



Co-op Academies Trust Scheme of Delegation and Governance Arrangements

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Effective From: 1 September 2024

Be yourself,
always

Do what
matters most

Show you
care

Succeed
together

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Co-op Academies Trust Governance Arrangements

1. Introduction

Co-op Academies Trust was set up by the Co-op Group in 2010, with two schools. By September 2024 it had grown to 36 schools plus a sixth form college, with plans for further expansion. The Trust exists to add social value. Our 2022-25 strategic plan states that “We are an education charity that exists to run and improve schools, raising the aspirations of the communities we serve. We’re giving children a better future and helping our communities thrive by giving pupils the best educational opportunities and the support they need.”

This document, in its entirety, constitutes the Trust Board’s scheme of delegation. Delegated powers are summarised in [Appendix G](#).

2. Terminology

All references to ‘academy’ or ‘academies’ in this document include all schools and Connell Co-op College.

All references to ‘Headteacher’ in this document include ‘Executive Headteacher’ and ‘Head of School’ where these arrangements are in place.

The committees of the Trust Board which operate at academy level (which are referred to in the Trust’s articles as ‘Local Governing Bodies’) are known within the Trust, and referred to in this document, as ‘Academy Community Councils’ (ACCs).

The members of the ACCs, who may be referred to in DfE documents and guidance as ‘governors’, are known within the Trust, and referred to in this document, as ‘Community Council Members’ (CCMs).

3. The Trust’s Values

The Trust is committed to the Co-op’s values, and the Ways of Being Co-op, and to making sure they can be clearly seen in all of its working practices and the way that its academies operate. These are:

- Self-help – we support learners, parents, carers and staff to help themselves
- Self-responsibility – we encourage learners, parents, carers and staff to take responsibility for, and answer to, their actions
- Democracy – we give our learners, parents, carers and staff a say in the way we run our schools
- Equality – we believe that the voice of each individual should be heard
- Equity – we run our schools in a way that is fair and unbiased and we work hard to give each of our pupils an equal chance in life

- Solidarity – we share interests and common purposes with our pupils, parents, carers and staff, and with other schools in the communities we serve.

The following ethical values are expected to be clearly seen in everything the Trust does:

- Openness – we believe in being open with colleagues in our schools and beyond, children and their families, sharing information and ideas to raise standards and life chances.
- Honesty – we act in a professional and respectful manner in our dealings with everyone.
- Social responsibility – we maximise our impact on the people in our communities while minimising our footprint on the world.
- Caring for Others – we treat everyone as we wish to be treated ourselves, understanding that children only have one childhood.

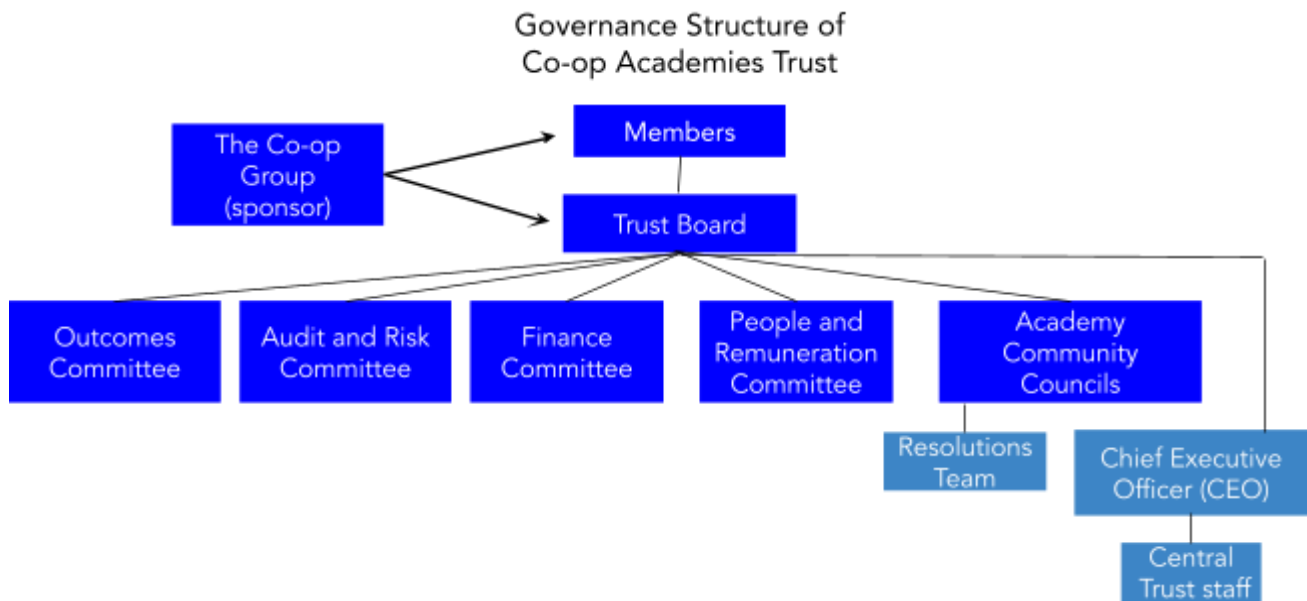
All colleagues, trustees and community council members are encouraged to live the Ways of Being Co-op:

