



Coastal Learning  
PARTNERSHIP

## Scheme of Delegation

This policy has undergone an Equalities Impact Assessment in line with the requirements of the Public Sector Equality Duty

Committee:	Trust Board
Policy Ratified:	June 2022
Review Date:	June 2023

Additional School Procedure – N/A	
Committee:	
Procedure Adopted:	
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## 1. Introduction

- 1.1 Coastal Learning Partnership is the Multi-Academy Trust (“the Partnership”) that is the statutory body for all the schools within the Partnership as determined by the Secretary of State for Education. The Trust Board has overall legal responsibility for the standards and operation of all schools in the Partnership. The Partnership must comply with the provisions and responsibilities set out in a number of separate documents including:
- its Articles of Association
  - the Memorandum of Understanding between the Dioceses of Salisbury and Winchester
  - various Funding and Land Agreements with the Department for Education and the Dioceses
  - the Academies Financial Handbook as periodically updated and reissued by the Department for Education
  - the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013.
- 1.2 This document describes how the Partnership is structured to fulfil these responsibilities and sets out how it delegates aspects of these responsibilities to its committees and executives. The Trust Board will review this Scheme of Delegation at least annually. The Partnership and its schools seek to continually evaluate, improve and develop through strong, effective and accountable leadership at all levels. The aim is to establish clear and simple but effective accountability and governance.
- 1.3 Coastal Learning Partnership recognises, respects and values diversity and is committed to the spirit and requirements of the Public Sector Equality Duty. As such, every endeavour will be taken to maximise diversity across all aspects of governance.

## 2. Overview

2.1 In summary, the Partnership's governance consists of three levels:



2.2 **Members:** The Members are similar to the shareholders in a commercial company. They appoint, and may remove, the Trustees who operate the Partnership, hold the Trust Board to account, and are the only people able to amend the Articles of Association of the Partnership. There are up to 5 members; one appointed by each of the Dioceses of Salisbury and Winchester, one jointly appointed by these Dioceses, one non-diocesan appointment and the Trust Board Chair. Members collectively have a range of skills such as education, financial, legal, corporate business and cultural. Members are expected to meet typically twice per year.

2.3 **Trustees:** The Trust Board consists of trustees who are appointed to be responsible for the operation of the Partnership. Whilst the day-to-day management of the Partnership is delegated by the Trust Board to the Chief Executive Officer (CEO) and other members of the senior leadership team, the responsibilities of the Trust Board (as set out in statute) are:

- ensuring clarity of vision, ethos and strategic direction;
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and
- overseeing the financial performance of the organisation and making sure its money is well spent.

2.4 **Local Governors:** Each school has a Local Governing Body (LGB). Each LGB is a committee appointed by the Trust Board with delegated responsibilities, as set out with this scheme of delegation. The LGBs' core purpose is to support and challenge the quality of education provided by the school. Each LGB must respond to the context, status, needs and resources of its school community and its connections to the wider world.

### 3. Trustees

3.1 There are 12 trustees (including 6 with foundation status) forming the Trust Board which is the statutory Governing Board of each school within the Partnership. Trustees are appointed on the basis of the skills balance required for the Partnership including finance, legal, HR, project/business management, education and estates. The Trust Board will seek to establish some parental representation on the Board where possible although the primary aim is to establish the required breadth of skills which remains the core aim. The Chief Executive Officer (CEO) is the only remunerated Trustee. The Trust Board is expected to meet typically six times per year. The Trust Board has created several standing Partnership Committees (in addition to each LGB) whose responsibilities are set out in detail at section 3 with terms of reference at Appendix B of this document:

3.1.1 **The Achievement Committee** whose core purpose is to ensure that our pupils achieve as well as they possibly can. The Committee consists of at least five trustees, including the CEO. The Head of Learning and Achievement routinely reports to this committee. The Committee is expected to meet at least four times per year.

3.1.2 **The Resources Committee** whose core purpose is to ensure that resources, such as staff, assets, premises and finance, are used in best support of our educational aims. The Committee consists of at least five trustees including the CEO. The Heads of Finance, HR, and Commercial and Operations report routinely to this committee on matters pertaining to their responsibilities. The Committee is expected to meet at least four times per year.

