



ACES ACADEMIES TRUST

Scheme of Delegation

Scheme of Delegation

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Scheme of Delegation

The Scheme of Delegation is a framework that makes clear which governance functions are exercised by whom.

This document, which can be amended by the Board of Trustees at any time, will be formally reviewed annually at the third meeting of each Academic Year. It is published on the Trust's website, and those of its Academies.

Purpose

The purpose of this document is to outline:

- the requirements of the Articles of Association regarding delegation;
- the delegation matrix;
- the Terms of Reference of the Trustees and Committees.

As a charity and company limited by guarantee, ACES Academies Trust ("the Trust") is governed by a Board of Trustees (the "Trustees") who are responsible for the management and administration of the Trust and the Academies within the Trust ("the Academies").

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 the education provided by the Trust and they are required to have systems in place through which they can assure quality, safety and good practice.

This document explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, detailing the delegated roles and responsibilities of the Trustees and their Committees, Local Governing Committees, the Chief Executive Officer and Headteachers.

Any delegation made is subject to any conditions the Trustees may impose and may be revoked or altered at any time in the best interests of the Trust. The Trust reserves the right to take any necessary action where it feels there is cause for concern within an Academy.

Scope

This document outlines the framework for decision making, responsibility and accountability within the ACES Academies Trust. It applies to all Members, Trustees, Local Governors and staff.

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Our values, mission and vision

The **VALUES** of ACES Academies Trust are contained in the title of the Trust.

ASPIRATION: We value and promote aspiration for all.

CREATIVITY: We value creativity as a life skill. It lies at the heart of our educational offer and supports the achievement of excellence and the securing of success.

EXCELLENCE: We value excellence because we have high standards and want to provide the very best for our communities.

SUCCESS: We value success, in all its guises, because success empowers individuals to become adults who can contribute positively to society.

Vision Statement

Our vision is to provide the highest-quality education for all our pupils, so that they learn and achieve well, and grow as successful, well-rounded young people equipped to contribute positively to society. We offer a challenging and ambitious curriculum for all our pupils, that provides them with opportunities to fulfil their potential, and we aim for excellence in every classroom.

Mission

Our academies will work collaboratively with determination and integrity to ensure we are improving the life chances for our pupils by

- Raising aspirations;
- Improving our pedagogical practices;
- Providing appropriately challenging and motivational learning opportunities.
- Celebrating achievement.

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OUR MISSION	THE ACES WAY A FRAMEWORK FOR EXCELLENCE THIS FRAMEWORK SUPPORTS OUR SCHOOLS IN ACHIEVING OUR MISSION.		OUR VISION
To work collaboratively with determination and integrity to improve life chances.	The best from everyone	We expect the highest standards from everyone all of the time, so we can constantly challenge everyone – pupils and staff – to go the extra mile, to persist, to work hard, to be their best and to do their best for our cause.	Developing creative minds so pupils can fulfil their potential, achieve excellence and be successful.
	Education with Character	We will uphold our pupils’ entitlement to a broad and balanced curriculum, which emphasises the teaching of literacy, oracy and numeracy. The curriculum must be engaging, provide for creative responses and offer a vibrant range of enrichment activities which enable the development of character. The curriculum must be adapted to suit the needs of all learners.	Excellence in every classroom.
	Leadership in every role	To give all our children – even the very youngest – opportunities to take responsibility for themselves and others. Equally, for every adult – opportunities to take responsibility and show initiative.	Every pupil is equipped to contribute positively to society.
	Continuous Improvement	To seek to improve all aspects of what we do and never become complacent. To implement change by stopping what is not working and finding better ways to have a more positive impact.	Ensuring the highest quality education for all.

We have the highest expectations of ourselves, the teams working across our academies and our students.

The Trustees will work strategically to maintain these values and deliver the aims of the Trust, focusing on enhanced outcomes for students, operational efficiency, development of staff and community engagement.

The Trustees will develop and implement a structure of robust policies in accordance with the overall strategy of the Trust.

Local Governing Committee will oversee the implementation of the strategy and policies within their Academies.

Operational and managerial responsibilities will be delegated to the Headteachers who, in turn, will delegate appropriately to keep decision making as close to the operational impact as possible, and to ensure staff feel empowered to lead their areas of responsibility.

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Our objectives

The objectives of the **ACES Trust** are to:

- promote **aspiration** for all;
- use **creativity** as a vehicle for enrichment and improvement;
- achieve **excellence** in all areas, leading to better outcomes and **success** for students;
- develop skills for life and employment in our students;
- be flexible, visionary and responsive to emerging needs;
- be outward facing, actively engaging with and accessing external expertise;
- provide more efficient and effective services at a reduced collective cost.

Academies and schools within our trust are expected to promote the objectives of ACES and:

- encourage creative and curious minds;
- facilitate independent learning;
- provide opportunities for personal expression and creativity;
- provide each child with the life skills to maximise their chance of success;
- enforce high standards of behaviour and promote mutual respect;
- be focused on improving progress and achievement for all;
- pursue excellence in pedagogical practice;
- ensure that every child is actively engaged in learning, has a sense of purpose and develops self-motivation, self-respect, self-regulation and self-worth.

Schools joining the Trust can expect to be supported in their areas of greatest need and have access to an enriched educational experience. They will be closely monitored and there will be opportunities for staff to develop professionally, by sharing their strengths across the Trust. The due diligence arrangements, prior to joining the Trust, will identify priorities for improvement.

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Articles of Association

Relevant clauses from the Articles of Association regarding delegation of powers:

Subject to provisions of the companies Act 2006, the Articles and to any directions given by special resolution, the business of the Trust shall be managed by the Trustees, who may exercise all the powers of the Trust.

Subject to the Articles, the Trustees will:

- appoint Committees to be known as Local Governing Committees for each Academy (the same Local Governing Committee may be appointed for more than one Academy);
- establish other Committees.

Subject to the Articles, the constitution, membership and proceedings of any Committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any Committee of the Trustees shall be reviewed at least annually.

The membership of any Committee of the Trustees may include persons co-opted who are not Trustees.

With the exception of Local Governing Committees:

- a majority of members of any such committee shall be Trustees;
- no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees.

The Trustees may delegate to any individual Trustee, committee (including any Local Governing Committee), the Chief Executive Officer or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation will be made subject to any conditions the Trustees may impose and may be revoked or altered.

The Trustees may delegate such powers and functions as they consider are required to the Headteachers for the internal organisation, management and control of the Academies.

The Board of Trustees cannot delegate any functions relating to:

- the constitution of the Trust;
- the appointment or removal of the Chair and Vice-Chair of the Trustees;
- the suspension or removal of the Trustees;
- the delegation of functions (the adoption or revision of this Scheme of Delegation);
- the establishment of committees;
- the dissolution of a committee.

The Articles of Association (available upon request) outline further information regarding the Board of Trustees.

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The Nolan Principles

In undertaking their duties, the Members and Trustees of ACES Academies Trust will uphold the **Nolan Principles**, the Seven Principles of Public Life (as defined by the Committee for Standards in Public Life).

1. **Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
2. **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. **Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
6. **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership** Holders of public office should promote and support these principles by leadership and example.

