

Scheme of Delegation to Local Governing Bodies

Effective date: October 2016

1. Introduction

- 1.1. As a charity and company limited by guarantee, The Ironstone Academy Trust (the “Company”) is governed by a Board of Trustees (the “Directors” or “Trustees”) who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company.

Schemes of Delegation applies to all academies run by the Company. The Company has a scheme of delegation for good and outstanding schools and a separate scheme of delegation for sponsored academies. Categorisation of an individual academy is confirmed by the Trust.

The delegated authorities detailed in this Annex are set for good and outstanding academies within the Trust. These delegated authorities are subject to modification for sponsored academies (see Annex 5).

- 1.2. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3. In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on a committees (the “Local Governing Bodies”) which are established to ensure the good governance of the individual academies. The Local Governing Bodies are committees established by the Trustees and are at all times subject to any directions the Trustees may give. The terms of this delegation may be altered, suspended or withdrawn by the Trustees.
- 1.4. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, the respective roles and responsibilities of the Trustees and Governors of the Local Governing Bodies and the commitment to each other to ensure the success of each academy.
- 1.5. It is intended that a Local Governing Body shall be established for each Academy. For the avoidance of doubt a Local Governing Body may be delegated responsibility for more than one academy.
- 1.6. Certain decisions and actions in respect of the Company and the Academies are reserved to the Trustees. In general terms responsibility for the strategy, management and operations for each academy will be delegated to a Local Governing Body.
- 1.7. This Scheme of Delegation has been put in place by the Trustees from the Effective date in accordance with the provisions of the Company’s Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.

2. **Ethos and Trust Commitment**

2.1. The Commitment of the Company is to:

'Ironstone Academy Trust will build a partnership of schools. The Trust will put the need of pupils at the heart of their decision making and will, through collaborative working and challenge strive to meet their needs. Partners in the Trust will work and learn together. Our pupils will be confident, knowledgeable, well-managed and ready to take on the challenges that life brings and they will be well supported in meeting these aims.'

2.2. Each academy will have its own mission set by the Trustees which the Local Governing Body will implement.

2.3. Academies within the Company will work with each other in a co-operative and supportive manner; sharing expertise and specialisms. Academies within the Company will engage with other local schools and partners in order to ensure quality provision for young people and families within a community.

3. **Trustees' powers and responsibilities**

3.1. The board of Trustees, their powers and administration of their meetings and affairs is established in the Articles

3.2. The Trustees have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools. This is largely exercised through strategic planning and the setting of budgets and policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.

3.3. The Trustees have a duty to act in accordance with the Company's objects as set out in Article 4.

3.4. Trustees will have regard to the interests of all academies for which the Company is responsible in deciding and implementing any policy or exercising authority in respect of any one Academy.

3.5. Article 100 provides for the appointment by the Trustees of committees to whom the Trustees may delegate certain of the functions of Directors. In further recognition of the Directors power to delegate under Articles 101 and 104, responsibility for running each academy will be delegated to the committee established pursuant to this Scheme of Delegation known as a Local Governing Body.

3.6. The constitution, membership and proceedings of each Local Governing Body is determined by the Trustees and this Scheme of Delegation expresses such matters, acknowledging the authority delegated to the Local Governing Bodies in order to enable the Local Governing Bodies to run the Academies and fulfil the Company's Commitment and each academy's vision/mission.

4. **Coordinating Local Governing Bodies' work**

4.1. General provisions

4.1.1. It is vital to the reputation and the overall governance and management of the Company and the academies that the work of the Local Governing Bodies is coordinated to avoid the risk of waste, duplication, and inconsistency in the development and implementation of policies and procedures.

- 4.1.2. All Local Governing Bodies must work within a structure of openness and accountability to ensure that decisions are consistent with the Company's Commitment statement and the values and ethos of the academy.
- 4.1.3. Local Governing Bodies and their committees must ensure that other Local Governing Bodies, their committees and the Trustees are consulted and kept informed appropriately where they have, or are likely to have, an interest in the topic or matter
- 4.1.4. To ensure consistency of the Company's public relations and presentation of the brand, the Local Governing Bodies and any committee with any responsibility for marketing or any other public representations must clear their policies and press statements with the Executive trustees before issuing the material to the public.