3.1.3 **The Partnership Pay Committee** whose core purpose is to ensure that pay and rewards across the Partnership are appropriate, equitable and compliant. The Committee consists of 3 trustees. The CEO reports to this Board and may be supported in the role by the Head of HR. The Committee is expected to meet twice per year.

3.1.4 **The CEO Appraisal Committee** whose core purpose is to oversee the professional development and performance of the CEO, drawing on external advice as required. The responsibilities include establishing and reviewing performance objectives and making pay recommendations, as required by the relevant staff policies.

3.1.5 **Appraisal Committees for Headteachers** whose core purpose is to oversee the professional development and performance of those senior leaders. The committee will be chaired by the CEO or Head of Learning & Achievement and will include two Local Governors appointed by the relevant LGB. These appraisal committees will make pay recommendations for those leadership staff for consideration by the Partnership Pay Committee.

3.2 The Trust Board has not established a separate Audit Committee (which would be an obligation if the Partnership's income exceeded £50m). Audit oversight is included within the role of the Resources Committee.

Two panels are established for the consideration of personnel matters in line with the relevant HR policies:

3.2.1 **Personnel Panel:** to consider and make decisions about matters that require a panel to be established as defined in the Partnership's policies and may include matters such as staff capability, discipline and dismissal. This panel will be established as required and will typically consist of local governors and senior school leaders advised by the central team and/or external professionals as required.

- 3.2.2 **Personnel Appeals Panel:** to hear any appeal in respect of a staff decision taken by the Personnel Panel or by the Pay Committee. This panel will be established as required and will typically consist of Trustees advised by the central team and/or external professionals as required.
- 3.2.3 Additionally, the authority to establish a **Pupil Exclusions Appeals Committee** is delegated to the Chairs of the LGBs. Such a committee should be established to hear any appeal from pupils and their parents/carers regarding permanent and temporary exclusions or to consider a concern about the number of temporary exclusions a pupil has received, or if an excluded pupil is likely to miss public examinations.
- 3.3 This Scheme of Delegation defines where responsibilities are delegated. It does not describe how the responsibilities are fulfilled. This information is either determined through the executive structure (section 4 below) or is agreed by the Board and its committees as set out in relevant policies (see Appendix A).

## 4. Local Governors

- 4.1 Each LGB is expected to meet at least six times per year. The LGBs' responsibilities are set out in detail at section 3 below and their terms of reference are defined in Appendix B. LGBs are empowered to decide how they wish to organise and must publish their local roles and responsibilities. If any responsibilities are to be delegated (i.e. if an LGB wishes to operate local sub-committees), this must be approved by the Trust Board (in the case of an LGB of a former VA or VC school, consent must also be obtained from the relevant Diocesan Board of Education). Such approval is not required to create those sub committees as required by section 2 of this scheme of delegation. The Trust Board reserves the right to impose an operating model on an LGB if there are concerns that the LGB may not be delivering its core purpose effectively.
- 4.2 In deciding their organisational arrangements, LGBs must take account of the following requirements:
- 4.2.1 **The LGB can have any number of seats, up to a maximum of 12.**
- 4.2.2 **The Headteacher must be appointed to one of these seats**, providing he/she is willing to act as a Local Governor; in the event that the Headteacher is not willing to act as a Local Governor, another member of the school's SLT can be appointed to that seat; if the seat cannot be filled, it remains vacant (note: a Headteacher choosing to not act as a Local Governor is still required by their role to attend governors' meetings for the purpose of reporting, challenge and discussion).
- 4.2.3 **Foundation Local Governors: former VA or VC status of church schools must be reflected as follows:**
- Of those Local Governors appointed to former VA schools, the majority must be Foundation Governors (e.g. in a LGB with 9 seats, 5 must be Foundation);
  - Of those Local Governors appointed to former VC schools, 25% must be Foundation Governors, or as close to 25% as can be achieved without exceeding 25% (e.g. in a LGB with 9 seats, 2 must be Foundation, that representing 22%).
- 4.2.4 **Parent Governors:** each LGB must have two governors who are elected by the parent body and who are, at the time of their appointment, the parent, or an individual exercising parental responsibility, of a registered pupil at the school (if the number of parents standing does not exceed the number of vacancies, they should be appointed without an election). In the event that no parents choose to stand for parent governor vacancies, a person can be appointed who is the parent of a child within the age range of the school.
- 4.2.5 **Staff Governor: Each LGB must provide for one governor who is elected by the staff body** (or appointed if the number standing does not exceed the number of vacancies - this is additional to the Headteacher role). In the event that no staff members choose to stand, the vacancy can be filled with another Local Governor but the LGB will endeavour, with each subsequent relevant vacancy, to appoint from the staff.
- 4.3 Once an LGB has attended to the required seats (Headteacher, parent x2, staff x1, foundation as reflecting former status), all other seats are appointed as 'Trust-Appointed Governors' and should be filled according to the skills required within the LGB.
- 4.4 There may be occasions when it is appropriate for Local Governors appointed under one category to be moved into a different category if it assists the LGB with filling all seats, provided that the Local Governor is willing. For example, a Local Governor initially elected by the parents can subsequently be appointed as a foundation governor (subject to consent from the relevant DBE). One exception to this is that staff members cannot be appointed as foundation governors.