These principles were first set out by Lord Nolan in May 1995 and have become part of the Ministerial code.

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Members

The Members are the guardians of the Trust's constitution, determining the governance structure of the Trust, providing oversight and challenge to the Trustees, ensuring the charitable objects of the Trust are being fulfilled.

The Trust aims to have an odd number of Members, (minimum 3) comprising:

- Up to 5 external Members (i.e. not Trustees)

As an employee of the Trust, the Chief Executive Officer is not permitted to be a Member.

The Members may agree to:

- appoint additional Members;
- remove Members;
- appoint additional Trustees;
- remove Trustees;
- delegate to the Board of Trustees the power and responsibility to appoint and remove Trustees;
- delegate to the Chair of the Board of Trustees the power and responsibility to sign off the Annual Report and Accounts.

Any removal of a Trustee shall only be undertaken by the Members who may have regard to any representations made by the Trustees.

Full administration information and Terms of Reference can be found on page 26.

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Board of Trustees

The Board of Trustees is the accountable body of the Trust and is responsible for the conduct and standards of all the academies within it. The Board must fulfil the following three core governance functions, as described in the DfE Governance Handbook (January 2017).

- 1. Ensure clarity of vision, ethos and strategic direction.**
- 2. Hold the Chief Executive Officer to account for the educational performance of the academies and their students, and the performance management of staff.**
- 3. Oversee the financial performance of the Trust and make sure its money is well spent.**

The Trust aims to have an odd number of Trustees, with the Board of Trustees being constituted as follows:

- At least 7 non-executive Trustees (one to be appointed by the Trustees of Hinchingsbrooke Foundation)
- the Chief Executive Officer
- additional Trustees appointed by the Members
- additional Trustees co-opted by the Board of Trustees

The Board of Trustees is able to exercise all the powers of the ACES Academies Trust and is responsible for the performance of the Trust.

The Board of Trustees will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed. Equally, the Board of Trustees will challenge, ask questions and seek information to achieve the best outcome for the Trust.

As Trustees of a charity (the Trust), the Trustees have a fiduciary duty to act in good faith and in the best interests of the Trust. This duty includes a responsibility to:

- ensure compliance with any legal obligations;
- report on the Trust's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "Charity SORP" and any reporting requirements of the Education Funding Agency);
- fulfil the charitable objects of the Trust in accordance with the Articles of Association;
- act in a way which is compliant with the rules of the Trust contained in the Articles of Association;
- act with integrity avoiding personal conflicts of interest and the misuse of charity funds or assets;
- act prudently in the financial management of the Trust, avoiding any undue risk to assets, funds or reputation;
- exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient;

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- act responsibly, seeking advice from others, including professional advisers, where appropriate.

The Chair of the Board of Trustees will be appointed by the Members. Specific skills and/or experience may be needed if a Trustee is to take responsibility for and lead on a specific area, or to undertake the role of Vice-Chair of the Board of Trustees. A regular skills audit will be undertaken, and Trustees should be able to articulate their contribution to the success of the Trust and the Academies.

Full administration information and Terms of reference can be found on page 27.

Committees

The Board of Trustees will establish a structure of Committees as follows:

- Local Governing Committees;
- Innovation and Standards;
- Human Resources;
- Finance and Estates
- Audit, Compliance and Risk.

These Committees will act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them by the Board of Trustees.

The functions and proceedings of the Committees are subject to regulations made by the Trustees pursuant to the powers contained in the Articles of Association.

Committees for statutory functions

The Board of Trustees will also establish Committees, as appropriate, to perform the following statutory functions:

1. Student discipline (convened by the Governance Professional)
2. Hearings and Appeals
3. Pay Review Body
4. Chief Executive Officer Performance Review
5. Headteacher Performance Review (undertaken by the CEO)
6. Admissions

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Local Governing Committees

The Local Governing Committees carry the Trust vision, policies and priorities forward, based on the specific qualities and community characteristics of each Academy. They support, question and challenge the Academy Leadership Team, holding them to account.

Membership:

The percentage of governors elected by parents may not exceed 34%, though additional parents with specific skills may be co-opted

- 1 Headteacher Governor;
- Staff Governors (minimum 1, maximum 2), elected by members of staff;
- Parent/Carer Governors (minimum 2, maximum 3), elected by parents/carers;
- Governors co-opted by the Local Governing Committee (minimum 2, maximum 6);
- Governors appointed by the Board of Trustees. (One governor of the Hinchingsbrooke local governing committee will be appointed by the Foundation of Hinchingsbrooke School).

Where an Academy has a leadership model in excess of one Headteacher, for example two part-time Headteachers, Co-Headteachers, or an Executive Head and Headteacher, both members of staff will be members of the Local Governing Committee. However, they will only have one joint vote.

Any Local Governing Committee may appoint Associate Governors, subject to the approval of the Trustees. Associate Governors have no voting rights.

Any Local Governing Committee may invite members of the Academy's Senior Leadership Team to meetings.

Specific skills and/or experience may be needed if a Governor is to take responsibility for and lead on a specific area, or to undertake the role of Chair or Vice-Chair of the Local Governing Committee. A regular skills audit will be undertaken, and Governors should be able to articulate their contribution to the success of the Academy or Academies within their responsibility.

Local Governing Committees will not normally be expected to have sub-committees, other than those that may from time to time be constituted for a specific one-off purpose, such as a student disciplinary appeal.

Full administration information and Terms of Reference can be found on page 29.

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The Trust's Pay Review Body

Membership:

- Chair of the Board
- Chair of Finance
- Chair of HR committee

Terms of reference:

To make pay determinations for all employees based on the recommendations as detailed in the Pay Policy.

Any appeals arising from the pay decisions will be heard by the Trust Board Appeals committee (see page 40).

Audit, Compliance and Risk Committee

This committee meets at least once a year to examine matters of compliance and risk. It will also establish and review an internal audit service for the Trust and all Academies.

Membership:

- In order to provide an objective balanced view of these areas, ACES intend that this committee will be led by someone experienced in this field. The Chair of the Board of Trustees cannot be a member of the committee.
- The Trustee who is delegated as Compliance Officer.
- Whilst it is expected that the Accounting Officer (Chief Executive Officer) and Director of Finance & Operations will attend to inform the meeting, they will have no voting rights and cannot Chair the committee.

The committee may invite headteachers and members of the academies' senior teams to their meetings.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 31.

Finance and Estates Committee

This committee oversees and provides effective leadership on matters relating to the financial planning, monitoring of income and expenditure, the budget setting process and all matters relating to the assets and promises of academies within the Trust, in order that academies:

- Demonstrate appropriate and compliant financial accountabilities;
- Deliver value for money;

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- Comply with the Academies Handbook and any relevant current legislation.

Membership:

- maximum 5 committee members including a minimum of 2 Trustees;
- The Chief Executive Officer;
- The Director of Finance should attend meetings but have no voting rights.

The committee may invite headteachers and members of the academies' senior teams to their meetings.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 33.

Human Resources Committee

This committee oversees and provides effective leadership on matters relating to the staff and volunteers, ensuring that the Trust and all academies:

- demonstrate equality, diversity and inclusion;
- operate within Trust policies and relevant employment legislation;
- comply with Safeguarding requirements including the Implementation of Safer Recruitment in Education.