5. **Delegated powers**

5.1. General provisions

- 5.1.1. Subject to provisions of the Companies Act 2006, the Articles and to any directions given by the Members of the Company following a special resolution and the decisions of the Trustees, the management of the business of each Academy are hereby delegated by the Trustees to the Local Governing Body who may exercise all the powers of the Company in so far as they relate to the Academy, in accordance with the terms of this Scheme of Delegation.
- 5.1.2. All actions of the Local Governing Body must be in furtherance or ancillary to the Object of the Company.
- 5.1.3. No alteration of the Articles and no such direction shall invalidate any prior act of the Local Governing Body which would have been valid if that alteration had not been made or that direction had not been given.
- 5.1.4. A meeting of the Local Governing Body at which a quorum is present may exercise all the power so delegated.
- 5.1.5. The Trustees retain responsibility for the business of the academies in so far as the business relates to all academies or multiple academies run by the Company.
- 5.1.6. In general terms, the responsibility of the Trustees in so far as the business of the Academy is concerned is to determine the policy and procedures of the Academy and to consider and respond to strategic issues. Whilst the Trustees are free to decide what constitutes a strategic issue, having regard to all the circumstances, unless a matter is identified as a strategic issue and/or is identified as being the responsibility of the Trustees under this Scheme of Delegation, the responsibility for such matter will be that of the Local Governing Body.
- 5.1.7. Except as provided for in this Scheme of Delegation, in addition to all powers hereby expressly conferred upon the Local Governing Body and without detracting from the generality of the powers delegated, the Local Governing Body shall have the following powers, namely:
 - 5.1.7.1. to expend certain funds of the Company as permitted by clause 5.3 in such manner as the Local Governing Body shall consider most beneficial for the achievement of the Object in so far as it relates to the Academy and to invest in the name of the Company such parts of the funds of the Company for which it has responsibility pursuant to this Scheme of Delegation as it may see fit and to direct the sale or transportation of any such investments and to expend the proceeds of any such sale in furtherance of the Object; and

- 5.1.7.2. to enter into contracts on behalf of the Company in so far as they relate to the Academy in accordance with clause 5.3 and subject to the limits and compliance authorised by the Trustees and set out in the Finance and Budget Manual.
 - 5.1.8. The delegated powers are delegated to the Local Governing Body as a whole.
 - 5.1.9. In the event of a situation requiring an immediate decision the Chair or in his/her absence the Vice-chair shall have authority to make a decision and/or take action on behalf of the Local Governing Body. Following any such decision or action the Chair or Vice-chair shall report their actions to the Local Governing Body as soon as reasonably practicable. The situation shall thereafter be managed in the usual way.
 - 5.1.10. In the exercise of its powers and functions, the Local Governing Body will consider any advice given by the Head of Academy and the Chief Executive of the Company as well as other Trustees.
 - 5.1.11. The Head of Academy and Governors shall ensure that finances are managed in line with the agreed financial protocol set out in the - Financial Regulations Manual as well as the Financial Planning and Top Slice Arrangements document.
- 5.2. Ethos and values
- 5.2.1. Whilst the Local Governing Body shall be responsible for ensuring that the Academy is conducted in accordance with its mission/vision and the values referred to in clause 2, the determination of each Academy's ethos and mission statement shall be the responsibility of the Trustees.
 - 5.2.2. At all times, the Trustees and the Local Governing Bodies shall ensure that the Academy is conducted in accordance with the object of the Company and any agreement entered into with the Secretary of State for the funding of the Academy.
- 5.3. Finance**
- 5.3.1 In the exercise of their financial duties, the Trustees shall ensure that the requirements and rules of the Funding Agreement and the Academies Financial Handbook are met.

