



Purposeful **Collaboration** | Aspirational **Curriculums** | Heart of the **Community**

# Scheme of Delegation



Excellence in Learning

Purposeful **Collaboration** | Aspirational **Curriculums** | Heart of the **Community**

### Document Control

Prepared by	Osprey Learning Trust
Authorised by	Board of Trustees
Published Location	<a href="http://www.ospreylearningtrust.co.uk">www.ospreylearningtrust.co.uk</a>
Other documents referenced	Articles of Association Trust Finance Policy Academy Trust Handbook

### Version Control

Version	Date Issued	Author	Update Information
V1.0	November 2018	Teignmouth Learning Trust	First version
V1.1	May 2019	Osprey Learning Trust	Change of name
V1.2	September 2019	Osprey Learning Trust	Change of Committee Structure
V1.3	November 2019	Osprey Learning Trust	Addition to LGB appointments being approved by the Board.
V1.4	November 2020	Osprey Learning Trust	Review following annual stakeholder consultation.
V1.5	February 2021	Osprey Learning Trust	Review following consultation with the Diocese.
V1.6	February 2022	Osprey Learning Trust	Amendment of terminology following consultation with the Diocese.

# **CONTENTS**

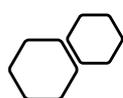
- 1 VISION, AIMS AND OBJECTIVES**
- 2 SCHEME OF DELEGATION**
- 3 GOVERNANCE OVERVIEW**
- 4 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES**
- 5 LGB APPOINTMENT PROCESS**
- 6 COMPOSITION OF LOCAL GOVERNING BODIES**
- 7 LGB REMOVALS AND DISQUALIFICATIONS**
- 8 INTERVENTION TRIGGERS**
- 9 TABLE OF RESPONSIBILITIES**

# 1 VISION, AIMS AND OBJECTIVES

Our strategic intention is to harness our strengths through collaboration, mutual respects and commitment in order to ensure pupils from all backgrounds are able to succeed.

Our ambition is to work collaboratively with all partner schools to provide outstanding school improvement, exceptional teaching and learning strategies and combined educational services. Robust leadership, quality professional development and an inclusive ethos across the Trust are seen as key elements of our current and future success.

The Vision of the Trust is aligned with, and strengthened by, the four elements of Wisdom, Hope, Community and Dignity contained in the Church of England Vision for Education (July 2016). In particular the strongly principled emphasis on compassion, empathy, understanding and respect that form the core of values in the Trust schools are anticipated to provide the building blocks for future growth.



Excellence in Learning through;



Purposeful  
**Collaboration**



Aspirational  
**Curriculums**



At the heart of the  
**Community**

## 2 SCHEME OF DELEGATION

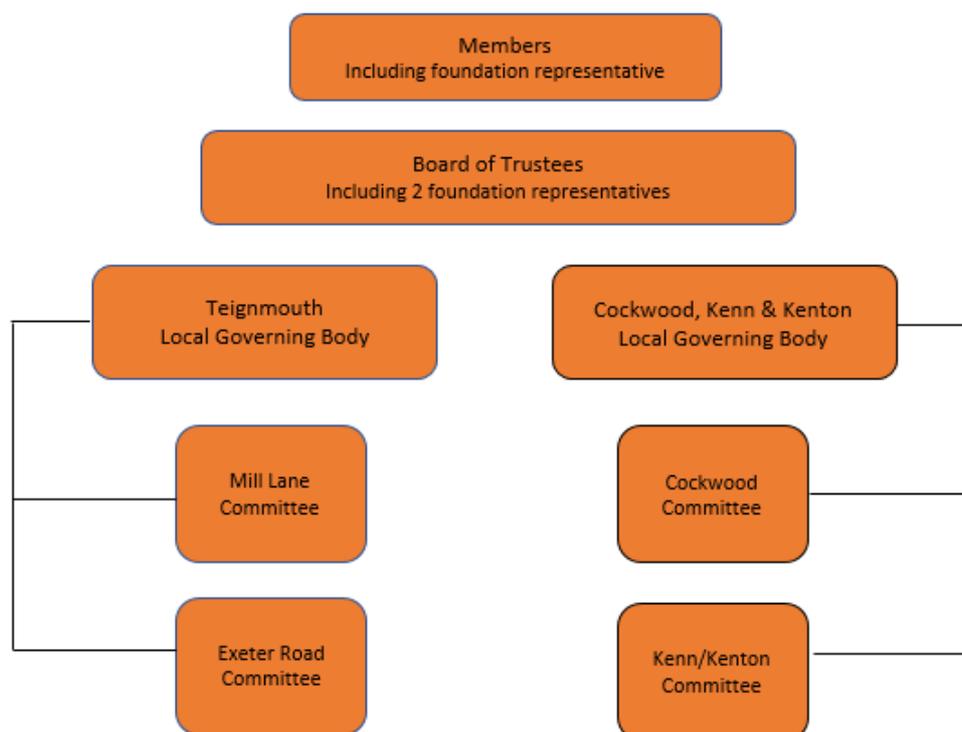
This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its schools.