Membership:

- maximum 5 committee members including a minimum of 2 Trustees;
- The Chief Executive Officer;
- The HR & Administration Manager should attend meetings but have no voting rights.

The committee may invite Headteachers and members of the academies' senior leadership teams to the meetings.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 35.

Standards and Innovations Committee

This committee oversees and provides effective leadership on matters relating to the standards achieved across a range of areas, predominantly, but not exclusively, academic progress and attainment. It also supports and encourages innovation and the development of partnerships to develop and enhance the curriculum. It ensures that the trust and all the academies:

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- Demonstrate rigorous analysis of academic data to ensure progress and improvement;
- Rigorous analysis and questioning of the impact of various initiatives;
- Support and encouragement from innovation.

Membership:

- Minimum of 2 Trustees, maximum of 5 committee members
- the Chief Executive Officer
- Non-voting members of senior staff and/or Headteachers, invited to present and discuss matters for their academies according to the agenda

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 37.

Student Discipline Committee

This committee considers representations regarding student disciplinary matters, ensuring fairness and compliance with Trust policies and relative legislation.

Membership:

- 3 members of the Governance Professional or Board of Trustees

The following people are excluded from the committee:

- The Chief Executive Officer;
- any Trustee or governor who has a connection with any student involved in the case;
- any Trustee or governor who has knowledge that could affect their ability to act impartially.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 38.

Staff Discipline Committee

This committee considers representations regarding staff disciplinary matters, ensuring fairness and compliance with Trust policies and relative legislation.

Membership:

- 3 Trustees

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The following Trustees are excluded from the committee:

- The Chief Executive Officer;
- any Trustee who has a connection with any member of staff involved in the case;
- any Trustee who has knowledge that could affect their ability to act impartially.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 39.

Staff Appeals Committee

This committee considers representations regarding staff appeals ensuring fairness and compliance with Trust policies and relative legislation.

Membership:

- 3 Trustees

The following Trustees are excluded from the committee:

- The Chief Executive Officer
- Any Trustee who was previously part of the Staff Discipline Committee for the case
- Any Trustee who has a connection with any member of staff involved in the case
- Any Trustee who has knowledge that could affect their ability to act impartially

Full administration information and Terms of Reference can be found on page 40.

Chief Executive Officer Performance Review Panel

This committee undertakes the performance review of the Chief Executive Officer, identifying and assessing achievements against objectives and setting further objectives for the next review cycle.

Membership:

- The Chair of the Board of Trustees;
- 2 other people as elected by the Board of Trustees, perhaps including:
 - Other Trustees;
 - A suitably skilled and experienced external adviser.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

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Full administration information and Terms of Reference can be found on page 41.

Headteacher Performance Review

The Headteacher's performance review is carried out for the trust by the Chief Executive Officer, who will take account of any comments or input from the Chairman of the Local Governing Committee with whom the Headteacher works. The Chairman of the Local Governing Committee will be party to any targets and/or objectives set and to the annual review statement.

Full administration information and Terms of Reference can be found on page 42.

Admissions Committee

A committee is established by each Local Governing Committee to consider matters relating to the admission of students to each academy.

Membership:

- 3 members of the Local Governing Committee (Staff Governors are particularly suitable for this committee due to the work and timescales involved);
- The Headteacher/Principal.

Specific skills and/or experience will be desirable among the committee members. A regular skills audit will be undertaken, and members of the committee should be able to articulate their contribution to the success of the work undertaken by the committee.

Full administration information and Terms of Reference can be found on page 43.

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The Chief Executive Officer

Accountable to the Board of Trustees, the Chief Executive Officer is the lead Trust employee for matters regarding the efficient, effective and compliant management of the Trust.

Across the Trust and the Academies, the Chief Executive Officer will:

- develop and fulfil the Trust's vision, ethos and values;
- develop, monitor and achieve the Trust's strategic objectives;
- develop, set and monitor measures for the standard of educational provision in the Academies including student progress and attainment;
- plan, implement and monitor effective programmes to raise standards of student and staff performance;
- plan and deliver effective programmes for the professional development of staff in the Academies;
- identify and implement opportunities for the Trust and the Academies to operate more effectively and efficiently;
- manage sustainable growth of the Trust in accordance with the growth plan and strategic vision;
- support, develop and challenge Headteachers and senior staff;
- co-ordinate the effective leadership of the Academies in the absence of any Headteacher.

The Trust is established on the principle that each Headteacher will continue to fulfil the statutory, regulatory and legal responsibilities for their Academy whilst recognising, and working within, the parameters of the Multi Academy Trust. The Chief Executive Officer is therefore regarded as the "first among equals" with specific responsibility to lead and co-ordinate the work of the Executive Leadership Team.

In line with reporting formats agreed by the Trust, the Chief Executive Officer will contextualise aims, objectives, achievements and plans, including delivery of the Headteachers' reports, for the Board of Trustees to consider. The Chief Executive Officer will report to the Board of Trustees at each meeting in accordance with a schedule drawn up annually with the Chair, working closely with the Executive Leadership Team to this end.

The Chief Executive Officer will comply with any reasonable direction by the Board of Trustees.

The Chief Executive Officer will establish, review and monitor appropriate delegations of authority to other staff within the Trust.

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The Chief Executive Officer's report to the Board of Trustees

This report forms the central pillar of accountability within the Trust. It is jointly produced by the Headteachers and Leadership Teams from each Academy and the Chief Executive Officer of the Trust, at least termly, to coincide with the meetings of the Trustees.

Each report will include as appropriate:

- Individual judgements from each Academy regarding their current Ofsted scores (1-4) for the categories used by Ofsted at the time of the report; and their state of readiness for an inspection;
- A report from each Academy detailing current work, strengths and areas of concern;
- The Academy Dashboard (Appendix 1), measuring the following Key Performance Indicators (KPIs):
 - ✓ Student numbers including school profiles for groups
 - ✓ Exam results with benchmarking and trends
 - ✓ Student Attendance including year groups and sub-groups;
 - ✓ Fixed term and permanent Exclusions
 - ✓ Staff Attendance;
 - ✓ Historic Ofsted gradings (1-4);
- Where appropriate, a commentary or update of each Headteacher's Performance Management targets.

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Headteachers (where 'Headteacher' is used it includes those referred to as Principals)

Headteachers will be empowered to run their own Academies whilst working within the parameters of the Multi Academy Trust. They will work collaboratively within the Executive Leadership Team, all having an equal voice, secure in the knowledge that each Academy is highly valued as part of the Trust.

Headteachers will be expected to contribute to the wider work of the Trust for the benefit of all Academies.

Within each Academy, the Headteacher is responsible for:

- the curriculum and educational standards;
- the quality of teaching and learning;
- safeguarding standards;
- internal organisation, management and control;
- implementation of the strategic framework on behalf of the Trust;
- implementation of all policies on behalf of the Trust.

In line with reporting formats agreed by the Trust, the Headteacher will contextualise the Academy's aims, objectives, achievements and plans for the Local Governing Committee and Board of Trustees to consider and will report to the Local Governing Committee at each meeting in accordance with a schedule drawn up annually with the Chair. The Headteacher will work closely with the senior management team to this end. Headteachers will attend Board of Trustees meetings as and when required by the Board.