In acknowledgement of the receipt by the Company of funds in relation to each Academy; including by not limited to grant funding provided by the Secretary of State, monies donated to the Company and monies generated from the activities of the Company or any group company, the Trustees delegate to each Local Governing Body the responsibility to manage and expend all monies received on account of the relevant Academy for the purposes of the Academy less an amount to be determined each year by the Trustees, which will include payment for centralised services. This amount is to be determined according to individual academy circumstances within a transparent framework. Funding allocations will be notified to the Local Governing Bodies by the start of each School year or within 21 days of receipt of notification from the EFA of the General Annual Grant for the Academy, normally received well in advance of the school year .

The Academy Trust as a whole must remain financially viable and therefore each entity within the Trust must remain viable. While the Trustees will endeavor to ensure that cash surpluses accrued by each Academy remain within that Academy's financial allocation, they reserve the right to allocate funds as they see fit in order to

ensure the ongoing viability of the Trust as a whole. In accordance with the Academies Financial Handbook, in allocating funds the Trustees shall have due regard to the funding needs and allocations of each individual academy and they will have an appeals mechanism in place.

All academies must conduct their financial transactions in line with the Company's Finance and Budget Manual, which sets out the mandate and control framework, and supporting set of financial policies.

All academies are subject to internal and external audit control and monitoring.

- 5.3.2 Each Local Governing Body will agree a finance plan with the Trustees in advance of each school year or as soon as possible thereafter.
- 5.3.3 Pursuant to clause 5.1.3 the Local Governing Body shall have the power to enter into contracts on behalf of the Company as set out in the Financial Handbook provided that:
 - 5.3.1.1. all contracts must be in the name of the Company.
 - 5.3.1.2. the authority of the Local Governing Body to enter into contracts is limited to the thresholds provided in the Finance and Budget Manual.
 - 5.3.1.3. any contracts must be signed by authorised signatories.
 - 5.3.1.4. the Local Governing Body shall first obtain written consent from the Trustees to enter into any contracts or expenditure for any single matter if the Finance Regulation Manual requires it.
- 5.3.2. The accounts of the Company shall be the responsibility of the Trustees but the Local Governing Body shall provide such information about the finances of the Academy as often and in such format as the Trustees shall require. Each Local Governing Body shall provide management accounts to the Trustees.
- 5.3.3. The Local Governing Body shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook and the Company's Financial Handbook are observed at all times as well as any requirement and recommendations of the Trustees and Secretary of State.
- 5.3.4. The Local Governing Body shall inform the Trustees of any need for significant unplanned expenditure and will discuss with the Trustees (and others as the Trustees shall require) options for identifying available funding.
- 5.3.5. The Local Governing Body shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy.

5.4. Premises

- 5.4.1. The land and buildings of each Academy are held and owned by the Company and any legal interests in the land and buildings to be granted or varied are reserved to the Trustees on behalf of the Company.
- 5.4.2. Informal lettings and use of the land and buildings may be managed by the Local Governing Bodies provided that no legal interest is granted.
- 5.4.3. The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Trustees.

- 5.4.4. Insuring the land and the buildings used by the Academy will be the responsibility of the Trustees who shall recover the cost from the budget delegated to the Local Governing Body either before or after the budget is delegated.
- 5.4.5. It shall be noted that the use of the land and buildings may be subject to legal restrictions on the legal title or in any lease to the Company. The Local Governing Bodies shall consult the Trustees on any aspect of the land and buildings that may require a consent from a third party, including but not limited to proposed building works, proposed leases or sharing occupation.
- 5.4.6. Subject to and without prejudice to clauses 5.3.2 and 5.4.4, the maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Company as the owner of such buildings and facilities.
- 5.4.7. The Local Governing Body shall in conjunction with the Trustees develop a four-year estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the Local Governing Body's responsibility to ensure the buildings and facilities are maintained to a good standard.