- 4.5 Each LGB must designate the following focus governors from within its number:
- Safeguarding
  - Health and Safety
  - SEND
- 4.6 In addition, LGBs are free to appoint to other focus roles if it assists with their overall function. These might vary year on year according to the school's particular areas of focus and improvement. For example, a school seeking to improve attendance levels might choose to have a governor appointed with this focus to stay close to the issue and report to the LGB. Examples might include:
- School improvement plan
  - Literacy
  - Numeracy
  - Pupil Premium
  - Sports Premium
  - Curriculum
  - Equalities
  - Attendance
  - Sustainability / green
  - SIAMS (for Church schools)



## 5. Delegation

5.1 The following tables set out where responsibilities are delegated to committees. Delegation to a school LGB may be withdrawn or modified by the Trust Board if required such as in response to a risk assessment or unfavourable evaluation/inspection evidence.

The table uses the following notation:

- **R - Responsible:** Those responsible for taking the decision or agreeing the policy
- **LR – LGB Recommendation:** Where LGBs are responsible for making local recommendations for approval by another body
- **C - Consulted:** Those who will be consulted prior to decisions or policies being agreed
- **I - Informed:** Those who are informed once the decision is made or the policy has been agreed.

### 5.2 Strategy and Risk

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
<b>Strategy and Risk</b>					
Receive annual report on performance of the Partnership against its charitable objects	R				
Set and uphold the mission, values and vision for the Partnership	I	R			C
Set and uphold the mission, values and vision for the school, ensuring that it is consistent with the Partnership’s overarching approach.		C			R
Determine the growth and development strategies for the Partnership	I	R			C
Approve and monitor the effectiveness of the Partnership strategic plan.	I	R	C	C	I
Determine whether the Partnership should enter into Funding Agreements in respect of new schools seeking to join the Partnership, considering relevant due diligence information	C	R			
Review the risks the Partnership faces, establish /maintain risk register and progress appropriate assessment and risk management strategies		C		R	I
Seek assurance that the Partnership has required and appropriate insurance arrangements in place.		I		R	I
Ensure overall Partnership business continuity plan and procedures are in place across all schools				R	LR

### 5.3 Policies and Admissions

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Establish and publish <i>partnership-wide</i> equalities objectives for the Trust, under the requirements of the Public Sector Equality Duty.		R			C
Establish and publish <i>local</i> equality objectives, taking account of those which exist across the Partnership.					R
Identify where Partnership wide policies will exist and which policies schools must adopt or may adapt or develop locally, including any delegated authority for approval		R			I
Approve relevant Partnership wide policies ensuring that appropriate regard is given to requirements under equalities legislation. (see Appendix A below)		R	R	R	
Approve school-specific additions to Partnership wide policies and local school policies, ensuring that appropriate regard is given to requirements under equalities legislation.		I			R
To ensure schools and the Partnership are operating in line with policies		R	R	R	R
Determine the admissions arrangements for each school, undertaking consultation accordingly; ensure that appropriate expertise exists for the implementation of determined arrangements.		R			C
Approve the final ranking of pupil places for main round applications, ensuring correct application of the oversubscription criteria.					R
Consider any applications for admissions outside of chronological age group, based on agreed partnership-wide principles.					R
Determine the Partnership exclusions policy.		R			
Establish a Pupil Exclusions Appeals Committee to hear any appeals related to exclusions.					R