The Headteacher and staff are accountable to the ACES Academies Board of Trustees and to the Local Governing Committee for the Academy's performance.

The Headteacher will comply with any reasonable direction by the Board of Trustees, the Chief Executive Officer or the Local Governing Committee acting on the Trustees' behalf.

The Headteacher will establish, review and monitor appropriate delegations of authority to other staff within the Academy.

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The Executive Leadership Team

The Executive Leadership Team drive the development of Trust strategy, policy and practice. They regularly review progress in a wide range of operational areas against a number of criteria, including those in the MAT Assessment framework. They can be thought of as the 'engine room', driving academy improvement forward through effective communication and collaboration, working in partnership and sharing knowledge and experience.

As members of the Executive Leadership Team, Headteachers and others support the Chief Executive Officer in the development of the Trust strategy and are accountable for its implementation within their Academies. They operate under the leadership of the CEO in a similar way to an SLT in a school under the leadership of a Headteacher.

The Executive Leadership Team will:

- work together, focusing on academy improvement;
- identify and explore benefits and opportunities that can be realised as a result of working within a multi academy trust;
- ensure sound financial management and risk awareness and that there is proper use of public funds;
- contribute to each Chief Executive Officer's report;
- track Ofsted preparations across all academies, including the systematic validation, through a school-to-school approach, of each other's SEF judgements;
- support Trust-led reviews by assisting with the design, use and implementation of review processes within the Trust;
- agree dates, schedules and plan for inset days;
- identify opportunities across the Trust for professional growth and development;
- provide input to the Trust's Scheme of Delegation;
- meet regularly, across all academies.

Scheme of Delegation

Delegation Matrix

Key	
Level 1:	Members
Level 2:	Trustees (full board or delegated to a committee)
Level 3:	Chief executive officer
Level 4:	Local Governing committee
Level 5:	Academy Principal
<input checked="" type="checkbox"/>	Action to be undertaken at this level
<input type="checkbox"/>	Action to be undertaken at this level
A	Provide advice and support to those accountable for decision making
< >	Direction of advice and support

Ref	Decision	DELEGATION				
		Members	Trustees	CEO	LGC	Principal
1.	Governance					
1.1.	Approve Trust Articles of Association	<input checked="" type="checkbox"/>				
1.2.	Approve Board of Trustees Terms of Reference	<input checked="" type="checkbox"/>				
1.3.	Approve Trust Scheme of Delegation		<input checked="" type="checkbox"/>			
1.4.	Approve new convertor or sponsored academies joining MAT		<input checked="" type="checkbox"/>			
1.5.	Establish Trust Committee structure		<input checked="" type="checkbox"/>			
1.6.	Approve Trust Committee Terms of Reference		<input checked="" type="checkbox"/>			
1.7.	Approve Local Governing Committee (LGC) Terms of Reference		<input checked="" type="checkbox"/>			
1.8.	Chair of Board of Trustees (the sponsor): appoint & remove	<input checked="" type="checkbox"/>				
1.9.	Vice Chair of Board of Trustees: appoint & remove		<input checked="" type="checkbox"/>			
1.10.	Chair of Governance Professional: appoint and remove		<input checked="" type="checkbox"/>			
1.11.	Vice Chair of LGC: appoint & remove				<input checked="" type="checkbox"/>	
1.12.	Governance Professional members: appoint & remove		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
1.13.	Chair(s) of Trust Committees: appoint & remove		<input checked="" type="checkbox"/>			
1.14.	Trust Committee members: appoint & remove		<input checked="" type="checkbox"/>			
1.15.	Clerk for the LGC: appoint & remove		<input checked="" type="checkbox"/>			
1.16.	Governance Professional for the Board of Trustees: appoint and remove		<input checked="" type="checkbox"/>			
1.17.	Chief executive officer: appoint & remove		<input checked="" type="checkbox"/>			
1.18.	Academy Principal: appoint & remove			<input checked="" type="checkbox"/>	< A	
1.19.	Organise calendar of Board of Trustees, Committee and Governance Professional meetings		<input checked="" type="checkbox"/>			
1.20.	Approve Trust succession Policy plan		<input checked="" type="checkbox"/>			
1.21.	Approve Trustees Expenses Policy	<input checked="" type="checkbox"/>				

Scheme of Delegation

Ref.	Decision	DELEGATION				
		Members	Trustees	CEO	LGC	Principal
2.	Trust & Academy Performance standards, Curriculum and Teaching					
2.1	Trust Strategic Plan (inc. values, vision & aims)		<input checked="" type="checkbox"/>	< A		
2.2	Academic Performance Targets		<input checked="" type="checkbox"/>	< A >		< A
2.3	Academy Performance Review <i>e.g. SEF</i>		<input checked="" type="checkbox"/>	< A >	< A	< A
2.4	Academy 3 year/Strategic plan		<input checked="" type="checkbox"/>	< A >	A	A
2.5	Academy 1 Year Plan			A >	<input checked="" type="checkbox"/>	A
2.6	Trust 1 Year Plan		<input checked="" type="checkbox"/>	< A		
2.7	Teaching & Learning Policy		<input checked="" type="checkbox"/>	< A		< A
2.8	Curriculum Policy			< A >	<input checked="" type="checkbox"/>	< A
2.9	Relationships Sex and Health Education Policy		<input checked="" type="checkbox"/>	< A		
2.10	Religious Education Policy		<input checked="" type="checkbox"/>	< A		
2.11	SEN & Inclusion Policy		<input checked="" type="checkbox"/>	< A		
2.12	Trust Staff Development Plan		<input checked="" type="checkbox"/>	< A		
2.13	Academy Staff Development Plan			<input checked="" type="checkbox"/>		< A
2.14	Trust Inset Days			<input checked="" type="checkbox"/>		< A
2.15	Careers Policy		<input checked="" type="checkbox"/>	< A		
3.	Staff Policies and Pay					
3.1	Pay & Remuneration Policy		<input checked="" type="checkbox"/>	< A		
3.2	Job Role Salary & Grading Policy		<input checked="" type="checkbox"/>	< A		
3.3	Performance Management Policy		<input checked="" type="checkbox"/>	< A		
3.4	Disciplinary Policy		<input checked="" type="checkbox"/>	< A		
3.5	Grievance Policy		<input checked="" type="checkbox"/>	< A		
3.6	Capability Policy		<input checked="" type="checkbox"/>	< A		
3.7	Whistleblowing Policy		<input checked="" type="checkbox"/>	< A		
3.8	Re-structuring & Redundancy Policy		<input checked="" type="checkbox"/>	< A		
3.9	Recruitment Policy		<input checked="" type="checkbox"/>	< A		
3.10	Employee Health & Safety Policy		<input checked="" type="checkbox"/>	< A		
3.11	Employee Terms & Condition changes		<input checked="" type="checkbox"/>	< A		
3.12	Terms & Conditions for new academies		<input checked="" type="checkbox"/>	< A		
3.13	Teachers Annual Pay Award		<input checked="" type="checkbox"/>	< A		
3.14	Support Staff Annual Pay Award		<input checked="" type="checkbox"/>	< A		
3.15	CEO Performance Review & Pay Award		<input checked="" type="checkbox"/>			
3.16	Principal Pay Award & Performance Review			<input checked="" type="checkbox"/>	< A	
3.17	Individual Performance Pay Awards		<input checked="" type="checkbox"/>	< A >	A >	<input checked="" type="checkbox"/>