The SoD sets out the delegation by the Trustees under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in section 4 (Layers of Governance: Roles and Responsibilities) of this SoD.

This SoD should be read in conjunction with the Trust's Articles of Association.

This SoD will be reviewed on an annual basis by the Board of Trustees, or more frequently if required. In the event that any material changes are proposed to this SoD, the Board of Trustees will have regard to any representations of the Local Governing Body LGB. However, this SoD may only be altered or revoked by the Board of Trustees.

### 3 GOVERNANCE OVERVIEW



### 4 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

The Trust's three core layers of governance are Members, Trustees and Local Governing Bodies. We have set out below an overview of the key roles and responsibilities across the different layers of governance.

#### **Members**

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association (a document that sets out the powers of the Trust itself and those of the Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed

to the Board of Trustees by the Members. The Members can also remove Trustees. The Board of Trustees submits an annual report to the Members on the performance of the Trust in the company annual report.

## **Trustees**

The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and this SoD. The Board of Trustees is the accountable body for the performance of all schools within the Trust and, as such, must:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff; and
3. Oversee the financial performance of the Trust, ensuring financial probity and value for money.

As mentioned above, the Trust is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements.

Best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Board of Trustees is permitted to exercise all the powers of the Trust. The Board of Trustees will delegate, to the CEO, responsibility for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where changes to the Board of Trustees are at issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking part or full delegation.

## **Payment of Trustees**

Very importantly, because the Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Financial Handbook. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role that he or she has taken on.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. In short, there are three circumstances in which Trustees may be paid by the Trust:

1. **Reimbursement of reasonable expenses**, properly incurred when acting on behalf of the Trust. Please note that this is at the discretion of the Board of Trustees. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed and any expenses incurred may be subject to scrutiny by the ESFA.
2. **Payment for services provided outside the role of a Trustee.** This is subject to very strict rules and legal advice must be sought when considering payment of this kind.
3. **Payment of salary** to staff Trustees or the Headteacher in their capacities as employees and not as Trustees.

In summary, payment of Trustees must be considered carefully and properly documented fully taking into account the Articles of Association and the Academies Financial Handbook. This SoD only sets out a very brief summary of the issues surrounding payment of Trustees and is not intended to be a substitute for detailed advice on this subject. Please refer to the Trust policy for Trustee and Local Governor Expenses.

### **Conflicts of Interest**

A conflict of interests is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As the Trust is both a private company and an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty derives from company law and is imposed on Trustees by virtue of their position as company directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interests or where it is reasonably perceivable that an actual conflict could emerge.

### **The Trust's Committees**

**Finance, Audit and Risk Management Committee:** The Finance, Audit and Risk Management Committee will monitor the integrity of the Trust's financial statements, financial performance, internal financial controls, internal control and risk management. It will also review the effectiveness of the internal audit function along with overseeing the Trust's Risk Register to ensure transparency; and any issues or risks are being managed. The Committee will report back to the Board of Trustees on how it has discharged its responsibilities.

This committee will also hold the function of Human Resources which ensures that all aspects of human resources of the Trust are being effectively managed and in line with statutory regulations. Health and safety compliance will also be reported to this committee.

In addition, this committee will ensure that the systems and estates resources of the Trust are being effectively managed and provide guidance to the Board of Trustees and the Executive Team on all matters relating to Trust Physical Resources including, but not limited to fixed assets, school equipment and IT infrastructure. They will consult with the Diocesan Property Department in relation to church school premises.

**Performance Committee:** The Performance Committee will monitor the performance of all schools within the Trust. It is also responsible for monitoring schools against the trigger points outlined in the scheme of delegation and reporting to the Board of Trustees. It is also responsible for ensuring that all schools are prepared for any external inspections, including SIAMS.