5.5. Resources

5.5.1. Executive trustees and Heads of Academy

- 5.5.1.1. The Trustees shall always take responsibility for appointing Executive trustee and the Heads of each Academy. The Trustees and Local Governing Body may delegate such powers and functions as they consider are required by the Head of Academy for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Trustees and Local Governing Body and for the direction of teaching and the curriculum at the Academy).
- 5.5.1.2. The Executive trustees will take the lead in appraising the Heads of Academy with involvement of the Chair of the Local Governing Body. The Board of Trustees' Chair and Vice-Chair will take the lead in appraising the Executive trustees together and may choose to invite an external adviser to assist them in this role.

5.5.2. Other staff

- 5.5.2.1. The Local Governing Body shall be responsible for the appointment of all other staff to be employed at the Academy on behalf of the Company provided that the Local Governing Body shall:
 - 5.5.2.1.1. comply with all policies dealing with staff issued by the Trustees from time to time;
 - 5.5.2.1.2. take account of any pay terms set by the Trustees;
 - 5.5.2.1.3. adopt any standard contracts or terms and conditions for the employment of staff issued by the Trustees provided that if doing so would result in a breach of a legal obligation or result or potentially result in a liability arising the Local Governing Body shall first consult the Trustee on the issue;
 - 5.5.2.1.4. manage any claims and disputes with staff members on behalf of the Company having regard to any advice and recommendations given by the Trustees; and
- 5.5.2.2. The Local Governing Body shall ensure that appropriate performance management is carried out on all staff in the Academy.

- 5.5.2.3. The Local Governing Body will delegate their powers and functions in regard to appointment and appraisal of all support staff (except those on the Leadership Team) and all temporary or fixed-term teachers to the Head of Academy.

5.6. Curriculum and standards

- 5.6.1. The Local Governing Body shall be responsible for agreeing and reviewing the curriculum and shall have due regard to any views of the Trustees in recognition of the Company's obligation to the Secretary of State to provide a broad and balanced curriculum.
- 5.6.2. The Local Governing Body shall be responsible for the standards achieved by the Academy and the students attending the Academy but shall follow such advice and recommendations of the Trustees as they might issue from time to time.
- 5.6.3. Any decision to expand the Academy shall be that of the Trustees but who shall have due regard to the views of the Local Governing Body.

5.7. Extended schools and business activities

- 5.7.1. Whilst the undertaking of any activities which would be described as part of the Academy's 'extended schools agenda' or any activities designed to generate business income, would be the responsibility of the Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the Trustees and having regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.
- 5.7.2. Any proposed activity which may or shall result in establishing a separate trading company shall be reserved to the Trustees.

5.8. Regulatory matters

- 5.8.1. The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Trustees but the Local Governing Body shall do all such things as the Trustees may specify as being necessary to ensure that the Company is meeting its legal obligations.

6. Operational matters

- 6.1. The Local Governing Body shall comply with the obligations set out in the Appendix 1 which deals with the day to day operation of the Local Governing Body.
- 6.2. The Local Governing Body will adopt and will comply with all policies of the Trustees communicated to the Local Governing Body from time to time.
- 6.3. Both the Trustees and all Governors of the Local Governing Body have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, honesty and objectivity in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 6.4. The Local Governing Body will review its policies and practices on a regular basis, having regard to recommendations made by the Trustees from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.

- 6.5. The Local Governing Body shall provide such data and information regarding the business of the Academy and the students attending the Academy as the Trustees may require from time to time.
- 6.6. The Local Governing Body shall submit to any inspections by the Trustees and any inspection by Ofsted.
- 6.7. The Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the Trustees.
- 6.8. In the event that intervention is either threatened or is carried out by the Secretary of State the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation in such circumstances.

7. **Conflicts**

- 7.1. In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

8. **Annual review**

- 8.1. The Scheme of Delegation shall operate in respect of each Academy from the Effective Date.
- 8.2. The Trustees will have absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provision of it.
- 8.3. In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Bodies.