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### 5.3 Teaching and Learning

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Approve, and receive reports of progress against, the school performance targets, including monitoring of specific cohorts such as pupils in receipt of pupil premium and those with special needs or disabilities		I	R		LR
Recommend processes and partners such that the Partnership can be assured, through external challenge, of the veracity of its internal assessment, development plans and improvement effectiveness		I	R		I
Approve the school's self-evaluation, including consideration of external reports and assessments		I	R		LR
Approve the school's improvement plan and monitor progress against milestones and outcomes		I	R		LR
Monitor and respond to levels of poor attendance, disruptive behaviour, bullying and discrimination			I		R
Ensure compliance with statutory SEND guidance			R		LR
Liaise with Ofsted and other inspectorate bodies as required, representing the statutory governing board of the schools within the Partnership.		R			R
Ensure that all staff and volunteers are aware of the imperative to keep all children safe, and trained to properly identify and respond to concerns		R	I		C

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## 5.4 Staff and Volunteers

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Determine Headteacher/Executive Headteacher arrangements for each school		R			C
Approve the school's Senior Leadership Team (SLT) structure.				R	LR
Ensure suitable staff are appointed to vacancies in the school's SLT (below HT or ExHT), in consultation with the central team.					R
Approve the school's overall staffing structure (below SLT) and ensure suitable staff are recruited to vacancies in consultation with the central team				C	R
Ensure staff are recruited to fulfil agreed vacancies in the approved central staffing structure			C	R	
Approve the staffing structure for the central team and ensure that appropriate staff are appointed to central vacancies.		R			
Appoint/dismiss Executive Headteachers / Headteachers and centrally appointed staff		R			C
Establish appropriate appraisal arrangements for all CLP staff		R			C
Approve overall recruitment, retention, succession and development plan based on overall staff structure and needs of the Partnership		C	C	R	C
Determine annual pay awards for centrally appointed staff through its pay committee.		R			
Approve pay recommendations for all staff through the arrangements and procedures outlined in the appraisal and pay policies.		R			LR
Review effectiveness of appraisal systems			R		C

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## 5.5 Finance

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Provided that the LGB has financial expertise, contribute to the development of the school's first-draft three year financial plan, based on local knowledge					R
Determine the three year financial plan and annual budget for the Partnership and for each school, considering any LGB recommendation.		R		C	I
Monitor the agreed budget throughout the year and advise the Board on any substantive deviation from the budget or forecast		C		R	I
Monitor effectiveness of Pupil Premium and Sports funding grants to schools			I		R
Put in place appropriate and effective internal audit processes		C		R	
Recommend appointment of external Auditor and respond to audit reports		R		C	
Appoint external Auditor	R	C			
Ensure appropriate benchmarking and best value assessments as Partnership and school levels		I		R	C
Ensure that the Partnership has effective processes for planning and overseeing all contracts		I		R	I
Put in place effective management of the Partnership's financial reserves		R		C	I

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## 5.6 Buildings and Infrastructure

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Approve capital improvement programme and funding for buildings and infrastructure where that funding is managed centrally (eg School Conditions Allocation)		I		R	
Approve capital improvement works where that funding is managed locally (e.g. Devolved capital formula and donations to school)				I	R
Approve capital works which require use of reserves, according to the criteria and limits documented in the financial handbook and capital business case process.		I		R	R
Where a capital (or other) project is submitted to the central team for consideration, ensure that it is appropriately and fully considered and challenged ahead of any submission.		I		R	LR
Review compliance with Health and Safety requirements				R	LR
Develop and operate an effective estates strategy.		I		R	I

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- **I - Informed:** Those who are informed once the decision is made or the policy has been agreed.