**Vulnerable Children Committee:** The Vulnerable Children Committee ensures the Single Central Record across the Trust is compliant along with monitoring and responding to attendance, behaviour, SEND, and safeguarding data provided by the school headteachers and the CEO.

### **The Trust's Links:**

**Careers:** The link will ensure that independent careers guidance is provided across the Trust schools to raise aspirations of all pupils and Trust schools work in a partnership with local employers, other education and training providers such as colleges, universities and apprenticeship providers.

**Chairs's Group:** The Chairs Group is comprised of the Chair of Trustees and all Chairs of the LGBs to ensure effective governance and communication is maintained across the Trust.

**Ethos:** The Ethos link will ensure that the values set out in the Vision Statement are embedded in all the actions and activities of the Osprey Learning Trust and hold the executive accountable for the inclusion of these values. The link will also ensure the Christian Distinctiveness is maintained within schools that have Christian foundations.

**Policy Review Group:** The policy review group are responsible for reviewing all Trust policies in detail prior to adoption by the Full Board.

**Executive Team:** The Executive Team comprises the CEO, CFO, COO and any other person invited at the discretion of the CEO.

The Executive Team meet on a fortnightly basis (or more often if required), and work collectively to deliver school improvement priorities across the Trust by sharing expertise and transforming practice.

**CEO:** The CEO is the accounting officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has been delegated responsibility for the operation of the Trust, including the performance of the Trust's schools and is responsible for all staff across the Trust.

The CEO reports to the Board of Trustees on the performance of the Trust including performance of the Trust's schools, which is also supplemented by monitoring reports from the LGBs.

**Headteachers:** Headteachers are responsible for the day-to-day management of their schools. Headteachers are directly line - managed by and accountable to the CEO.

**Local Governing Bodies** : The Local Governing Bodies (LGBs) are committees of the Board of Trustees and have delegated decision-making powers in accordance with this SoD and their Ofsted grading (see Table of Responsibilities). The LGBs shall each hold at least three meetings in every school year.

There are eight elements to effective governance:

1. The right people around the table;
2. Understanding the role and responsibilities;
3. Good chairing;
4. Professional clerking;
5. Good relationships based on trust;
6. Knowing the school – its data, staff, parents, children and community;
7. Commitment to asking challenging questions; and
8. Confidence to have courageous conversations in the interests of the pupils.

Each LGB meeting shall be minuted and a copy of those minutes must be provided to the Board of Trustees within seven days of the meeting. If the minutes cannot be provided, the Chair of Trustees must be notified immediately.

The Trustees recognise that information must flow both ways and therefore copies of the Board of Trustees' meeting minutes will be made available to the LGBs via the Trust's Governor Portal.

The minutes of the proceedings of a meeting of the LGB shall be drawn up and kept specifically for this purpose, by the person authorised to keep the minutes of the

LGB. They shall be signed (subject to the approval of the members of the LGB) at the same meeting, or the subsequent meeting, by the person acting as the Chair of the respective meeting.

The minutes shall include a record of all governor appointments made by the LGB. They shall also include a record of all proceedings at meetings of the LGB, and of committees of the LGB, including the names of all persons present at each meeting.

The Chair or Clerk shall ensure that copies of minutes of all meetings of the LGB shall be provided promptly to the Board of Trustees when requested.