Scheme of Delegation

3.18	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve			A >	A >	<input checked="" type="checkbox"/>
3.19	Early Careers Teacher Policy		<input checked="" type="checkbox"/>	< A		

Ref.	Decision	DELEGATION				
		Members	Trustees	CEO	LGC	Principal
4.	Staff Management					
4.1	CEO/Executive Principal appointment		<input checked="" type="checkbox"/>			
4.2	Trust staff structure & complement		<input checked="" type="checkbox"/>	< A		
4.3	Trust staff appointments		<input checked="" type="checkbox"/>	< A		
4.4	Academy staff structure & complement			<input checked="" type="checkbox"/>	< A	< A
4.5	Principal (HT) & Dep. Principal (DHT) appointment			<input checked="" type="checkbox"/>	< A	< A
4.7	Teaching and support staff appointments			A >		<input checked="" type="checkbox"/>
4.8	Suspension of CEO/Exec Principal		<input checked="" type="checkbox"/>			
4.9	Return of CEO/Exec Principal after suspension		<input checked="" type="checkbox"/>			
4.10	Dismissal of CEO/Exec Principal		<input checked="" type="checkbox"/>			
4.11	Suspension of Principal		<input checked="" type="checkbox"/>	< A		
4.12	Return of Principal after suspension		<input checked="" type="checkbox"/>	< A		
4.13	Dismissal of Principal		<input checked="" type="checkbox"/>	< A		
4.14	Suspension of teaching and support staff			A >		<input checked="" type="checkbox"/>
4.15	Return of teaching and support staff after suspension			A >		<input checked="" type="checkbox"/>
4.16	Dismissal of staff		<input checked="" type="checkbox"/>	< A		
4.17	Redundancy of staff			A >		<input checked="" type="checkbox"/>
4.18	Restructuring of staff			A >		<input checked="" type="checkbox"/>

Ref.	Decision	DELEGATION				
		Members	Trustees	CEO	LGC	Principal
5.	Financial Governance & Management					
5.1	Trust & Academy Financial Regulations		<input checked="" type="checkbox"/>			
5.2	Trust & Academy Financial Procedures		<input checked="" type="checkbox"/>			
5.3	Appoint Trust auditors	<input checked="" type="checkbox"/>				
5.3.1	Members receive & review audited accounts	<input checked="" type="checkbox"/>				
5.3.2	Sign off audit accounts		<input checked="" type="checkbox"/>			
5.4	Trust 3 year Budget Plan		<input checked="" type="checkbox"/>	< A		
5.5	Trust Budget Reports		<input checked="" type="checkbox"/>			
5.6	Trust Interim Year End Accounts		<input checked="" type="checkbox"/>			
5.7	Trust Annual Accounts		<input checked="" type="checkbox"/>			
5.8	Trustees Report (Audit committee)		<input checked="" type="checkbox"/>			
5.9	Trust Academies Accounts Return to EFA		<input checked="" type="checkbox"/>			

Scheme of Delegation

5.10	Response to Auditor's Management Letter		<input checked="" type="checkbox"/>			
5.12	Academy 1 year Budget			A >	A >	<input checked="" type="checkbox"/>
5.13	Academy 3 year Capital Plan		<input checked="" type="checkbox"/>			
5.14	Academy Budget reports		<input checked="" type="checkbox"/>			
5.15	Academy Interim Year End Accounts		<input checked="" type="checkbox"/>			
5.16	Academy Accounts Return to EFA		<input checked="" type="checkbox"/>			
6.	Financial authorisation					
6.1	Expenditure or contracts up to Lower Limit					<input checked="" type="checkbox"/>
6.2	Expenditure or contracts from Lower Limit to Upper Limit			<input checked="" type="checkbox"/>		
6.3	Expenditure or contracts from Upper Limit to the UK replacement for the former EU OJEU limit		<input checked="" type="checkbox"/>			NOTE: Post Brexit we are no longer required to observe OJEU thresholds for procurement. We await the replacement.
6.4	Expenditure over the limit in 6.3 above	<input checked="" type="checkbox"/>				
6.5	Disposals or write off of stock, assets or debts up to Lower Limit					<input checked="" type="checkbox"/>
6.6	Disposals or write off of stock, assets or debts from Lower Limit to Upper Limit			<input checked="" type="checkbox"/>		
6.7	Disposals or write off of stock, assets or debts over Upper Limit (up to AFH limit)		<input checked="" type="checkbox"/>			
6.8	Compensation payments up to £50,000		<input checked="" type="checkbox"/>			
6.9	Central spend / Top Slice		<input checked="" type="checkbox"/>	< A		

Ref.	Decision	DELEGATION				
		Members	Trustees	CEO	LGC	Principal
7.	Academy Policies and Procedures					
7.1	Academy times, terms and holidays		<input checked="" type="checkbox"/>	< A		
7.2	Change of Academy Age Range		<input checked="" type="checkbox"/>	< A		
7.3	Expansion of Academy PAN		<input checked="" type="checkbox"/>	< A		
7.4	Extension of Academy provision		<input checked="" type="checkbox"/>	< A		
7.5	Extended services on-site			< A		<input checked="" type="checkbox"/>
7.6	Child Welfare & Safeguarding Policy		<input checked="" type="checkbox"/>	< A		
7.7	Attendance Policy		<input checked="" type="checkbox"/>	< A		
7.8	Pupil Premium Policy		<input checked="" type="checkbox"/>	< A		
7.9	Pupil Premium Plan			A >		<input checked="" type="checkbox"/>
7.10	Academy Trips Policy				A >	<input checked="" type="checkbox"/>
7.11	Pupil Behaviour & Exclusions Policy		<input checked="" type="checkbox"/>	< A		
7.12	Short-term Exclusion					<input checked="" type="checkbox"/>
7.13	Return after short-term exclusion					<input checked="" type="checkbox"/>
7.14	Permanent Exclusions					<input checked="" type="checkbox"/>
7.15	Appeals against Permanent Exclusion				<input checked="" type="checkbox"/>	
7.16	Complaints Policy		<input checked="" type="checkbox"/>	< A		
7.17	Complaints Appeals		<input checked="" type="checkbox"/>	< A		
7.18	Admissions Policy		<input checked="" type="checkbox"/>	< A		

Scheme of Delegation

7.19	Admissions allocation of places					☑
7.20	Admissions Appeals		☑			
7.21	Academy prospectus			A >	A >	☑
7.22	Academy website			A >	A >	☑
7.23	Academy logo & branding			A >	A >	☑
7.24	Academy uniform			A >	A >	☑
8.	Premises & Assets					
8.1	Asset Management Policy		☑			
8.2	Asset Management Plan		☑			
8.3	Health & Safety Policy		☑			
9.	Risk & Compliance					
9.1	Establish and review the risk register for each Academy		☑			
9.2	Establish and review the risk register for the Trust	☑				
9.3	Trust governance details online		☑	< A		
9.4	Annual report on performance of the Trust: submit to Members and publish		☑	< A		
9.5	Annual report on performance of the LGC: submit to Trust and publish				☑	A
9.6	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		☑	< A >	☑	A

Scheme of Delegation

The following pages detail the administration arrangements and Terms of Reference for all Committees of the ACES Academies Trust.