## 5.7 Stakeholder Engagement including parents

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Review and approve school brochure, website and other promotional material (electronic or paper)			I		R
Ensure that mechanisms exist to gather and analyse stakeholder views at the Partnership and local level; systematically gather such views trust-wide.		R			I
Arrange additional mechanisms as required to systematically gather and analyse stakeholder views locally.		I			LR
Publish statutory reports, documents and information regarding the Partnership		R			
Publish statutory reports, documents and information regarding the School					R
Act as a conduit for concerns, recommendations and sharing success between the local community and the Partnership		I			R

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## 5.8 Governance

Responsibilities	Members	Trust Board	Achievement	Resources	LGB
Appointment of foundation and non-foundation trustees	R	C			
Appoint designated trustees for oversight of: <ul style="list-style-type: none"> <li>Equalities/diversity</li> <li>Health &amp; Safety</li> <li>Risk Register</li> <li>Safeguarding</li> </ul>		R			I
Appoint Chair and Vice Chair of Trust Board and Committees		R			
Appoint LGB Chair for each school		R			LR
Appoint non-foundation and foundation governors to Local Governing Bodies <sup>1</sup>		I			R
Appoint or remove the Clerk to the Trustees		R			
Appoint or remove the Clerks to the LGBs		I			R
Determine school's Designated Safeguarding Lead (DSL) and other safeguarding roles as required by the Safeguarding and Child Protection Policy and Procedures.			I		R
Appoint designated local governors for: <ul style="list-style-type: none"> <li>Health and Safety</li> <li>Safeguarding</li> <li>SEND</li> </ul>		I			R
Maintain a Register of Business and Pecuniary Interests for all Members, Trustees and executive Partnership staff.		R			
Maintain a Register of Business and Pecuniary Interests for all local governors and senior school staff with financial responsibilities.					R
Review the Partnership's governance skills and effectiveness, and identify required recruitment, training and development.		R			LR

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- **C - Consulted:** Those who will be consulted prior to decisions or policies being agreed
- **I - Informed:** Those who are informed once the decision is made or the policy has been agreed.

<sup>1</sup> Whilst LGBs are responsible for appointing Local Governors below the Chair, the Trust Board reserves the right to overturn an individual appointment should it be considered necessary



## 6. Executive Structure

6.1 The Partnership employs senior leaders who are jointly responsible to the Board for developing and taking forward the vision, strategic direction and continual development of the Partnership. They are held accountable to the Trust Board through the internal management structure via the CEO and also, in the case of Headteachers, they report to their own Local Governing Body. Key roles, and their core responsibilities, are set out below.

Role	Responsibilities
Chief Executive Officer	<ul style="list-style-type: none"> <li>Develop and articulate the vision, values and ethos for the Partnership and establish the highest expectations of all who learn and teach within it.</li> <li>Be accountable and take responsibility for the performance of all schools within the Partnership</li> <li>Ensure the growth, sustainability and long term reputation of the Partnership</li> <li>Ensure that the Partnership fulfils all its legal and statutory duties.</li> <li>Along with the other members of the Executive Team, ensure that the Partnership remains 'outward facing', forming strong relationships and networks with other trusts and organisations'</li> </ul>
Head of Learning and Achievement	<ul style="list-style-type: none"> <li>Develop, continually improve and oversee the implementation of the Partnership's school improvement strategy;</li> <li>Enable Headteachers to bring about the continual improvement of their schools, especially but not exclusively those where there are performance concerns and/or particular challenges</li> <li>Support schools in the ongoing development of their wider ethos and culture, including Christian Distinctiveness where appropriate.</li> </ul>
Head of Finance and Operations	<ul style="list-style-type: none"> <li>Strategic leadership and direction of finance so that the Partnership is increasingly viable and self-improving</li> <li>Ensure that all aspects of financial management are efficient and effective throughout the Partnership</li> <li>Undertake the roles of Chief Financial Officer and Company Secretary. Enhance the Partnership's effectiveness by delivering sustainable cost reduction and income enhancement.</li> <li>Ensure that the Partnership's operations are efficient, effective and continually improving through strategic leadership and operational management of the Partnership's procurement, estates and facilities, H&amp;S, ICT and risk</li> </ul>
Head of Human Resources	<ul style="list-style-type: none"> <li>Be the strategic lead and externally facing representative of Human Resources for the Partnership, establishing it as an 'employer of choice'</li> <li>Promote decisions and approaches that ensure the Partnership is a diverse and inclusive environment which adopts a proactive approach to employee well-being</li> <li>Direct the development and delivery of a responsive, effective, professional and compliant HR service which is fully embedded across the Partnership.</li> </ul>