- Succeed together – Co-operating is what makes us different; we're better and stronger when we work together.
- Be yourself, always – We bring our best self to our work, so that we each contribute and respect others for doing the same.
- Do what matters most – What matters most is ensuring that our students achieve the best possible outcomes.
- Show you care – We care about our Trust, our colleagues, our students, their parents, our Co-op and communities, now and for the future.

The Trust is a single financial and legal entity, delivering education on multiple sites through its different schools and its college, and the Trust Board is responsible for all of this. Some systems are centralised to support the academies and the whole Trust to run effectively and efficiently, but our academies know their communities best, and the role of the ACCs is crucial in understanding the strengths and the challenges faced by each of our academies' communities, making sure that stakeholder voices are heard, and ensuring these inform decision-making at academy and at Trust-wide level. This document lays out the operating principles for the Trust Board and the ACCs, and the scheme of delegation under which decision-making takes place.

4. How Governance Operates within the Trust

The governance structure of the Trust is shown below. It reflects the legal structure of the Trust as both a company limited by guarantee (which means it doesn't have shareholders), and an exempt charity (which means that it's overseen by the Secretary of State for Education instead of the Charities Commission).



As the Trust’s sponsor, the Co-op Group is a corporate Member of the Trust and it also appoints the other four individual Members as well as the Chair of the Trust Board (who are all Co-op employees). The Members have a particular role which is to oversee and ensure the good governance of the Trust, but the Trust Board is legally responsible for the effective running and financial oversight of the whole Trust. The people who sit on the Trust Board are both directors of the company and trustees of the charity. In Co-op Academies Trust we refer to these individuals as ‘trustees’.

The Trust Board delegates responsibilities to its four committees and also to academy community councils (ACCs). The terms of reference of the committees (the documents which explain what each committee is responsible for) are included in this document as [Appendix E](#). The responsibilities of the ACCs are explained in [Section 7](#) below. The ACCs further delegate all work relating to panels and processes to the Trust’s Resolutions Team. The role of this team is explained in [Appendix F](#).

The Department for Education’s (DfE) [Academy Trust Governance Guide](#) says that governance within trusts has three purposes; to provide:

- strategic leadership
- accountability and assurance
- strategic engagement

In Co-op Academies Trust, governance is shared between the Trust Board, the CEO and Trust central team, and the ACCs, and this document (the Trust’s ‘scheme of delegation’) outlines who is responsible for what.

Because multi-academy trusts are companies, some of the governance arrangements are determined by the Companies Act 2006. The Trust also has to comply with its funding agreement with the Secretary of State for Education, and the articles of association, which are an annexe of that agreement. The Trust’s articles of association (or

'articles') are available to download from the Trust's website at:

www.coopacademies.co.uk/governance.

Trustees and all CCMs have a duty to act independently and must act with integrity, objectivity and honesty in the best interests of the Trust/Academy. The Trust is committed to being open about decisions and being prepared to justify those decisions, other than in relation to specific issues which the Trust Board or the ACC has decided are confidential, because they relate to a particular individual, are commercially sensitive or for some other valid reason.

5. The Role and Remit of the Co-op Academies Trust's Members

The National Governance Association (NGA) calls the Members "the guardians of the governance of the Trust.". In a company limited by guarantee (a not-for-profit company like an academy trust), Members take the place of shareholders. Their responsibilities are limited but very important. Details of the Trust's Members are published on the website at www.coopacademies.co.uk/governance.