Members

Administration - a meeting will be quorate when three Members are present.

Terms of Reference

- elect a Chair at the beginning of each meeting from the Members present;
- oversee the Board of Trustees, holding the Trustees to account and ensuring compliance with the Articles of Association;
- hold one Annual General Meeting each academic year;
- hold additional General Meetings as requested by the Trustees or any Member;
- appoint or remove Members;
- appoint or remove Trustees;
- appoint external auditors in consultation with the Trustees;
- review and consider the work of the Board of Trustees and Committees, including Local Governing Committees.
- respond to matters of particular difficulty, sensitivity or emergency, offering support and advice to Trustees, Chief Executive Officer, Chief Finance Officer and Headteachers.

Scheme of Delegation

Board of Trustees

The Board of Trustees is the accountable body of the trust and is responsible for the conduct and standards of all the academies within it. The board must fulfil the following three core governance functions, as described in the Governance Handbook.

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the executive to account for the educational performance of the academies and their pupils, and the performance of staff.
3. Oversee the financial performance of the trust and make sure its money is well spent.

Administration

1. A meeting will be quorate when any three members of the Board of Trustees are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the Board of Trustees at the date of the meeting.
2. Agendas will be agreed in advance by the Chair of the Board of Trustees, with all required papers and reports circulated at least five working days in advance of the meeting.
3. Appoint a Vice Chair of the Trust at the start of each academic year, having regard to any views of the Members and the Trustees of Hinchingsbrooke School Foundation.

Terms of Reference:

- provide strategic direction, support and challenge for the Trust;
- hold at least one meeting each term;
- recruit new Trustees in accordance with the Articles of Association;
- appoint or remove the Chair and Vice-Chair of Trustees;
- appoint or remove the Governance Professional;
- establish committees, including Local Governing Committees;
- consider recommendations and reports from all committees;
- identify the skills within the Board of Trustees and committees, including Local Governing Committees, addressing any gaps through recruitment or training;
- establish, review (at least annually) and monitor the implementation of:
 - the Terms of Reference for all committees including the Board of Trustees;
 - the Scheme of Delegation for the Trust;
 - the Business Continuity Plan for the Trust;
 - the Admissions Policy for the Trust;
 - the Safeguarding Policy for the Trust;
 - arrangements for the Trustees' visits to Academies within the Trust.
- monitor, for all Academies within the Trust:
 - assessment systems, targets and data in line with local and national standards;
 - student progress, including identified student groups, in line with national standards;

Scheme of Delegation

- pastoral support;
- SEND support;
- safeguarding arrangements;
- The Academy improvement/Development Plan;
- The Self Evaluation Form;
- community links.
- appoint or remove the Chief Executive Officer;
- appoint or remove the Chief Finance Officer;
- appoint external Auditors, in consultation with the members;
- approve the first formal budget plan of the financial year;
- respond to matters of particular difficulty, sensitivity or emergency, offering support and advice to Chief Executive Officer, Chief Finance Officer and Headteachers.

Scheme of Delegation

Local Governing Committee

Administration

1. A meeting will be quorate when any three members of the committee are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting.
2. Agendas will be agreed in advance by the Chair of the committee, with all required papers and reports circulated at least five working days in advance of the meeting.

Terms of Reference

- elect a Chair from among the committee at the start of each academic year; this appointment must be ratified by the Board of Trustees;
- offer appropriate support and challenge to the Headteacher to ensure attainment and progress is driven forward in the Academy;
- adopt the Code of Conduct at the first meeting of year
- ensure safeguarding is a standing agenda item at each meeting
- Chair of governors to reference safeguarding in report to Trustees
- oversee arrangements for individual members of the committee to take a leading role for specific areas/sections of the Academy;
- ensure that named individual Governor links are established for the Academy in relation to:
 - Safeguarding;
 - SEND;
- reporting to the Board of Trustees, consider:
 - Examination results and student outcomes;
 - Comparison of results locally and nationally;
 - Academy Development/Improvement plan;
 - Headteacher reports;
 - Link Governor report;
 - SEF;
 - Department / Area reviews;
 - Ofsted key issues;
 - Pastoral aspects of the Academy;
 - Student Voice and Student Leadership;
 - Educational Visits;
 - Early Careers teachers;
 - Safeguarding.
- reporting to the Board of Trustees, together with the leadership of the school, establish, review (at least annually) and monitor the implementation of Policy documents for the Academy, including *inter alia*:
 - Curriculum;
 - SEND;
 - Relationships, Sex and Health Education Policy;
 - Religious education;
 - SMSC, PSHE, FBV and citizenship;
 - Literacy;

Scheme of Delegation

- Assessment and Marking;
 - Extended learning and enrichment;
 - Examinations;
 - CEIAG;
 - Anti-bullying and harassment;
 - Online safety;
 - Student Attendance;
 - Collective worship;
 - Home/Academy agreement;
 - Academy discipline and student behaviour;
 - Exclusions;
 - Drugs;
 - Physical restraint and reasonable force;
 - First Aid and medical treatment of students;
 - Photographic images of students;
 - CCTV;
 - School uniform;
 - Student voice;
 - CLA designated teachers;
 - Trips and visits;
 - Early Careers Teacher;
-
- provide information regarding the Academy to other committees within the Trust to facilitate decisions within their delegation;
 - consider implications for the Academy of matters being considered by other ACES committees within the Trust;
 - review the Terms of Reference of the committee annually and propose any amendments to the Board of Trustees.

Scheme of Delegation

Audit, Compliance and Risk Committee

Administration

1. The Chair of the Board of Trustees cannot be a member of the committee.
2. A Trustee with responsibility for Compliance will be a member of the committee.
3. The Accounting Officer (Chief Executive Officer) and Chief Finance Officer have no voting rights and cannot Chair the committee.
4. A meeting will be quorate when any three members of the committee are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting.
5. No vote on any matter will be taken at a meeting of the committee unless the majority of committee members present are Trustees.
6. Agendas will be agreed in advance by the Chair of the committee, with all required papers and reports circulated at least five working dates in advance of the meeting.