Role	Responsibilities
Headteachers	<ul style="list-style-type: none"> <li>• Evaluate school performance, identify and deliver continued improvements</li> <li>• Ensure that teaching and learning in all classrooms is always effective</li> <li>• Ensure school adheres to all Partnership policies including, but not limited to, safeguarding, health and safety, finance, and staff management</li> <li>• Recruit, manage and ensure the continued development of all school staff</li> <li>• Ensure school operates within the budget agreed by the Board and that the LGB is informed of budgetary constraints</li> <li>• Manage the school's facilities to ensure they are well suited to the education needs of pupils and meet all relevant statutory and legal standards.</li> </ul>

## Appendix A - Policy Framework

The Partnership will operate a consistent framework for all policies as outlined in the Policy Inventory which categorises policies as follows:

- **Mandatory:** Some policies will be mandated and must not be amended by schools. These will be approved by the Board or one of the Partnership -wide committees.
- **Directed:** Some policies will be directed but may require local additions either in the policy or reference information. These will require LGB approval after amendment.
- **Framework:** Some policies may be developed locally but must adopt a common framework or direction set by the Partnership. These will require LGB approval after development.
- **Local:** Some policies may be developed locally. These will require LGB approval after development.

The full policy development schedule is available in the secure areas of the Partnership website.

## Appendix B: Terms of Reference for each Committee

<b>Terms of Reference: Members</b>	
<b>Key Purpose</b>	To ensure the Partnership fulfils its objects as set out in the Partnership's Articles of Association
<b>Membership</b>	There are up to 5 members: one appointed by each of the Dioceses of Salisbury and Winchester, one jointly appointed by these Dioceses, one non-diocesan appointment and the Trust Board Chair.
<b>Role</b>	<ol style="list-style-type: none"> <li>1) Receive and comment on the Annual Report (which will be presented by the Chair of Trustees and sets out how the Partnership has performed during the previous year)</li> <li>2) Appoint/remove Members and Trustees (subject to provisions in the Articles of Association)</li> <li>3) Consider any proposed amendments to the Articles of Association</li> <li>4) Conduct any other business as requested either by the Chair of Trustees or by one or more of the Members, having given at least 14 days' notice.</li> <li>5) Appoint auditors</li> </ol>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Meet at least once per year at an Annual General Meeting, chaired by the Chair of the Trustees</li> <li>• Members will elect a Chair annually.</li> <li>• The members may hold additional meetings or make written resolutions between the Annual General Meetings as required.</li> <li>• The quorum for a Members meeting shall be 50% of Members (whether present in person, by proxy, or by electronic communication).</li> <li>• Fuller details setting out the rules of Member's activity, and how Members are appointed, are in Articles 12-44 of the Partnership's Articles of Association.</li> </ul>