The Members fulfil their responsibilities by appointing the Trustees - and would also have the power to remove them if necessary; they also appoint the Trust's auditors. The Members meet twice a year, and can make decisions between meetings through a formal written agreement. The details of how Members' meetings and decision-making processes are conducted is determined by the Companies Act 2006 and by the Trust's articles. One of the Members' meetings is required to be an 'Annual General Meeting' (AGM). This takes place during the spring term and at the meeting the Members receive the Trust's annual accounts.

6. The Role and Remit of the Co-op Academies Trust Board

The Trust Board will provide the best possible education to all pupils at Co-op Academies and give them the best possible chances in life. The Board will do this by:

- Providing strategic direction for the Trust, through the creation and monitoring of a strategic plan;
- Making sure the Trust works within its budget and focuses its spending on delivering that plan;
- Making sure the Trust complies with the requirements and expectations of the Department for Education (DfE), Education and Skills Funding Agency (ESFA), and all relevant legislation;
- Holding the Trust's CEO and central Senior Leadership Team (SLT) to account for delivering the strategic plan;
- Ensuring co-operative values are always clear in the way the Trust works.

The Trust Board will always consider:

- The need to keep our children and young people safe;

- The requirements and expectations of the Co-op Group;
- The need to operate with corporate social responsibility; and
- Stakeholder feedback.

Trustees must always follow the [Code of Conduct \(Appendix B\)](#).

The Trust Board will organise its work in line with the Trust's articles and the arrangements set out in [Appendix C](#).

The Trust Board will always consider the advice and guidance of the CEO and the Trust's governance professionals.

A more detailed list of the Trust Board's responsibilities ('matters reserved to the Board') is included as [Appendix A](#).

The Trust Board has the right to change the role of the ACC or to approve an individual scheme of delegation relating to a specific academy, which might include the removal of the ACC and the establishment of an academy improvement board (AIB), if one of the following happens:

- the academy gets a judgement of "Inadequate" or "Requires Improvement" following an Ofsted inspection;
- The Trust Board has a reasonable belief that the academy is not acting in accordance with this scheme of delegation or is otherwise not acting in accordance with the ethos of the Trust; or
- The academy is identified as being 'high priority' under the Trust's agreed school improvement arrangements.

7. The Role and Remit of Academy Community Councils (ACCs)

The ACCs don't have legal responsibilities but they do have important responsibilities delegated to them by the Trust Board.

Members of the ACCs (the CCMs) must always follow the Trust Code of Conduct ([Appendix B](#)). The way that ACCs work is explained in [Appendix D](#).

The ACCs must consider any advice given by the Headteacher, Regional Director, CEO or Deputy CEO and must follow advice, instruction and/or direction given by the Trust Board.

The ACCs will monitor how well the academy is meeting the needs of its pupils, in line with the Trust's strategic plan, including by working with and supporting the local community. Specifically this means they will:

- Make sure that the Co-op values and Ways of Being Co-op are obvious in the way the academy works;

- Help the academy to plan for the future and oversee the implementation of the key strategic priorities;
- Monitor and try to improve staff and student wellbeing;
- Monitor and promote positive student behaviour and attendance;
- Make sure parents and the local community understand what the academy is doing and are involved as partners in its work;
- Make sure the key challenges and issues faced by the community are brought to the attention of the Trust Board;
- Work with the Academy Community Pioneer and Regional Community Manager to make sure that the academy's community plan meets the needs of the academy's community, and support the plan's implementation;
- Monitor the experiences of vulnerable groups of students, particularly through interactions with students and key staff, to ensure policy translates into practice, including for those children with special educational needs, children who qualify for the pupil premium grant and any groups identified as at risk of underachievement within the academy;
- Through their understanding of the academies and the communities they serve, contribute to identifying, and maintaining oversight of, the academy's top strategic risks;
- Monitor the academy's careers provision through discussions with pupils and relevant members of staff, and contribute to strong business links within and outside of the academy's community;
- Keep the Trust Board informed about any issues that may need input from the Trust Board or, in the view of the ACC, should impact upon Trust-wide decision-making;
- Promote the positive reputation of the academy in the local community.

The need to keep our children and young people safe will be an underlying principle of all of the ACCs' work.