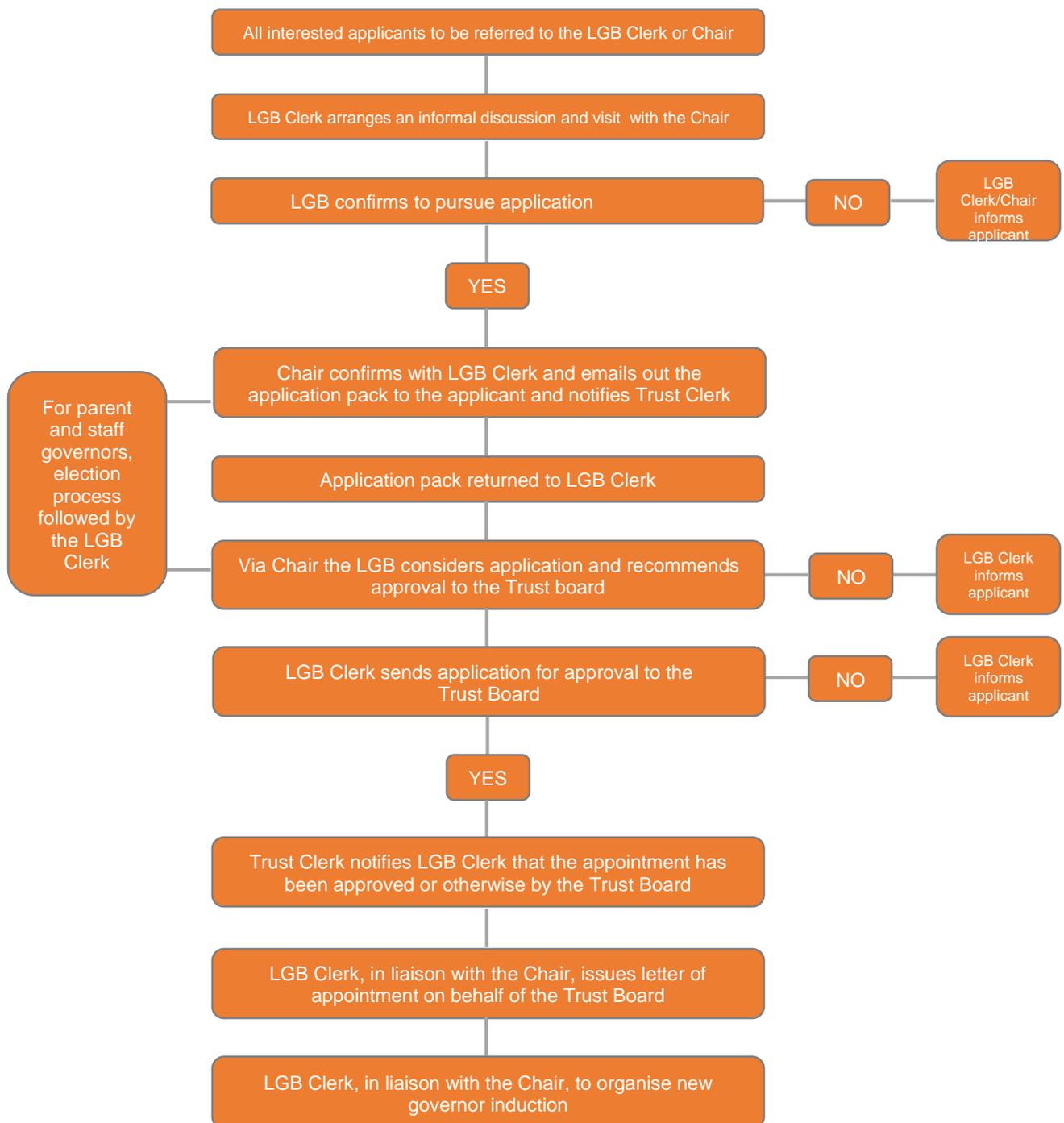
As set out in the Trust's Articles of Association, the Board of Trustees establishes the LGBs and ensures that, as a minimum, two parents are elected or appointed to them. The Board of Trustees will determine what powers will be delegated to the LGBs.

**Clerking:** Each LGB and the Board of Trustees has a Clerk. The Clerk to the Trustees supports the Clerks to the LGBs. As a team, these bodies will communicate appropriately to facilitate sharing of best practice strategies, common processes and systems. They may discuss documentation needed to be produced, and will provide support, guidance and assistance to each other when needed.

The Clerks to the LGBs are given a window of time within which meetings must be arranged, to allow flexibility. Minutes of full LGB meetings must be available in advance of the next meeting of the Board of Trustees following the full LGB meeting. Similarly, minutes of meetings of LGB committees must be available in advance of the next meeting of the relevant Trust committee.

The meeting minutes must be sent to the Clerk to Trustees and to the Clerk of the LGB no later than a week before the relevant Trustee and or LGB meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

## 5 LGB APPOINTMENT PROCESS



## **6 COMPOSITION OF LOCAL GOVERNING BODIES**

The number of employees of the Trust on the LGB, including Headteachers, cannot exceed one third of the total number of governors on the LGB. When seeking to find new governors to join the LGB, the existing LGB governors should seek to ensure that the governors serving on the LGB between them have an appropriate range of skills and experience and that due attention is given to succession planning.

