

## Uffculme Academy Trust

### Summary Scheme of Delegation 2020-21

Board of Trustees	
Composition	<p>Between 8-11 Directors appointed by the Members of the Trust.</p> <p>The Board will include individuals with a range of specific expertise drawn from relevant public and private sectors to ensure that there is coverage of:</p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• HR</li> <li>• Premises</li> <li>• Charitable Status</li> <li>• Education.</li> </ul> <p>The CEO is a Director</p> <p>No more than one of the Local Governing Committees' Chairs may be a Director, at the discretion of the Members</p>
Strategic Function	<ul style="list-style-type: none"> <li>• To oversee the quality of education across all schools within the Trust</li> <li>• To ensure that each school within the Trust fulfils the conditions of its Funding Agreement</li> <li>• To develop the long-term strategy and vision for the Trust</li> <li>• To ensure that all employees of the Trust conform to the 'Nolan' Principles of Public Service</li> <li>• To secure the long-term sustainability of the Trust</li> <li>• To ensure effective local governance of all schools within the Trust</li> <li>• To establish committees to oversee Finance, Premises and Risk; and Personnel; and receive reports and recommendations from said committees</li> </ul>
Frequency of	There shall be no fewer than three but normally six Board Meetings

Meetings	throughout the Academic Year
Governance - general	<ul style="list-style-type: none"> <li>• Ensuring that the Code of Conduct is agreed and adhered to at all levels of Governance in the Trust</li> <li>• Electing a Chair and Vice Chair who are independent of Local Governing Committees</li> <li>• Advising Members on the range of skills, knowledge and experience of Directors in order to ensure that there is an effective balance</li> <li>• Approving changes to governance structures</li> <li>• Ensuring adequate succession planning</li> <li>• Establishing and delegating authority to Local Governing Committees commensurate with each school's status.</li> <li>• Appointing Chairs of Local Governing Committees</li> <li>• Receiving reports concerning the performance of each School</li> <li>• Reviewing the annual performance of the Board, Local Governing Committees and committees of the Board and reporting to Members</li> <li>• Reviewing annually Terms of Reference (ToRs of the Board, its committees, Local Governing Committees and other committees or working parties</li> <li>• Reviewing and responding to requests to join the Trust and undertaking due diligence where appropriate</li> <li>• Agreeing and reviewing the Trust's strategic plans</li> <li>• Chairs Action may be used to make decisions and act on the Trust Boards behalf where it's not possible for the Board to meet can only be used for urgent issues such as when you believe that not acting now will be seriously detrimental to the Trust or its schools, any students or their parents or any staff member</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Establishing a Finance Committee and receiving reports relating to the financial health of the Trust as a whole and the Schools therein</li> <li>• Setting standards for delivery of the finance and business function of the Trust and its Schools and keeping them under review</li> <li>• Recommending a scheme of financial delegation to each School and reviewing performance within this</li> <li>• Ensuring that the Trust and its Schools adhere to the current Academies Financial Handbook</li> <li>• Monitoring performance against budget</li> <li>• Maintaining stability of the Trust's finances and monitoring cash flow and reserves</li> <li>• Establishing a General Reserves Policy and monitoring the financial security of all Schools against this</li> <li>• Reviewing requests from schools for additional financial support from the Cash Flow reserve</li> <li>• Ensuring that financial controls are adequate and that there are no related party conflicts of interest</li> <li>• Agreeing strategies for procurement and value for money</li> <li>• Agreeing the asset management strategy</li> <li>• Agreeing the external audit plan each year</li> </ul>
Service Delivery	<ul style="list-style-type: none"> <li>• Setting standards for excellence across all Schools</li> <li>• Ensuring executive leadership provides robust challenge and support to all Schools</li> <li>• Holding Local Governing Committees to account for implementation of development/improvement plans, working with</li> </ul>

	<p>the Chairs' Committee and using the minutes of LGCs</p> <ul style="list-style-type: none"> <li>• Determining Admissions Policies for Trust Schools following the review and recommendations of LGCs</li> <li>• Determining session lengths and term dates for Trust Schools working with the HTs of each school and the Trust's / CEO</li> </ul>
Premises and infrastructure	<ul style="list-style-type: none"> <li>• Approving any major capital programmes and projects</li> <li>• Ensuring that Trust wide communications are effective and compliant</li> <li>• Ensuring that all Trust property is well-managed, maintained, secure and safe and compliant with current legislative requirements</li> </ul>
Risk and compliance	<ul style="list-style-type: none"> <li>• Agreeing Risk Management strategy and monitoring performance against Risk</li> <li>• Ensuring that the Trust's affairs are conducted within the law and in accordance with generally accepted standards of performance and probity</li> <li>• Ensuring all statutory returns are agreed and deadlines met</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Establishing a Personnel Committee and receiving recommendations relating to: <ul style="list-style-type: none"> <li>○ Staffing structures</li> <li>○ Trust wide HR policies</li> <li>○ Pay Policies and remuneration strategies</li> </ul> </li> <li>• Delegating authority to the Trust Executive Team and in turn the leadership teams of each School</li> <li>• Ensuring that each LGC has a regular and robust appraisal policy, approved by the Trust's Personnel Committee which then moderates LGC recommendations at appraisal</li> <li>• Managing the appraisal and pay of executive leaders including the CEO</li> <li>• Managing the appointment and contracts of executive leaders including the CEO</li> <li>• Hearing appeals relating to HR matters following LGC First Committees</li> </ul>
<b>Local Governing Committees:</b>	
Composition	<p>Up to 12 members in the following ratios:</p> <ul style="list-style-type: none"> <li>• Up to 4 members of staff – drawn equally from teaching and non-teaching</li> <li>• Up to 4 parents, but no fewer than 2</li> <li>• Up to 4 community governors.</li> </ul> <p>The lead member of staff for the schools the Headteacher who is a voting member of the LGC.</p> <p><b>Chairs of LGCs will be appointed by the Directors of the Trust.</b></p>
Purpose	<p>For each school or schools under its governance each LGC will:</p> <ul style="list-style-type: none"> <li>• ensure that all pupils have access to a high-quality education in line with the values and principles of the Trust</li> </ul>