8. The Delegated Powers of the Chief Executive Officer (CEO)

As well as delegating some responsibilities to the ACCs, the Trust Board delegates powers and responsibilities for the running of the Trust on a day-to-day basis to the Trust's central team and the academy staff, via the CEO. It is the Trust Board's role to set the strategy and Trust-wide policy, to ensure financial stability and effective school improvement, and to consider and respond to strategic issues. The CEO is responsible for implementing the strategy and policy determined by the Board, and to establish procedures to ensure this happens. The financial delegations to the CEO and beyond are detailed in the Trust's financial regulations which can be found on the Trust's website at www.coopacademies.co.uk/governance and which are summarised on the table attached to this document as [Appendix H](#).

Specifically the following responsibilities are delegated to the CEO:

- Implementing the Board's strategic plan;
- Setting and implementing the Trust's curriculum policy, in line with the principles set by the Board;
- Ensuring the highest possible academic standards are achieved by the academies' pupils;
- Implementing all operational aspects of [Keeping Children Safe in Education](#) and promoting a safe working culture across the Trust;
- Building and facilities maintenance and the development and implementation of estate management policy, including monitoring PFI (private finance initiative) contracts;
- Setting the academy and central team staffing structure, except for the Trust's Central SLT, and all staffing appointments outside of central SLT, as long as they fall within the agreed budget
- Ensuring that effective performance management takes place in relation to all centrally employed staff and all headteachers, and for putting in place processes for the proper professional and personal development of all staff;
- Ensuring that effective and efficient financial management processes are in place across the Trust and are consistently implemented, and that the Trust's resources are efficiently and effectively managed;
- Ensuring that appropriate and effective human resources (HR) policies are in place across the Trust and are consistently implemented;
- Ensuring that the Board's internal scrutiny programme is implemented and identified actions are followed up;
- Capitalise on the relationship with the sponsor to help drive up educational outcomes and an awareness of the power of co-operative education and lifestyle;
- Ensuring that co-operative values and principles and the Ways of Being Co-op are embedded in all the Trust's activities.

Subject to the fact that headteachers must always follow any reasonable direction of the CEO, which may be made via the Deputy CEO, Regional Director or Executive Headteacher, the following are delegated to headteachers:

- the internal organisation, management and control of the academy (including the implementation of all policies approved by the Trust Board and the direction of the teaching and curriculum at the academy);
- the appointment and management of all academy staff outside the academy's senior leadership team, provided that relevant Trust policies are complied with;
- ensuring that effective performance management takes place in relation to all academy staff and that processes for the proper professional and personal development of staff are in place;

- the setting and annual review of the academy's admissions policy and arrangements, in line with the principles set by the Trust Board, which is the admissions authority for every academy in the Trust;
- any activities designed to generate business income, in line with Trust policy;
- ensuring effective mechanisms are in place to safeguard pupils and to appropriately handle child protection concerns. This will include appointing a properly trained designated safeguarding lead member of staff.

9. The Resolutions Team

The Board delegates the authority to hear and resolve panels and processes on its behalf to the ACCs which further delegate this role to a team known as the Trust's "Resolutions" Team. The terms of reference and appointment arrangements relating to this team are attached as [Appendix F](#).

10. Review

This scheme of delegation will usually be reviewed on an annual basis, with a comprehensive review at least every three years. The last comprehensive review took place in 2024.

The Trust Board will have discretion to review this scheme of delegation at any time and to alter any provisions of it.

In considering any significant changes to this scheme of delegation or any framework on which it is based, the Trust Board will have regard to and take into account any views of the ACCs.

Appendix A: Matters Reserved to the Board

Strategy and Management

- Establishing the vision and ethos of the Trust and ensuring its co-operative values and principles are embedded in all of the Trust's activities
- Setting the strategic priorities for the Trust, including the Trust's growth strategy
- Providing strategic direction to the Trust and its academies through the creation of a strategic plan
- Appointing the CEO and the Trust's senior leadership team (SLT)
- Holding the CEO and Trust's SLT to account for delivering the strategic plan
- Overseeing the strategic growth of the Trust and approving free school applications and schools/academies/trusts joining the Trust
- Performance managing the CEO and determining the performance management policy for the Trust