In the case of the church schools, foundation governors will be appointed. The foundation governors will have special care for the church schools' Christian distinctiveness as detailed in Article 101B.

Subject to the nominee being approved by the Board of Trustees, the Chair of the LGB shall be elected by a majority vote of the LGB governors. Where there is an equal division of votes, the appointment shall be made by a majority vote of the Board of Trustees. However, the Board of Trustees reserves the right to remove or appoint a Chair if the need arises. The Chair of the LGB must not be an employee of the Trust.

A person appointed to the LGB must be over eighteen at the date of appointment. In addition, no current pupil of the school is entitled to serve as an LGB governor.

Whilst the LGBs are responsible for proposing the constitution and membership of their own LGB, the Board of Trustees is still ultimately accountable and, therefore, the Board of Trustees must approve the constitution of the LGB, including any changes to its constitution or membership.

## Local Governing Body

Type of Governor	Term of Office	How they are appointed
Headteacher	Ex Officio	N/A
Chair of LGB	By annual election	Elected by LGB using their chosen procedure and approved by the Board of Trustees.
Vice Chair of LGB	By annual election	Elected by LGB using their chosen procedure and approved by the Board of Trustees.
Co-Opted Governors	4 years	Co-opted Governors can be nominated by the LGB for a particular skill set and approved by the Board of Trustees.
Parent Governors (maximum 2)	4 years	Parent governors shall be appointed or elected by the parents of the school. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent governors.
Staff Governors (maximum 4)	4 years	Staff governors shall be elected by the staff of the school. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff governors.
Foundation Governors (for church schools, maximum 2)	4 years	Foundation governors are recommended by the relevant Church authority to uphold the foundation of the church schools and appointed by the Board of Trustees.
Associate Governors	1 year	Associated Governors can be nominated by the LGB and appointed by the Board of Trustees. They hold no voting rights.

## 7 LGB REMOVALS AND DISQUALIFICATIONS

A Governor shall no longer serve on the LGB if he or she:

- resigns by giving notice in writing to the Chair of the LGB, who must forward a copy of the letter to the Chair of the Trustees;
- is removed by the Board of Trustees, with notice given in writing. A copy of the notice is then forwarded to the Chair of the LGB;
- is the subject of a recommendation to be removed, sent to the Board of Trustees by the Chair of the Trust. He or she is then removed by the Board of Trustees, with notice given in writing, and a copy of the notice is then forwarded to the Chair of the LGB;
- becomes incapable, by reason of mental disorder, illness or injury, of managing or administering his or her own affairs;
- is absent without the permission of the governors of the LGB from all meetings of the LGB held within a period of six months, and the GB resolves that his or her office be vacated;
- is a staff governor and no longer works for the school of which he or she is a governor;
- is a parent governor but his or her child no longer attends the school of which he or she is a governor. Parent governors remain until the end of their term of office following their child leaving the school.
- has had his or her estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
- is subject to a disqualification order under the Company Trustees' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;
- is subject to an order of the Charity Commission removing him or her from the office of charity Trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which he or she was responsible, or to maladministration of which his or her conduct contributed;
- is included in the list kept by the Secretary of State under Section 1 of the Protection of Children Act 1999;
- is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
- is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;

- has a direction made against him or her under section 142 of the Education Act 2002, or he or she is subject to a prohibition order which takes effect as if contained in this direction;
- has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and
- does not provide the Chair of the LGB with a Disclosure and Barring Service (DBS) at an enhanced disclosure level. In the event that the certificate discloses information which in the opinion of the Chair or the Headteacher confirms that person's unsuitability to work with children, that person shall be disqualified.

The removal and disqualification of Trustees is set out in the Trust's Articles of Association, and summarised in section 9 of this SoD.

## 8 INTERVENTION TRIGGERS

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust desires to delegate many areas of decision making to individual schools but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For schools Ofsted rated level 1 (Outstanding) and level 2 (Good), the Board of Trustees delegates high levels of autonomy to the LGB as set out in section 9.

However, if at any time:

- a) Ofsted or Statutory Inspection of Anglican and Methodist Schools (SIAMS) rate the school as a level 3 (Requires Improvement) or 4 (Inadequate/ineffective as a church school);
- b) the school is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- c) an event occurs at or in relation to the school which is significantly damaging to the reputation of the Trust;
- d) the LGB does not act in a way which would be considered appropriate behaviour for a governing body by the Board of Trustees; or
- e) any event analogous to the above events occurs at or in relation to the school,

then the Board of Trustees may, at their discretion, decide to alter or revoke the authority delegated to the LGB until such time as the Board of Trustees is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representations made by the LGB.

