board	CEO	Local school committees	Headteachers
1. Board business (cont.)						
1.9	Appoint/remove local school committee chairs		*A/R	C	C	
1.10	Appoint/remove local school committee members		*A/R	C	C	
1.11	Appoint trust governance professional		*A/R	C		
1.12	Agree local school committee clerking arrangements		*A/R		C	
1.13	Articles of association: review		*A/R			
1.14	Articles of association: ratify	*A/R				
1.15	Agree committee terms of reference		*A/R	C	C	C
1.16	Complete annual review of scheme of delegation		*A	R		
1.17	Complete annual trust board self-review		A/R			
1.18	Complete review of local governance	C	A	R	C	C
1.19	Publish governance arrangements on trust and schools' websites		*A	R		
1.20	Ensure trust website is compliant and effective		*A	R		
1.21	Ensure school websites are compliant and effective		*A	A		R
1.22	Submit annual report on the performance of the trust to members and publish		A	R		
1.23	Annually report work of local school committee: submit to trust and publish		A	C	R	C

		Members	Trust board	CEO	Local school committees	Headteachers
2. Vision and Strategy						
2.1	Determine trust's vision, strategy and key priorities		A/R	R	C	C
2.2	Apply trust vision and strategy to individual schools		A	R	C	R
2.3	Determine trust-wide policies		*A	R		
2.4	Determine school level policies		*A	R	C	R
2.5	Establish risk register and conduct regular review		*A	R		
2.6	Ensure engagement with stakeholders		A	R	R	R
3. Finance						
3.1	Appoint and remove external auditors	*A/R	C			
3.2	Appoint and performance manage chief financial officer		*A	R		
3.3	Produce trust's scheme of financial delegation		*A	R		
3.4	Receive external auditors report	*A/R				
3.5	Action recommendations made by external auditors		*A	R		R
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		*A	R		
3.7	Submit ESFA required reports and returns		*A	R		
3.8	Agree budget plan to support delivery of strategic priorities		*A	A/R		C
3.9	Monitor budget		*A	R		R
3.10	Carry out benchmarking and trust-wide value for money evaluation		C	A/R		C

		Members	Trust board	CEO	Local school committees	Headteachers
4. Human Resources						
4.1	Appoint and dismiss CEO/accounting Officer		*A	R		
4.2	Performance manage CEO		*A/R			
4.3	Agree CEO pay and reward		*A/R			
4.4	Conduct executive team performance management		C	A/R		
4.5	Conduct headteacher performance management			A/R	C	
4.6	Agree headteacher pay and reward			A/R		
4.7	Review and agree staff appraisal procedure and pay progression		A	R		C
4.8	Determine executive team staffing structure		*A	R		
4.9	Determine school staffing structure			A	C	R
4.10	Headteacher appointments and dismissal		C	A/R	C	
4.11	Trust wide pay policy, terms and conditions of employment		*A	R		
4.12	Determine disciplinary and capability policies		*A	R		
4.13	Implement disciplinary and capability procedures – CEO		A/R			
4.14	Implement disciplinary and capability – central team			A/R		
4.15	Implement disciplinary and capability procedures – schools					A/R
4.16	Approval of exit payments/early retirement/pension discretion (above £49,999)		*A	C		

		Members	Trust board	CEO	Local school committees	Headteachers
5. Education						
5.1	Determine curriculum policy		A	R		C
5.2	Ensure high standards of teaching and learning		A	R	C	R
5.3	Delivery of curriculum			A		R
5.4	Set targets for trust outcomes		A	R		
5.5	Plan and deliver individual school improvement interventions and strategies			A	C	R
5.6	Determine behaviour policy		A	R		C
5.7	Implement behaviour policy			A	C	R
5.8	Review permanent and fixed term exclusions		*A/R		R/C	
5.9	Determine admissions policy		*A	R		C
5.10	Implement admissions appeal process		*A	R	R	R
5.11	Determine complaints policy		*A	R		C
5.12	Implement complaints procedures		*A/R	R	R	R

		Members	Trust board	CEO	Local school committees	Headteachers
6. Community						
6.1	Developing stakeholder partnerships across the trust		A	R	C	C
6.2	Developing stakeholder partnerships at school level			C	A	R

ANNEX 2

LOCAL SCHOOL COMMITTEES TERMS OF REFERENCE

Introduction

Initio Learning Trust aims to provide excellent education and opportunities for the students and communities that our schools serve, where everyone can flourish. We are determined to inspire in our students a love of learning, raising their aspirations, and to embed the 3 core values of the Trust – ambition, respect, and collaboration.