Governance

- Preparation and approval of this Scheme of Delegation, in consultation with the ACCs, and ensuring it is regularly reviewed
- Establishing and setting the terms of reference of Board committees and appointing committee chairs
- Arrangements for Board succession planning and presenting new trustees to Members for appointment
- Ensuring that a suitable programme of internal scrutiny is in place
- Ensuring the Trust remains compliant with all regulatory requirements including the Trust Funding Agreements and the latest Academy Trust Handbook
- Undertaking a regular review of its own performance and structures and that of its committees and link trustees
- Establishing and appointing to Board committees and link trustee roles
- Appointing the ACC chairs
- Setting up register of trustees' interests and ensuring these are published on the website and updated annually
- Setting the risk appetite and overseeing the management of risk across the Trust
- Setting the schedule of matters reserved for Board decision

Finance and Capital

- Ensuring financial viability and the best use of the Trust's funds to ensure it delivers its purpose
- Strategic and financial planning for the Trust and the academies
- Approval of three year and financial budgets for the Trust
- Approval of the annual report and accounts
- Approval of each academy's annual funding
- Cost allocation between the Trust and the academies

- Compliance with the Academy Trust Handbook
- Compliance with the financial and accounting requirements of the Trust
- Setting procedures for financial controls
- Approving the levels of organisation-wide financial delegations
- Approval of all proposed capital projects (for prior approval) before any costs incurred in relation to any project (subject to the delegations in [Appendix H](#))
- Approval of any changes to academy planned admissions numbers (PANs)
- Central procurement of insurance including buildings, land and trustees' and CCMs' insurance
- Approval of the Trust's insurance and indemnity arrangements

Curriculum

- Approval of Trust Curriculum Statement
- Setting targets for Trust outcomes and holding the CEO and Trust SLT to account for these

Human Resources

- Determination of Early Retirement requests (where there is a cost to the organisation)
- Approval of pension discretions within the local government pension scheme (LGPS)
- Approval of any change in staff numbers beyond those budgeted for in the approved budget of the Academy
- Determination of terms and conditions of all staff

Communication

- communicating with the Department for Education and Education and Skills Funding Agency and the Trust's sponsor on key issues
- communicating and consulting with the Academies, including the ACCs on key issues
- Approval of the appointment of the organisation's principal professional advisers, and seeking additional specialist advice where required
- Devising Trust branding and branding guidance in agreement with the sponsor

Appendix B: Code of Conduct for Members, Trustees, Trust Committee Members and Community Council Members

Code of conduct

The Co-op Academies Trust asks its Members, Trustees, Trust Committee Members, Community Council Members and Resolutions Team Members to reflect Co-op values in all their work, making sure that the Ways of Being Co-op underpin everything they do.

Members, Trustees, Trust Committee Members, Community Council Members and Resolutions Team Members should always follow the seven Nolan principles of public life as these provide a framework for good and effective work in a public office. These are:

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Specifically, Members, Trustees, Trust Committee Members, Community Council Members and Resolutions Team Members in Co-op Academies Trust must:

- Always work in the best interest of the Trust, its academies, its pupils, parents and staff;
- Familiarise themselves with safeguarding procedures and policies and always prioritise the safeguarding of children and young people, accepting that safeguarding is always everyone's business;
- Complete an application for a disclosure and barring check within three weeks of their appointment/election;
- Uphold the Co-op values and Ways of Being Co-op and be an ambassador for the Trust/Academy in all aspects of public and personal life, including on social media;
- Attend all relevant meetings other than in exceptional circumstances, and, when unable to attend, send apologies explaining these circumstances to the chair;
- Prepare for meetings by reading meeting paperwork and considering any questions that arise;
- Engage in meetings by contributing appropriately and asking questions where relevant, always treating others with respect;
- Take responsibility for their own development, undertaking relevant e-learning and face to face training as requested;
- Follow Trust policies in all interactions with the Trust/Academy staff;
- Be diligent and transparent in declaring personal interests, and not use any information gained in the role for personal gain;
- Keep the information received through meetings and their role confidential;
- Uphold and promote the Co-op values and principles and ways of being Co-op in their own conduct and in their decision-making;
- Act as part of the Members/Trust Board/ACC/Resolutions team, understanding that decisions are made as a collective, with responsibility lying with the group as a whole, not with them as an individual.

How we deal with concerns

If any concerns arise, the Trust will act with fairness, openness, and transparency, but breaches of this code of conduct could potentially lead to the removal of a Member, Trustee, Trust Committee Member, Community Council Member or Resolutions Team Member.