<b>Terms of Reference: Trust Board</b>	
<b>Key Purpose</b>	To ensure clarity of vision, ethos and strategic direction; To hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and To oversee the financial performance of the organisation and making sure its money is well spent.
<b>Membership</b>	There are 12 trustees including 6 with foundation status. The Trustees are appointed on the basis of the skills balance required for the Partnership including finance, legal, HR, project/business management, education and estates. The Chief Executive Officer (CEO) is a Trustee.
<b>Role</b>	To undertake the responsibilities as set out in the Scheme of Delegation framework, having specific regard to ensuring that all delegated responsibilities are being fulfilled by the relevant sub-committees. Specific responsibilities include: <ol style="list-style-type: none"> <li>1) Set and uphold the mission, values and vision for the Partnership</li> <li>2) Determine the growth and development strategies for the Partnership</li> <li>3) Determine whether the Partnership should enter into Funding Agreements in respect of new schools making an application to join the Partnership</li> <li>4) To identify where Partnership wide policies will exist and which policies schools must adopt or may adapt or develop locally, including any delegated authority for approval</li> <li>5) To approve relevant Partnership wide policies as defined in the Partnership’s policies framework and ensure schools and the Partnership are operating in accordance with these policies</li> <li>6) Approve and monitor the success of the Partnership Improvement Plan</li> <li>7) Liaise with Ofsted and bodies as the statutory governing board of the schools within the Partnership</li> <li>8) Determine Headteacher arrangements for each school</li> <li>9) Appoint/dismiss CEO, Executive Management or Headteachers</li> <li>10) Establish appropriate appraisal arrangements for Headteachers</li> <li>11) Set the medium term financial plan and agree the annual budget plan for the Partnership and each school</li> <li>12) Recommend appointment of external Auditor to Members and respond to audit reports</li> <li>13) Put in place effective management of the Partnership’s financial reserves</li> <li>14) Publish statutory reports, documents and information regarding the Partnership</li> <li>15) Appoint Chair and Vice Chair of Trust Board and Committees</li> <li>16) Appoint LGB Chair for each School</li> <li>17) Appoint or remove the Clerk to the Trustees and Clerks to the LGBs</li> <li>18) Maintain a Register of Business and Pecuniary Interests for all Members, Trustees and executive Partnership staff.</li> <li>19) Review the Partnership’s governance skills and effectiveness, and identify required recruitment, training and development.</li> </ol>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Will nominate a Chair and Vice Chair annually</li> <li>• Meetings will occur a minimum of 6 times a year</li> <li>• Quorum is one half of the current members or three, whichever is the greater</li> <li>• 7 calendar days’ notice of any business to be conducted at a meeting</li> <li>• The schedule of meetings will be arranged to align with the overarching CLP Calendar of meetings to facilitate communication and reporting.</li> <li>• Shall evaluate their performance and overall governance performance annually.</li> </ul>

<b>Terms of Reference: Achievement Committee</b>	
<b>Key Purpose</b>	To ensure that our pupils achieve as well as they possibly can
<b>Membership</b>	Made up from at least 5 trustees on the Board including the CEO
<b>Role</b>	<p>To undertake the responsibilities as set out in the Scheme of Delegation framework, having specific regard to ensuring that the Partnership’s governance and oversight of pupil achievement (academic, personal and emotional) is effective.</p> <p>Specific responsibilities include:</p> <ol style="list-style-type: none"> <li>1) To approve relevant Partnership wide policies as defined in the Partnership’s policies framework and ensure schools and the Partnership are operating in accordance with these policies</li> <li>2) Approve, and receive reports of progress against, the school performance targets, including monitoring of specific cohorts such as pupils in receipt of pupil premium and those with special needs or disabilities</li> <li>3) Recommend processes and partners such that the Partnership can be assured, through external challenge, of the veracity of its internal assessment, development plans and improvement effectiveness</li> <li>4) Approve each school's self-evaluation, including consideration of external reports and assessments</li> <li>5) Approve each school's improvement plan and monitor progress against milestones and outcomes</li> <li>6) Ensure compliance with statutory SEND guidance</li> <li>7) Arrange mechanisms to assess parent satisfaction and consider outcomes</li> </ol>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Will nominate a Chair annually to be approved by the Trust Board.</li> <li>• Meetings will occur a minimum of 4 times a year.</li> <li>• Quorum is one half of the current members or three, whichever is the greater.</li> <li>• 7 calendar days’ notice of any business to be conducted at a meeting.</li> <li>• The schedule of meetings will be arranged to align with the overarching CLP Calendar of meetings to facilitate communication and reporting.</li> <li>• Shall evaluate their performance annually.</li> </ul>