(1) Summary delegation of decision making authorities and responsibilities for good and outstanding schools

Level 1 – MAT Trustees (including Executive Trustees)

Level 2 – Local Governing Body (and sub-committees)

Level 3 – Head of Academy

X – primary responsibility

* - consultation/participation

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
Finance	1.1	Establish a central budget for corporate services, and MAT charge to academies	X	*		<i>MAT charges to be discussed with the LGB</i>
	1.2	Approve the consolidated Trust Budget for the year (and 3 year financial plan)	X			
	1.3	Produce the financial academy budget for the year	*	X		<i>For final approval by Trustees</i>
	1.4	Monitor MAT expenditure	X			
	1.5	Monitor academy expenditure	*	X	*	<i>LGB to submit management accounts to Trustees as required</i>
	1.6	Approve the financial policies and procedures for the MAT and academies	X	*		
	1.7	Carry out financial processes in line with Financial policies			X	
	1.8	Appoint an Audit Committee	X			
	1.9	Appoint External Auditors and set out internal audit (RO regime)	X			<i>Trustees suggest auditors to the Members to formally approve</i>
	1.10	Review and respond to academy internal		X	*	

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
		audit findings				
	1.1 1	Investigate financial irregularities	X	*		
	1.1 2	Establish and monitor MAT strategic risk register	X			
	1.1 3	Establish and monitor academy level operational risks		X		
	1.1 4	Agree corporate and Trust-wide contracts for services	X			
	1.1 5	Agree local academy contracts or other binding agreements		X	*	<i>Authorities and limits as contained in the MAT Finance and Budget Manual</i>
	1.1 6	Authorise expenditure and make payments	X	X	X	<i>Authorities and limits as contained in the MAT Finance Regulation Manual</i>
	1.1 7	Approve charging policy for academy services	X	*		
	1.1 8	Ensure all corporate insurances are in place for MAT and academies	X			
	1.1 9	Investment Policy and treasury management	X			
	1.2 0	Capital programme approval	X			
	1.2 1	Ensure Pupil Premium funding is used to raise achievement of disadvantaged students	*	X	*	<i>To be reported to Trustees</i>
Staffing	2.1	Determine organisational structure of academy	X	*		<i>LGB/HoA to recommend for approval</i>
	2.2	Agree general employment terms and conditions (not an individual's pay/package) for staff, including pay structures and policy	X			
	2.3	Appoint the Head of Academy (selection	X	*		<i>Chair of LGB on selection panel</i>

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
		panel)				
	2.4	Appoint leadership staff (selection panel)	*	X		<i>LGB lead in conjunction with Exec Trustees on behalf of Trustees</i>
	2.5	Appoint other teaching staff (non-leadership)		*	X	
	2.6	Award TLR points			X	
	2.7	Appoint fixed-term and temporary teaching staff			X	
	2.8	Appoint support staff (non-leadership)			X	
	2.9	Set staff pay progression (senior leadership team)	*	X	*	<i>Subject to cross-MAT moderation and Exec Trustee involvement</i>
	2.10	Set staff pay progression (other staff)	*	X	*	<i>Subject to cross-MAT moderation</i>
	2.11	Set the Head of Academy's pay progression	X	*		
	2.12	Dismiss the Head of Academy	X	*		<i>MAT HR function must be involved prior to start of process</i>
	2.13	Dismiss other staff		X	*	<i>MAT HR function must be involved prior to start of process</i>
	2.14	Suspend the Head of Academy	X	*		<i>MAT HR function must be involved prior to start of process</i>
	2.15	Suspend other staff		*	X	<i>MAT HR function must be involved prior to start of process</i>
	2.16	Approve any non-contractual payments or arrangement (eg. discretionary severance payments) and Agree any early retirements, redundancies or other significant change in employment	X	*		
	2.17	Approve and keep under review appraisal policy (linked with pay and	X			