Appendix C: Operating Principles for the Co-op Academies Trust Board

1. Trust Board Membership

The size of the Trust Board is determined by the articles of association as 3-15 trustees appointed by the Members. The Trustees are permitted by the articles to co-opt as many additional board members (under article 58) as they wish.

2. Appointment of Trustees

When Trustees are appointed by the Trust's Members, this will be by majority vote at a Members' meeting or by written resolution, usually following a recommendation from the Chair of the Trust Board.

If Co-opted Trustees are appointed this is done by the Trust Board on the basis of a majority vote at a quorate board meeting. Other Co-opted Trustees do not have voting rights in this context. However Co-op Academies Trust will not normally appoint Co-opted Trustees.

Trustees will be appointed on the basis of the relevant skills, experience and capacity which they offer to the role; they will be asked to outline this in advance of their appointment, usually via an interview with the Chair of the Board.

Employees of the Trust will not be appointed as Trustees.

3. Recruitment Checks

All trustees must sign the Trust's code of conduct and must complete an application for a disclosure and barring service (DBS) check within three weeks of their appointment or election. DBS checks completed for roles outside the Trust are not valid.

4. Term of Office

The term of office for all trustees, other than the Chair, is four years. The Chair is a trustee ex-officio, by virtue of their office within the Co-op Group. As long as they remain eligible, a trustee can be re-appointed or re-elected at the end of their term of office for a maximum of one further term. This means that the maximum length of time an individual can serve as a trustee with the Co-op Academies Trust is eight years, other than in exceptional circumstances where an individual may be reappointed for a maximum of a further two years.

Once a trustee has served for eight years and left the Trust Board they are eligible for re-appointment once twelve months has elapsed.

5. Resignation

A trustee may resign their position at any time by writing to the Company Secretary or the Trust Board Chair, as long as at least three trustees remain in post.

6. Removal and Suspension of Trustees

Any appointed trustee can be removed from the Trust Board by the Members at any time; any co-opted trustee can be removed by the Trust Board, in line with Article 66.

This would usually be for one of the following reasons:

- They have acted in a way that is inconsistent with the ethos of the Trust;
- They have brought or are likely to bring the Trust or the office of Trustee into disrepute;
- They are in breach of the duty of confidentiality to the Trust, or to any member of the Trust's staff or a pupil at an academy;
- They are in breach of the Trust's code of conduct for trustees in some other way.

Before making a decision to remove a Trustee the Members or the Trust Board will consider anything the individual Trustee wants to say about the issue, and will consult the Trust's Head of Governance.

7. Qualification as a Trustee

All Trustees must be at least eighteen years old and may not be a current pupil of any Co-op academy.

A Trustee will stop being a Trustee automatically if they become incapable by reason of mental disorder, illness or injury of managing their own affairs.

A Trustee will be removed from the role if they are absent without permission from all the full meetings of the Trust Board as well as the meetings of any committee they are a member of, held within a period of six months, and the Trust Board resolves that they are removed. To be granted permission for absence the Trustee must have submitted apologies to either the Chair or the Trust's Head of Governance in advance of the meeting, and the meeting minutes must reflect that the Trustee's apologies were accepted by the meeting.

An individual is disqualified from being a Trustee within Co-op Academies Trust if any of the disqualification criteria relating to bankruptcy, disqualification as a company director or charity trustee, prohibited or restricted employment or criminal convictions apply, as detailed in Articles 71-74.

8. Appointment / Election of Chair and Vice Chair and Committee Chairs

8.1 Appointment of Chair

The Chair will be elected at the first meeting of each academic year; nominations for the role of chair will be invited from the Co-op Group in advance of this meeting. The Chair has particular responsibility for providing effective leadership on matters such as:

- formulating the Board's strategy for discharging its duties;
- encouraging high standards of propriety;
- representing the views of the Board externally and internally; and
- providing for the induction, training, objectives and assessment of individual Board members
- advising the Co-op on the performance of the Trust, and of the CEO.

The Chair will be automatically removed from the role, with no further action needed, if they stop being an employee of the Co-op Group.

Where the position of chair falls vacant the Trust Board must elect a new chair at its next meeting.