Terms of Reference:

- provide assurance over the suitability of, and compliance with, financial systems, operational controls, risk management and Health and Safety within the Trust and all Academies;
- elect a Chair from among the committee at the start of each academic year;
- hold at least one meeting each year and when requested by the Trustees or external Auditors;
- make recommendations to the Board of Trustees regarding the appointment, performance, reappointment, dismissal and remuneration of external Auditors;
- establish and review an internal audit service for the Trust and all Academies;
- establish and review insurance cover for the Trust;
- ensure that the Trust and all Academies operate within financial regulations including the Master and Supplement Funding Agreements and the Academies Financial Handbook;
- consider, monitoring the implementation of agreed recommendations:
 - The financial statements for the Trust and management letters;
 - Internal Audit reports and action plans;
 - Reports from Health & Safety groups in all Academies;
- monitor, for all Academies within the Trust:
 - risks to internal financial control, agreeing a programme of work to address, and provision assurance on any risks;
 - Funding related information submitted to DfE and EFA, ensuring accuracy and compliance;
 - Information published on websites, ensuring compliance;
 - Spending decisions, including special payments, ensuring probity in the use of public funds and value for money;
 - Cybercrime;
 - The Business Interest Register;
 - Connected party transactions, ensuring transparency and fairness;

Scheme of Delegation

- establish, review (at least annually) and monitor the implementation of Policy documents for the Trust, including *inter alia*:
 - risk register;
 - risk management;
 - whistleblowing;
 - fraud;
 - gifts and hospitality;
 - business Interests;
 - financial responsibility;
 - charging and remissions;
 - health & safety (and related documents);
 - accessibility;
 - data protection;
 - FOI Requests;
 - compliance of Pupil Premium reporting;
- provide Health & Safety, compliance and risk information to other committees within the Trust to facilitate decisions within their delegation;
- consider Health & Safety, compliance and risk implications of matters being considered by other committees within the Trust;
- review the Terms of Reference of the committee annually and propose any amendments to the Board of Trustees.

Scheme of Delegation

Finance and Estates Committee

Administration

1. The Chair of the Board of Trustees cannot be the Chair of the committee.
2. A Trustee with responsibility for Health & Safety must be a member of this committee.
3. A meeting will be quorate when any three members of the committee are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting.
4. No vote on any matter shall be taken at a meeting of the committee unless the majority of committee members present are Trustees.
5. Agendas will be agreed in advance by the Chair of the committee, with all required papers and reports circulated at least five working days in advance of the meeting.

Terms of Reference:

- provide leadership on financial and estates related issues;
- elect a Chair from among the committee at the start of each academic year;
- hold at least one meeting each term and when requested by the Trustees;
- establish and maintain a 3-year financial plan for the Trust;
- ensure that the Trust and all Academies operate within financial regulations including the Master and Supplement Funding Agreement and the Academies Financial Handbook;
- ensure regularity and propriety in the use of public funds.

Consider:

- the Trust's indicative funding, advising the Board of Trustees of any significant concerns;
- acceptance of the Trust's budget prior to the start of each financial year;
- financial implications of the Academies' Improvement/Development plans;
- financial implications of the Academies' Building and Maintenance plans;
- financial benchmarking and performance.

Monitor, for all Academies within the Trusts:

- budget position reports, advising the Board of Trustees of any significant concerns and ensuring variances are understood and addressed;
- financial procedures;
- Health & Safety

Establish, review (at least annually) and monitor the implementation of Policy documents for the Trust, including *inter alia*:

- Finance;
- Best Value;
- Procurement and tendering;
- Fixed Assets;

Scheme of Delegation

- Investment and Reserves;
- Expenses;
- VAT;
- Credit/debit cards;
- Premises;
- Lettings;
- Security;
- provide financial information to other committees within the Trust to facilitate decisions within their delegation;
- consider financial implications of matters being considered by other committees within the Trust;
- approve funding bids;
- review the Terms of Reference of the committee annually and propose any amendments to the Board of Trustees.

Scheme of Delegation

Human Resources Committee

Administration

1. A meeting will be quorate when any two members of the committee are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting.
2. No vote on any matter shall be taken at a meeting of the committee unless the majority of committee members present are Trustees.
3. Agendas will be agreed in advance by the Chair of the committee, with all required papers and reports circulated at least five working days in advance of the meeting.

Terms of Reference:

- provide effective leadership on matters relating to the staff and volunteers of the Trust;
- elect a Chair from among the committee at the start of each academic year;
- hold at least two meetings a year and when requested by the Trustees;
- make recommendations to the Board of Trustees regarding the appointment, performance, reappointment, dismissal and remuneration of payroll and HR consultancy providers;
- establish, review and maintain a staffing structure for the Trust;
- oversee recruitment procedures across the Academies as delegated by the Board of Trustees;
- ensure that the Trust and all Academies:
 - demonstrate equality, diversity and inclusion;
 - operate within relevant employment legislation;
 - comply with Safeguarding requirements including the implementation of Safer Recruitment in Education.
 - Oversee the Single Central Record for each school and the Trust

Consider:

- Personnel implications of Academy Development/Improvement plans and other management reports/initiatives;
- Any appeal against a decision on pay grading or pay awards;
- Issues referred to the committee as a result of Policy implementation;
- Recommendations from the Chief Executive Officer, Chief Finance Officer and Headteachers regarding general staffing issues including *inter alia*:
 - Restructuring;
 - Staff reductions;
 - Pay grading;
 - Performance related pay awards;
 - Annual incremental pay awards;
 - The implication of national pay decisions;
 - Benchmarking.

Monitor, for all Academies within the Trust:

Scheme of Delegation

- staff training opportunities;
- The Single Central Record;
- Staff absence;
- Working conditions;
- Staff well-being.

Establish, review (at least annually) and monitor the implementation of Policy documents for the Trust, including *inter alia*:

- Recruitment and appointment of staff;
 - Staff code of conduct;
 - Allegations of abuse against staff;
 - Equality and Diversity;
 - Performance Management;
 - Disciplinary;
 - Grievance;
 - Capability;
 - Bullying and Harassment;
 - Teachers' pay;
 - Support staff pay;
 - Initial Teacher training;
 - Maternity, Paternity and Adoption;
 - Induction/Probationary employment;
 - Early Careers Teachers policy
 - Alcohol and substance misuse;
 - Redundancy, redeployment and early retirement;
 - Pensions;
 - Staff Wellbeing
 - Staff training and development.
- provide Human Resources information to other committees within the Trust to facilitate decision within their delegation;
 - consider Human Resources implications of matters being considered by other committees within the Trust;
 - review the Terms of Reference of the committee annually and propose any amendments to the Board of Trustees.

Scheme of Delegation

Standards and Innovation Committee

Administration

1. A meeting will be quorate when any two members of the committee are present or, if greater, one third (rounded up to a whole number) of the total number of persons holding office on the committee at the date of the meeting.
2. No vote on any matter shall be taken at a meeting of the committee unless the majority of committee members present are Trustees.
3. Agendas will be agreed in advance by the Chair of the committee, with all required papers and reports circulated at least five working days in advance of the meeting.

Terms of Reference:

- establish, review and maintain a mechanism for the monitoring of academic standards for the Trust;
- provide effective leadership on all matters relating to educational standards achieved by schools in the Trust;
- elect a Chair from among the committee at the start of each academic year;
- hold at least one meeting each term and when requested by the Trustees;
- make recommendations to the Board of Trustees regarding innovation and project development;
- oversee any specific projects as delegated by the Board of Trustees;
- seek out potential innovative opportunities to recommend to the Board
- ensure that the Trust and all Academies:
 - report their progress and attainment data in a transparent and consistent manner;
 - have systems in place to make fair and accurate judgements about progress and achievement, in line with the current national expectations;

Consider:

- the effectiveness of leadership for the achievement agenda;
- the mechanism by which data is produced, stored and shared across the Trust;
- the educational merit of any proposed special projects;

Monitor, for all Academies within the Trust:

- a range of data which will inform judgements about progress, attainment, resourcing and Ofsted readiness
- emerging new policy changes which may affect schools within the Trust
- the impact of Ofsted judgements and any implications for other schools in the Trust

Scheme of Delegation

Student Discipline Committee

Membership

1. Governors / Trustees will be elected as required by the Local Governing Committee.
2. The following people are excluded from the committee:
 - the Chief Executive Officer;
 - any Governor or Trustee who has a connection with the student or knowledge that could affect their ability to act impartially.
3. A meeting will be quorate when any three Governors or Trustees are present.