<b>Terms of Reference: Resources Committee</b>	
<b>Key Purpose</b>	To ensure that resources, such as staff, assets, premises and finance, are used in best support of our educational aims
<b>Membership</b>	Made up from at least 5 trustees including the CEO as agreed annually by the Board
<b>Role</b>	<p>To undertake the responsibilities as set out in the Scheme of Delegation framework, having specific regard to ensuring that the governance and management of Partnership and Schools' resources is effective.</p> <p>Specific responsibilities include:</p> <ol style="list-style-type: none"> <li>1) To approve relevant Partnership wide policies as defined in the Partnership's policies framework and ensure schools and the Partnership are operating in accordance with these policies</li> <li>2) Review the risks that the Partnership faces, establish/maintain risk register and progress appropriate assessment and risk management strategies</li> <li>3) Ensure that Partnership is insured against appropriate risks</li> <li>4) Ensure overall Partnership business continuity plan and procedures are in place across all schools</li> <li>5) Approve overall recruitment, retention, succession and development plan based on overall staff structure and needs of the Partnership</li> <li>6) Ensure suitable business support staff are recruited to fulfil agreed vacancies in the approved staffing structure</li> <li>7) Monitor the agreed budget throughout the year and advise the Board on any substantive deviation from the budget or budget forecast</li> <li>8) Put in place appropriate and effective internal audit processes</li> <li>9) Ensure appropriate benchmarking and best value assessments as Partnership and school levels</li> <li>10) Ensure that the Partnership has effective processes for planning and overseeing all contracts</li> <li>11) Review compliance with Health and Safety requirements</li> <li>12) Monitor capital investment, premises condition and maintenance effectiveness.</li> </ol>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Will nominate a Chair annually to be approved by the Trust Board.</li> <li>• Meetings will occur a minimum of 4 times a year.</li> <li>• Quorum is one half of the current members or three, whichever is the greater.</li> <li>• 7 calendar days' notice of any business to be conducted at a meeting.</li> <li>• The schedule of meetings will be arranged to align with the overarching CLP Calendar of meetings to facilitate communication and reporting.</li> <li>• Shall evaluate their performance annually.</li> </ul>

<b>Terms of Reference: Local Governing Body</b>	
<b>Key Purpose</b>	To support and challenge the quality of education in the school
<b>Membership</b>	Up to 12 governors and is established to reflect its prior VC, VA or community status
<b>Role</b>	<p>To undertake the responsibilities as set out in the Scheme of Delegation framework, having specific regard to ensuring that all children within the school are receiving a high quality educational experience.</p> <p>Specific responsibilities are captured in the preceding delegation tables.</p>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Will nominate a Chair annually to be approved by the Trust Board.</li> <li>• Meetings will occur a minimum of 6 times a year.</li> <li>• Quorum is one half of the current members or three, whichever is the greater.</li> <li>• Seven calendar days' notice of any business to be conducted at a meeting.</li> <li>• The schedule of meetings will be arranged to align with the overarching CLP Calendar of meetings to facilitate communication and reporting.</li> <li>• Shall evaluate their performance annually.</li> </ul>



<b>Terms of Reference: Partnership Pay Committee</b>	
<b>Key Purpose</b>	<p>Ensure that pay and rewards across the Partnership are appropriate, equitable and compliant.</p> <p>Determine annual pay awards for the CEO, Headteachers and central staff for whom the STPCD is applicable, based on relevant input from local appraisal and pay committees</p> <p>Consider, and make a final determination on, pay recommendations regarding Headteachers, CEO and Central Team.</p>
<b>Membership</b>	<p>Three Trustees appointed by the Trust Board.</p> <p>The CEO cannot be a member of the Pay Committee.</p> <p>The CEO may be invited to attend in an advisory capacity</p> <p>It is recommended that, if possible, no-one on the CEO's appraisal committee is also on the CLP Trustee Pay Committee.</p> <p>At least one of the three committee members must have undertaken relevant Pay Committee training in the last three years.</p> <p>Other advisory, non-voting, members may be appointed from time to time, depending on the specialist need as decided by the Committee Chair.</p>
<b>Role</b>	<p>To undertake the responsibilities as set out in the Scheme of Delegation framework, having specific regard to ensuring that all children within the school are receiving a good education</p> <ul style="list-style-type: none"> <li>• To approve relevant Partnership wide policies (see Appendix A)</li> <li>• Determine annual pay awards for the CEO</li> <li>• Review effectiveness of appraisal systems</li> <li>• Approve progression and pay recommendations for all staff</li> </ul>
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Will nominate a Chair annually</li> <li>• Meetings will occur twice a year</li> <li>• Quorum is three trustees</li> <li>• All meetings will be minuted</li> <li>• The Chair of Trustees will communicate decisions on the pay of the CEO and this will be confirmed in writing</li> </ul>