8.2 Election of Vice Chair

The Vice Chair will be elected at the first meeting of the academic year. All eligible trustees will be asked by the Head of Governance in advance of the relevant meeting whether they wish to nominate themselves for the role of vice chair. Where more than one person has put themselves forward for the role of vice chair there will be a secret ballot at the meeting.

The Vice Chair can resign from the role at any time by writing to the Chair or the Trust's Head of Governance. Where the position of chair becomes vacant the Vice Chair will act as Chair until the position is filled; where the position of vice chair falls vacant the Trust Board must elect a new vice chair at its next meeting. Self-nominations will be invited in advance of that meeting if time allows, otherwise self-nominations will be invited from all eligible trustees at the meeting.

If the Chair is unable to attend a meeting the Vice Chair will act as chair for the purposes of that meeting. If the Vice Chair is also absent the Trust Board will elect a chair for the purposes of that meeting.

8.3 Appointment of Committee Chairs

Committee chairs will be appointed by the Board at the last meeting of the academic year, for the following year, or at the Trust's strategy day at the beginning of the academic year. The Trust Board Chair will bring nominations to the Board for its consideration.

9. Removal of the Chair / Vice Chair

The chair may be removed from the role by the Members but, before the chair is removed, the Members will consider representations from the Chair, and consult with the Trust's Head of Governance.

The Vice Chair may be removed by the Trust Board. Any decision to remove the Vice Chair must be a specified agenda item at a Trust Board meeting, and the Vice Chair must be given the opportunity to speak on their own behalf, before leaving the meeting while a vote is taken on the issue via secret ballot.

10. Conflict of Interest

A trustee will be considered to have a conflict of interest, and should withdraw from any related discussion and vote, in any situation where:

- there may be a conflict between the individual interests of the trustee and the interests of the Trust or any of its academies;
- a fair hearing is required and there is any reasonable doubt about a trustee's ability to act impartially;
- The trustee has a direct or indirect pecuniary interest.

Where there is any disagreement about whether a trustee should withdraw this will be determined by a vote of the other trustees present. If a trustee leaves the meeting in this context they no longer count towards the quorum.

11. Committees

The Trust Board may establish any committees it chooses, and is required to have an audit and risk and a finance committee. The terms of reference, proceedings and membership of each committee are included as [Appendix E](#) of this document and are also published separately on the Trust's website in line with the DfE's expectations; these must be reviewed annually, and will be approved at the first Trust Board meeting of the academic year. The membership of a committee can include people who aren't trustees and these members will have voting rights at committee meetings and will contribute to the quorum, but the majority of the members present at any committee meeting, must be trustees. People who serve on a committee but are not trustees are not entitled to attend Trust Board meetings.

12. Meeting Papers

At least seven clear days before each board and committee meeting all trustees will be provided with a copy of the agenda and all papers to be discussed at the meeting. Papers should only be tabled at meetings, or distributed less than seven clear days in advance of the meeting, in exceptional circumstances which are agreed as such by the Chair of the Board or the relevant Committee.

Minutes of the meeting will be drawn up by the Clerk, in line with current Trust guidance, and shared with the Chair, usually within seven days of the meeting, and then circulated to all trustees. In circumstances where the Clerk, or an appropriate substitute, has not been able to attend the meeting, a trustee or other attendee may be nominated to act as minute-taker for that meeting. The minutes will be approved at the next meeting of the Board, or, in the case of committee minutes at the next Committee meeting, and marked as signed on GovernorHub following the meeting.

The agenda for every meeting of the Board, including committee meetings, all reports and documents for each meeting and the agreed minutes of meetings will be made available, as soon as possible after each meeting, to be viewed by anyone who asks to see them. This does not apply to any paper or minutes that the Board, or the Committee, has decided is confidential; confidential matters include anything relating specifically to a pupil or potential pupil of any academy and their family, a member of staff or a potential member of staff of any academy or of the central team.

13. Trust Board Meetings

The Trust Board can choose to meet more frequently, but must meet at least three times each year. Co-op Academy Trust has agreed that the Board will meet at least quarterly, and will usually hold an additional development/strategy meeting during the autumn term.

Other than the development/strategy meeting, meetings will not usually last longer than three hours. Meetings of the full Board will usually be held in person in Manchester at 1 Angel Square or at one of the Trust's academies; committee meetings will usually be held virtually via an electronic meeting platform.