In addition, the CEO will use key performance indicators (KPIs) as a tool for determining where support is required. If having identified support the school's performance continues to be of concern, the Trustees may alter or revoke delegated authority.

## 9 TABLE OF RESPONSIBILITIES

Duties are delegated through a Trust Policy or through this SoD. This SoD will clarify that a duty has been delegated; the Trust Policy will detail the process for how this duty is delegated and undertaken.

People	Delegated Duties
<b>Members Appoint/Remove</b>	The Members appoint and remove Members in accordance with the Articles of Association, subject to the written approval by Diocesan Board of Education under Article 16.
<b>Trustees Appoint/Remove</b>	<p>The Members (collectively) may appoint and remove Trustees in accordance with the Articles of Association. Trustees cease to hold office if they are removed by ordinary resolution of the Members, or if their term expires.</p> <p>The Exeter Diocesan Education Network (EDEN) may also appoint Trustees of its choosing, provided the total number of Trustees they appoint do not represent more than 25% of the Board of Trustees, EDEN may remove those Trustees whom they have appointed.</p> <p>Trustees can also be disqualified in accordance with the Articles of Association.</p>
<b>CEO Appoint and Dismiss</b>	The Board of Trustees appoints and dismisses the CEO in consultation with the Diocesan Director of Education.
<b>COO Appoint and Dismiss</b>	The Board of Trustees appoints and dismisses the COO in consultation with the CEO.
<b>CFO Appoint and Dismiss</b>	The Board of Trustees appoints and dismisses the CFO in consultation with the CEO.
<b>Chair and Vice Chair of the Trust Board Appoint and Remove</b>	The Trustees elect the Chair and Vice Chair of the Board who can resign office at any time or be removed in accordance with the Articles of Association.

**Governance Professional to the Board of Trustees** The Trustees appoint and remove the Governance Professional to the Board of Trustees.

**LGB Appoint / Remove** The LGB recommends the appointment and removal of the Chair of the LGB and notifies the Board for approval. The Chair of the LGB can hold this position for a maximum of two terms, at any one school. The Chair of the LGB shall be elected annually.

**Clerk to the LGB** The LGB appoints and removes the Clerk to the LGB, which is approved by Board.

**LGB Parent Governor election Appoint / Remove** The LGB undertakes the election process for the appointment of the parent governor and notifies the Board of Trustees for approval. The LGB recommends the removal of a parent governor to the Board for approval.

**LGB Staff Governor election Appoint / Remove** The LGB undertakes the election process for the appointment of the staff governor and notifies the Board of Trustees for approval. The LGB recommends the removal of a staff governor to the Board for approval.

**LGB Co-opted Governor Appoint / Remove** The LGB recommends the appointment and removal of the LGB Co-opted governors subject to the approval of the Board.

**Training programme for Trustees** The Chair of Trustees is responsible for ensuring there is a suitable training programme in place for Trustees.

**Training programme for Local Governors** The Chair of Governors is responsible for ensuring there is a suitable training programme in place for their respective Local Governors.

## Systems and Structures

<b>Articles of Association Agree and Review</b>	The Board of Trustees review, amend and update the Articles of Association for the Members and Secretary of State to approve.
<b>Governance Structure for the Trust Agree and Review</b>	The Board of Trustees is responsible for the Governance Review in line with the Academy Trust Handbook, and for approving the Governance Structure of the Trust. The Board of Trustees will carry out an internal annual review and if necessary will utilise support from external advisers.
<b>Scheme of Delegation Agree and Review</b>	The Board of Trustees is responsible for producing and approving the Scheme of Delegation in consultation with the LGBs and with written consent of the Diocesan Board of Education.
<b>The Trust Board and LGB Self-Review</b>	The Trust Board and LGB will conduct an annual self-review of their own performance using a Skills Audit.
<b>Register of Business Interests</b>	Individual Members, Trustees, LGB governors and senior leadership staff are responsible for completing, submitting and reviewing their own Register of Business Interest forms. The Clerk to the Trust is responsible for compiling and updating the register for the Board of Trustees and the Members. The Clerk to the LGB is responsible for compiling and updating the register for the LGB.
<b>Publishing the Trust's Governance Information on the Trust's Website</b>	The Trust Governance Officer is responsible for publishing and maintaining governance documents and information on the Trust website, with compliance to be monitored by the Board of Trustees.
<b>Publishing LGB Governance Information on the School's Website and Portal</b>	The Clerk to the LGB is responsible for publishing and maintaining governance documents and information on the school's website and area of the portal, with compliance to be monitored by the LGB.