Within schools, Local School Committees (LSCs) are established to support and challenge both the Headteacher and the Executive Team of the Trust in 5 critical and specific areas:

1. Advocates for, and Guardians of, the Ethos and Distinctiveness of the School

1.1 To regularly review the vision and values of the school, to ensure that these are consistent and aligned with the vision and values of the Trust, and to communicate these to stakeholders.

1.2 To uphold the ethos and distinctiveness of the school, and to ensure that this makes difference to the children, the staff and the wider community that the school serves.

1.3 For Church schools, to ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus, to ensure the provision of regular acts of collective worship, and to inform parents of their right to withdraw their child.

2. Monitoring of Safeguarding

2.1 To comply with statutory duties by appointing a Committee Member to be the lead for safeguarding.

2.2 To ensure that the school effectively implements Trust safeguarding and all associated child protection policies.

2.3 To ensure that any recommendations or actions identified by the Lead Professional for Safeguarding of the Trust are implemented.

2.4 To ensure there is a culture of safeguarding within and across the school, that children and young people are safe, and that they know who they can approach to discuss concerns.

3. SEND, Inclusion and Equality

3.1 To comply with statutory duties from the SEND Code of Practice in respect of pupils with special needs by appointing a Committee Member to be the lead for SEND

3.2 To ensure the school effectively implements Trust special educational needs (SEND) policies

3.3 To ensure the school effectively implements Trust policies relating to equality, diversity and accessibility.

3.4 To publish and update at least annually a SEND information report which meets statutory requirements.

3.5 To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, age, disability or sexual orientation.

3.6 To receive reports on bullying, homophobic, transphobic, misogynistic and racial incidents.

3.7 To ensure that pupils with special educational needs, or pupils who are otherwise disadvantaged, are supported appropriately to access the curriculum and gain the same school experiences and opportunities as pupils who are not disadvantaged.

4. Educational Standards and Performance

4.1 To monitor, support and challenge where necessary the educational standards and performance of the school, with particular focus on attendance, behaviour, attainment and progress.

4.2 To agree with the Head and the Executive Team the annual School Improvement Plan (SIP), to monitor that SIP and to support and where necessary challenge the Head to maintain a focus on the effective implementation of that SIP.

4.3 To ensure that any action plans arising from Executive Team interventions or from external partner meetings are prioritised and implemented.

4.4 To monitor and review the use of suspensions and permanent exclusions and manage Panel reviews which may arise in accordance with Trust and national policy. Note: a panel can include committee members from other LSCs.

5. Stakeholder Communication

5.1 To review regularly how the school is regarded by pupils and parents.

5.2 To ensure the school communicates appropriately with parents, and the local and wider community, to advance the school to the benefit of pupils and all community stakeholders.

5.3 To ensure the adoption and effective implementation of all statutory policies, to include but not limited to the Trust Complaints Policy and Trust Grievance Policy, and to monitor and manage any complaints or grievances received in strict accordance with the relevant policy.

ANNEX 3

8. PERFORMANCE AND STANDARDS COMMITTEE TERMS OF REFERENCE

[TO BE REVIEWED/APPROVED AT THE SEPTEMBER 2023 TRUST BOARD]

ANNEX 4

9. RESOURCES COMMITTEE TERMS OF REFERENCE

[TO BE REVIEWED/APPROVED AT THE SEPTEMBER 2023 TRUST BOARD]

ANNEX 5

10. GROWTH COMMITTEE TERMS OF REFERENCE

[TO BE REVIEWED/APPROVED AT THE SEPTEMBER 2023 TRUST BOARD]

ANNEX 6

11. CHAIRS AND CLERKS FORUM TERMS OF REFERENCE

[TO BE REVIEWED/APPROVED AT THE SEPTEMBER 2023 TRUST BOARD]

ANNEX 7

Policies Policy

Trust Policies List (Appendix 1)

[TO BE REVIEWED/APPROVED AT THE SEPTEMBER 2023 TRUST BOARD]