Terms of Reference:

- elect a Chair at the beginning of the meeting from the Trustees present;
- consider representations from the Academy regarding an exclusion or other disciplinary sanction;
- consider representations from parents/carers regarding exclusion or other disciplinary sanction;
- consider whether to uphold the decision of the Academy;
- ensure all student disciplinary matters are conducted in accordance with all relative legislation including the Department for Education guidance, *Exclusion from Maintained Schools, Academies and Pupil Referral Units in England*.

Scheme of Delegation

Staff Discipline Committee

Membership

1. Trustees will be elected as required from the Human Resources Committee
2. The following Trustees are excluded from the committee:
 - the Chief Executive Officer;
 - any Trustee who has a connection with the member of staff or knowledge that could affect their ability to act impartially is excluded from the committee;
3. A meeting will be quorate when any three Trustees are present.

Terms of Reference:

- elect a Chair at the beginning of the meeting from the Trustees present;
- to make any decisions relating to any member of staff in accordance with the Trust's procedures including any determination to dismiss any member of staff;**
- ensure all staff disciplinary matters are conducted in accordance with all relative legislation and Trust policies.

** can be delegated to the Chief Executive Officer as deemed appropriate by the Board of Trustees (unless the member of staff involved is a member of an Academy's Leadership Team, the Chief Executive Officer or the Chief Finance Officer).

Scheme of Delegation

Staff Appeals Committee

Membership

1. Trustees will be elected as required from the Board of Trustees.
2. The following Trustees are excluded from the committee:
 - the Chief Executive Officer;
 - any Trustee who has a connection with the member of staff or knowledge that could affect their ability to act impartially is excluded from the committee;
3. A meeting will be quorate when any three Trustees are present.

Terms of Reference

- elect a Chair at the beginning of the meeting from the Trustees present;
- consider any appeal against a decision made against any member of staff, in accordance with the Trust's Personnel policies, by the Staff Disciplinary Committee, Chief Executive Officer; a Headteacher; or the Pay Review Body of the Trust;
- consider any appeal against selection for redundancy.

Scheme of Delegation

Chief Executive Officer Performance Review Panel

Membership

1. The Chair of the Board of Trustees.
2. 2 other people as elected by the Board of Trustees, perhaps including:
 - other Trustees;
 - a suitably skilled and experienced external adviser.

Terms of Reference:

- meet with the Chief Executive Officer at the start of the review cycle to plan and prepare for the performance review;
- set and record agreed objectives including methods to be used for assessment of achievement;
- agree and record arrangements and timescales for monitoring the process of performance objectives during the review period;
- meet with the Chief Executive Officer, in line with the agreed arrangements and timescales, during and at the end of the review period;
- review, during each meeting, the performance of the Chief Executive Officer, identifying and acknowledging achievements, assessing progress against objectives and identifying any professional development needs;
- write a performance review statement, providing a copy of the Chief Executive Officer within ten days of each meeting, allowing a further ten days for the Chief Executive Officer to add written comments;
- provide a copy of each performance review statement to:
 - The Chief Executive Officer;
 - The Board of Trustees;
 - other committees involved in decision in relation to promotion and pay awards.

Scheme of Delegation

Headteacher Performance Review

Terms of Reference:

The Chief Executive Officer, in discussion with the Chair of the Local Governing Committee overseeing the Academy where the Headteacher holds responsibility, will prepare a schedule for the Headteacher's review.

This will involve:

- meeting with the Headteacher at the start of the review cycle to plan and prepare for the performance review;
- setting and recording agreed objectives including methods to be used for assessment of achievement;
- agreeing and recording arrangements and timescales for monitoring the progress of performance objectives during the review period;
- meeting with the Headteacher, in line with the agreed arrangements and timescales, during and at the end of the review period;
- reviewing, during each meeting, the performance of the Headteacher, identifying and acknowledging achievements, assessing progress against objectives and identifying any professional development needs;
- writing a performance review statement and providing a copy to the Headteacher within ten days of each meeting, allowing a further ten days for the Headteacher to add any further written comments;
- provide a copy of each performance review statement to:
 - the Headteacher;
 - the Chief Executive Officer;
 - The chair of the Local Governing Committee
 - HR for the record.

Scheme of Delegation

Admissions Committee (if needed)

Membership

1. 3 members of the Local Governing Committee (Staff Governors are particularly suitable for this committee due to the work and timescales involved).
2. The Headteacher.

Terms of Reference:

- elect a Chair at the beginning of the meeting from the Trustees present;
- approve the Admissions Policy for the Academy in time to carry out any consultation that is required;
- undertake necessary consultation and report back to the Board of Trustees to facilitate final approval of the annual admission arrangements;
- consider all admission applications to the Academy;
- commission, as necessary, independent appeals for parents whose children have not been allocated a place in the Academy;
- ensure that the Academy supplies a presenting officer to present its case at independent appeals and supervise the work of that presenting officer. **

** In the past, this has often been undertaken for the academies by a LA representative for a small fee.

Scheme of Delegation

Appendix 1

ACES Academies Trust Dashboard

The academy dashboard measures a range of Key Performance Indicators (KPIs) in order to get an overview of each academy. These will include:

- progress and attainment measures appropriate for primary and secondary, which are compared to other benchmarks including national, and which are presented in an historical context;
- latest outcome data for recognised groups such as gender, SEND, disadvantages, EAL etc. and benchmarked as above to show trends;
- attendance, including absence rates and persistent absence rates and including for significant groups;
- pupil numbers on roll, by year group and gender;
- at appropriate times of the year, predictions for cohorts of pupils taking examinations, including for significant groups as above;
- staff attendance: figures for both teaching and support staff;
- number of applicants for admission to Reception / Year Seven for the following September;
- sixth Form numbers and number of Year Twelve students for the following September;
- fixed-term exclusions: number of students, incidents, vulnerable groups;
- permanent exclusions;
- progress against any external targets (i.e. Ofsted, HMI).

Scheme of Delegation

Appendix 2

Glossary

CPD	Continuing Professional Development
SEND	Special Education Needs and Disability
VAT	Value Added Tax
CIT	Corporate Income Tax
DfE	Department for Education
CEO	Chief Executive Officer
SEF	Self-Evaluation Form
PSHE	Personal, Social, and Health Education
CCTV	Closed Circuit Television
CLA	Children who are looked after
ESFA	Education & Skills Funding Agency
ASCL	Association of School and College Leaders
HR	Human Resources
PAN	Published Admission Number
SLE	Specialist Leader of Education
PiXL	The PiXL Club – ‘Partners in Excellence’
CEIAG	Careers Education, Information, Advice and Guidance
FOI	Freedom of Information
ECT	Early Careers Teacher
PiXL	The PiXL Club – ‘partners in Excellence’