	<ul style="list-style-type: none"> <li>• monitor the implementation of the improvement plan</li> <li>• ensure the well-being and academic needs of students are met</li> <li>• ensure that all students are safeguarded</li> <li>• ensure that the PAN is fulfilled</li> <li>• report to the Directors on the information regarding performance and make Directors aware of any issues facing the school or schools</li> <li>• engage positively with all stakeholders of the school or schools, through a range of methods including: attendance at events, learning walks and school visits.</li> </ul>
Frequency of meetings	There shall be at least five full meetings of each LGC over the course of an academic year.
Compliance and Governance	<ul style="list-style-type: none"> <li>• Promoting high expectations for standards and pupil outcomes, setting challenging targets and communicating these to the Trust Board</li> <li>• Ensuring consistency, diversity and inclusion</li> <li>• Ensuring the School/s complies with all statutory curriculum and assessment requirements</li> <li>• Liaising with the Trust Board regarding Ofsted judgements and requirements</li> <li>• Monitoring the school's/ schools' website/s and ensuring all publishing requirements are met</li> <li>• Acting at all times as ambassadors of the School and upholding the good reputation of the Trust</li> <li>• Ensuring that the Code of Conduct is agreed and adhered to.</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Contributing to the delivery of the Trust's long-term strategic plan</li> <li>• Overseeing development of and monitoring the School's development/improvement plan</li> <li>• Recommending to the Board an attendance target for approval</li> <li>• Recommending to the Board annual student performance targets for approval</li> </ul>
Policy application and review	<p>For the school or schools for which the LGC is responsible:</p> <ul style="list-style-type: none"> <li>• Ensuring the implementation (but not creation) of Trust wide policies and providing relevant school specific appendices to Trust policies where necessary</li> <li>• Determining the Admission policy on an annual basis for ratification by the Trust Board</li> <li>• Monitoring the effectiveness of policy and practice particularly in relation to: <ul style="list-style-type: none"> <li>○ Safeguarding</li> <li>○ Behaviour and Attendance</li> <li>○ Curriculum and assessment</li> <li>○ Equality and diversity</li> <li>○ SEND</li> <li>○ Examinations.</li> </ul> </li> <li>• Developing and monitoring the implementation of non-statutory policies as necessary in relation to the work of the School/s.</li> <li>• Chairs Action may be used to make decisions and act on the LGC's behalf where it's not possible for the LGC to meet can only be used for urgent issues such as when you believe that not acting now will be seriously detrimental to the school, any students or their parents or any staff member.</li> </ul>

Performance Review	<ul style="list-style-type: none"> <li>• Conducting in-depth scrutiny of student outcomes</li> <li>• Carrying out regular reviews of student progress</li> <li>• Assessing the impact of intervention, and in particular the effective use of ring-fenced, funding such as Pupil premium, Sports Premium (Primary) and Year 7 Catch up (Secondary)</li> <li>• Ensuring that the School's benchmarking and QA processes are successful in driving continuous improvement.</li> </ul>
Education Provision and Service Delivery	<ul style="list-style-type: none"> <li>• Ensuring the provision of a broad and balanced curriculum</li> <li>• Ensuring a high standard of teaching and learning</li> <li>• Ensuring all pupils receive a high standard of pastoral care, advice and guidance including careers provision and PSHE</li> <li>• Overseeing the quality of learning progress and attainment for students with SEND and that of other vulnerable groups</li> </ul>
Stakeholder engagement	<ul style="list-style-type: none"> <li>• Ensuring that all members of the LGC have a recognisable presence in the School</li> <li>• Taking appropriate steps to ensure that stakeholders are aware of and able to comment on and inform the work of the LGC</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Receiving the budget from the School Business Manager / Trust Director of Finance and Resources</li> <li>• Receiving and understanding information on the financial performance of the School</li> </ul>
Premises	<ul style="list-style-type: none"> <li>• Ensuring that the School's land and buildings are clean, safe, secure and fit for purpose.</li> <li>• Ensure that the School's complies with all statutory and good practice requirements in line with the Health and Safety Policy.</li> <li>• Reporting and making recommendations to the Board in respect of issues relating to the school's/s land and buildings.</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Supporting the Head teacher or Head of School with the recruitment of effective teaching and support staff</li> <li>• Supporting the implementation of the Trust HR policies</li> <li>• Providing ad-hoc committees where required to deal with staff conduct and capability in line with the Trust's policies</li> <li>• Ensuring that the appraisal process is carried out in line with Trust policies</li> <li>• Undertaking (with the CEO) the performance appraisal of the Headteacher/Head of school</li> </ul>
General	<ul style="list-style-type: none"> <li>• Implementing and monitoring the Trust's Complaints Policy and ensuring that the School/s keeps records of all formal complaints</li> <li>• Where necessary designating a panel to hear formal complaints</li> <li>• Designating a panel to hear any appeal to lift or change the statutory requirements for review</li> </ul>

Approved by the UAT Board, July 2020