**Terms of Reference and Annual Cycle of Business for the Board of Trustees Agree and Review**

The Trust Governance Officer is responsible for producing the Terms of Reference and Annual Cycle of Business and obtaining Board approval.

**Terms of Reference and Annual Cycle of Business for the LGBs and its Committees - Agree and Review**

The Clerk to the LGB is responsible for producing the Terms of Reference and the Annual Cycle of Business and obtaining Board approval.

**Holding to Account**

**Monitoring the Single Central Records (SCR)**

The LGBs are responsible for reviewing the SCR for their individual school.  
The Trust DSL is responsible for reviewing the SCR for the Trust Board of Trustees, Executive Leadership Team and Central Services.  
The Vulnerable Children Committee monitors compliance overall.  
The Trust DSL is responsible for ensuring SCR compliance across the Trust.

**Managing H&S and Fire Management statutory requirements**

The Audit, Finance and Risk Management Committee is responsible for ensuring compliance across the Trust through the review of the Trust Compliance Report. The LGBs are responsible for ensuring their H&S and Fire Management policies are operating compliantly within their individual school.

**Managing and Monitoring safeguarding statutory requirements**

The Vulnerable Children Committee is responsible for ensuring compliance across the Trust. The LGBs are responsible for ensuring the safeguarding policy is operating compliantly within their individual school.

<b>Managing and monitoring Information Governance</b>	The Headteacher is responsible for ensuring information governance policies are operating compliantly in their individual school. The COO is responsible for ensuring information governance is operating compliantly across the Trust.
<b>Performance Management of the CEO</b>	The Board of Trustees is responsible for the performance management of the CEO.
<b>Performance Management of Headteachers</b>	The LGB Appraisal Committee, which must include the CEO, are responsible for the performance management of the Headteacher in accordance with the Trust's Pay Policy. The Chair of the LGB must not sit on this Committee.
<b>CEO Pay Award</b>	The Board of Trustees approves the pay award for the CEO, in line with the Trust's Pay Policy.
<b>Headteacher Pay Award</b>	The LGB Appraisal Committee recommend to the Trust Finance, Audit and Risk Management Committee the Headteacher's pay award in line with the Trust's Pay Policy for Board approval.
<b>Headteacher Appoint and Dismiss</b>	The Board of Trustees, the LGB , and CEO determines the selection panel and appoints and dismisses the Headteacher, considering recommendations, if applicable, from the Diocese Board of Education for Church schools.
<b>Trust Committees and Portfolios</b>	The Board of Trustees determines the structure of the Trust Portfolios and Committees.
<b>Executive Team Appoint and Dismiss</b>	The CEO and the Board of Trustees appoint and dismiss the Executive Leadership Team in line with the Trust's policy.
<b>Trust Central Team Appoint and Dismiss</b>	The Executive Leadership Team appoint and dismiss the Trust Central Team staff in line with the Trust's policy.
<b>School Staff Appoint and Dismiss</b>	School Headteachers appoint school staff within the agreed staffing structure. School staffing structures are set in accordance with the annual budget and any variations must

be approved by the CEO. Leadership Team appointments will only be made with the involvement of the LGB and approval of the CEO.

## The Trust Vision

### The Trust Vision

The Board of Trustees determines and performance-manages the Trust Vision and strategy delegating responsibility for the delivery of the strategy to the CEO. Each school will produce their own vision and strategy ensuring that these link directly with the Trust's overarching vision.

### Growth of the Trust

The Board of Trustees will consider requests from other schools to join the Trust.

### School Improvement

Headteachers produce the School Improvement Plan in conjunction with the CEO which is approved by the LGB who monitors delivery.

### Trust Policies

The Board of Trustees determine, review and approve the Trust Policies. The LGB is responsible for compliance within its school.

### School Policies

The Board of Trustees determines the classification of school policies. The LGB are responsible for writing, reviewing and approving these policies.

### Contribution to the Central Fund

The Board of Trustees determines, approves and manages the level of contribution. Schools will be given reasonable notice of any change to the level of contribution.