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
		capability policies)				
	2.18	Implement the appraisal and capability process in relation to the Head of Academy	*	X		<i>LGB lead in conjunction with Exec Trustee on behalf of Trustees</i>
	2.19	Implement the appraisal and capability process in relation to other staff			X	
	2.20	Establish company-wide code of conduct for staff	X	*		
Standards	3.1	Set challenging student progress targets (school level)	X	*	*	<i>Exec Trustee to work with LGB and HOA</i>
	3.2	Set challenging student progress targets (individual and cohort level)			X	
	3.3	Monitor student progress against targets (school level)		X	*	
	3.4	Monitor student progress against targets (individual and cohort level)			X	
	3.5	Evaluate the academy's impact on student progress against targets	*	X	*	<i>LGB lead with support from Executive Trustee</i>
Curriculum and Quality of Provision	4.1	Agree curriculum policy in line with regulatory and legislation requirements	*	X		<i>With input from Executive Trustee</i>
	4.2	Ensure agreed curriculum is taught		*	X	
	4.3	Evaluate impact of curriculum	*	X		<i>LGB with Exec trustee involvement</i>
	4.4	Monitor the quality of teaching		X		<i>HoA will report to LGB</i>
	4.5	Improve the quality of teaching			X	
	4.6	Ensure all students make progress			X	
Behaviour and Conduct	5.1	Establish and keep under review academy behaviour policy for students		X		<i>LGB to submit to Trustees for approval</i>

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
	5.2	Implement academy behaviour policy for students		*	X	
	5.3	Monitor impact of academy behaviour policy for students		X		
	6.1	Establish a disciplinary policy		X	*	
Discipline & Exclusions	6.2	Exclude a student			X	
	6.3	Review the decision to exclude a student		X		<i>Subcommittee of LGB</i>
	6.4	Direct reinstatement of a student		X		<i>Subcommittee of LGB</i>
Admissions	7.1	Establish annually the Academy admissions policy following consultation	X	*		<i>LGB to submit to Trustees for approval</i>
	7.2	Establish appeals policy, procedure and panel	X			
	7.3	Make admissions decisions (prior to appeal)		X		
Collective Worship	8.1	Ensure statutory requirements are met	*	X	*	
Premises & health and Safety	9.1	Insure the building(s)	X			
	9.2	Approve premises strategy and plans	X			
	9.3	Prepare and keep under review a compliant Health and Safety Policy	*	X		<i>LGB to submit to Trustees for approval</i>
	9.4	Implement the Health and Safety Policy			X	
	9.5	Monitor and evaluate the implementation of the Health and Safety Policy	*	X		
	9.6	Maintain buildings under a properly funded maintenance plan		X		
School Improvement	10.1	Prepare an improvement plan, including SMART	*		X	<i>With involvement from the Exec trustee</i>

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
		objectives and resource implications				
	10.2	Approve the improvement plan	*	X		<i>With involvement from the Exec trustee</i>
	10.3	Evaluate the impact of the improvement plan and overall academy performance	X			
Local Governing Bodies	11.1	Appoint/remove Governors	X			<i>CEO appoints individuals elected (parent and staff) and reports to board of trustees to ratify</i>
	11.2	Appoint/remove the Chair and Vice Chair of Governors		X		
	11.3	Establish register of Governors' business interests		X		
	11.4	Ensure potential conflicts of interest (pecuniary/personal) are declared and recorded at each meeting		X		
	11.5	Hold a meeting of the Local Governing Body at least once per term		X		
	11.6	Approve and set up a Governors expense policy	X			
School Organisation	12.1	Set times of school day and term dates		X		
	12.2	Consider changes to the category or admissions status of academies	X	*		
	12.3	Ensure academies open for required sessions per year		X		
Information for Parents	13.1	Provide parents with written reports on their son/daughter's achievement		*	X	
	13.2	Prepare and publish information for parents or school prospectus			X	

Area	Ref	Decision-making authority / responsibility	Notes			
			Directors / Trustees	LGB	HoA	
	13.3	Ensure provision of free school meals			X	
	13.4	Adopt and review home-school agreements		X	*	
Website	14.1	Include legal disclosures on corporate website(s)	X			<i>Company Secretary's responsibility</i>
	14.2	Publish required information relating to the academy on academy website		*	X	

Note that the Executive trustees of the Company may act on behalf of the Trustees or Company in taking on any of the duties delegated should the need arise.