### Central Services - Agree, Implement and Manage

The Trust Executive Leadership Team determines the scope of central services to be delivered. The Trust Central Team implements the services and the Board of Trustees monitors the effectiveness of this delivery

### Centrally Procured Contracts and SLAs

The Trust Executive Leadership Team determines the contracts and SLAs to be procured on behalf of the schools and ensures that centrally procured services provide value for money.

**Trust Risk Register - Establish, Monitor and Review**

The Board of Trustees establishes, monitors and approves the Trust Risk Register, delegating the monitoring and management of the Trust's operational risks to the Trust Finance, Audit and Risk Management Committee.

**School Risk Register - Monitor and Review**

The LGB monitors the School Risk Register. The Trust Finance, Audit and Risk Management Committee monitors compliance with this requirement. The LGB is responsible for reporting any issues that arise.

**Budget Setting for Schools**

The CFO leads on setting the School budgets in consultation with Headteachers and the LGBs for approval by the Finance, Audit and Risk Management Committee.

**Budget Setting for the Trust**

The CFO leads on setting the Trust budget, central Trust spend and budget for Osprey Educational Services Ltd, in consultation with the CEO for approval by the Finance, Audit and Risk Management Committee.

**Budget Monitoring**

Utilising management accounts provided by the CFO and the LGB undertake ongoing monitoring for their School. The CFO monitors all Trust budgets and submits management accounts to the Finance, Audit and Risk Committee in line with the Academy Trust Handbook.

**Ensuring Financial Probity**

**Trust Policy on Financial Delegation, Establish and Review**

The Finance, Audit and Risk Management Committee approves the Trust Finance Policy and the LGB is responsible for the implementation of the policy within each school.

**Appointment of Internal Auditors**

The Finance, Audit and Risk Management Committee proposes the appointments of the internal auditors to the Board of Trustees for approval. The LGB implements the actions that are relevant to its School.

**Appointment of External Auditors**

The Members appoint the external auditors at the Annual General Meeting.

<b>External Auditor Reports Receive and Respond</b>	The Board of Trustees and Members receive the external audit report. The Board of Trustees respond to the report and the LGBs and Headteachers implement the actions that are relevant to their school.
---	---

## Performance and Curriculum

<b>Restricted Funds</b>	The LGB is responsible for ensuring that all restricted funds are used for their designated purpose.
-------------------------	--

<b>Provision of RE and Collective Worship Arrangements for school</b>	The Headteachers are responsible for the provision of RE and arrangements for collective worship within their school, monitored by the LGB.
---	---

<b>Academy Inspections (Ofsted and SIAMS)</b>	The LGB is responsible for all inspections. LGBs and Headteachers are responsible for the preparing schools for inspections.
---	--

## School Organisation

<b>Academy Day Times</b>	Proposed by the LGB, in consultation with the CEO and approved by the Board of Trustees.
--------------------------	--

<b>Dates of School Terms and INSET Days</b>	The Trust Executive Leadership Team in conjunction with Headteachers recommend to the Board of Trustees for approval.
---	---

<b>School Lunches</b>	The Headteachers are responsible for ensuring school lunches meet appropriate nutritional standards.
-----------------------	--

## Admissions

### Admissions Policy

The Trust is the Admissions Authority for all schools within the Osprey Learning Trust. The Trust sets the policy, including oversubscription criteria and catchment area, in consultation with the LGBs. The Board of Trustees decide if any Trust school is able to take students over PAN. The Diocese is consulted regarding any changes to the admissions policy for church schools. The Trust, as the Admissions Authority, is responsible for determination; in-year applications; refusals; and the admission appeals process.

## Complaints

### Complaints

The LGB is responsible for investigating complaints from parents/carers. The Trust Complaints Policy provides guidance regarding the process that will be followed.

### Freedom of Information Requests (FOI) and Subject Access Requests (SAR)

The Trust Data Protection Officer is responsible for ensuring all Freedom of Information requests (FOI) and Subject Access Requests (SAR) are met.

## Operations

### Arranging Insurance for the Trust

The CEO is responsible for ensuring adequate insurance is in place for the Trust. The Diocese should be informed of any change in arrangements for church schools.

### School Prospectus and Website

The Headteachers are responsible for maintaining their own school prospectus and website.

### Trust Website

The CEO is responsible for the Trust website.