Meetings will usually be convened by the Chair, but any three trustees can put a request to the Clerk to the Board to convene a meeting and the Clerk must do so. When the Chair considers the issue(s) to be discussed to be urgent they can call an additional meeting with less than the usual notice, but otherwise trustees must be given at least seven clear days' notice of a meeting.

The usual quorum for a Trust Board meeting, which is the number of trustees who need to be present for the meeting to be valid, is three trustees or one third of the trustees in post at that time (not including any vacancies, rounded up to the nearest whole number), whichever is greater.

The quorum for a committee meeting is three committee members, which can include non-trustee committee members as long as the majority of committee members present are trustees.

14. Trust Board Decisions

Every question to be decided at a Trust Board meeting, or one of its committees, will be decided by a simple majority of the trustees present; no votes can be cast by proxy. Other than in contested ballots for the role of vice chair, votes will usually be determined by a show of hands, unless a secret ballot is requested by the Chair or any trustee present. If there is an equal division of votes the chair of the meeting will have a second and casting vote.

There may be pressing circumstances where decisions have to be taken outside Board meetings. Where decisions that would ordinarily be taken at Board meetings have to be made on an urgent basis, they may be taken by the Chair in consultation with the CEO of the Trust, and will then be reported at the next Board meeting, with an explanation of the urgency.

The decision will be recorded in the minutes of the Board meeting.

In between meetings the Board is also allowed to make a decision by way of a resolution in writing. This is a document signed by every trustee. In practice this may be a number of identical documents, and electronic signatures (or email confirmations) are acceptable. Decisions made in this way should be minuted at the next Board meeting.

Appendix D: Operating Principles for the Co-op Academies Trust Academy Community Councils (ACCs)

1. ACC membership

Academies can choose the size of their ACC within the guidelines set out below. Council members are appointed from the following groups, which are explained below:

- at least one sponsor member;
- at least two parent members, elected or appointed as outlined below;
- at least one staff member;
- the Headteacher;
- at least three community members.

The number of members is not subject to any maximum.

Where a council oversees more than one academy this membership will be flexed to accommodate the local arrangements and this will be agreed with the Trust Board Chair.

1.1 Staff members

Staff members are elected by the staff of the academy. All staff employed by the Trust to work at the Academy, other than members of the senior leadership team and the school business manager, are eligible to put themselves forward for the role(s), and any election where more than one person puts themselves forward will be decided by a secret ballot of all staff, administered by the academy. A staff member stops being a member of the council if they leave the employment of the Trust or move to a role not based at that academy.

The Headteacher is an “ex-officio” member of the ACC. This means that they are automatically a member of the council because of the job that they have, and their appointment as a council member continues as long as they’re employed as Headteacher in that academy.

1.2 Parent members

Parent members are elected by the parents and carers of pupils at the academy. Any parent or registered carer of a pupil is eligible to put themselves forward for the role, and any election where more than one person puts themselves forward will be decided by a secret ballot of all parents and carers, administered by the academy.

Where the role of Parent Member has been advertised at least once and nobody has put themselves forward for the role, the ACC is permitted to appoint someone as a parent member. This person must be the parent of a school-aged child, but the child doesn’t

have to be a pupil at the academy. A decision to appoint a parent member in this way should be agreed at an ACC meeting.

1.3 Sponsor members

Sponsor members are appointed by the Co-op Group, via the Chair of the Trust Board. These may be Co-op employees or the employees of Co-op suppliers. Sponsor members will be nominated for appointment by the Co-operative Partnership Manager (Education) and the Trust's Head of Governance, and their appointment will be approved by the Chair of the Trust Board, in consultation with the CEO.

1.4 Community members

Community members are appointed by the ACC because of the skills, experience and/or community links that they bring. They are likely to be part of, or have links with, the geographical or student community served by the academy, but an individual from outside this community may be appointed where they are considered to bring valuable skills and experience not present elsewhere within the ACC. It will be important for all ACCs to include members who have lived experience of the communities served by the academy and this should be considered an important factor in appointing Community members. In the Trust's special academies consideration should be given to appointing some Community members with lived experience of the special educational needs supported by the academy.

Community members may also comprise representatives from the local authority or other specific partnerships that the academy values. A decision to appoint a Community member should be agreed at a meeting of the ACC, following a recommendation from the chair who will have ensured that the Trust-agreed appointment process has been followed. The appointment will then be recorded on GovernorHub.

Community members must supply two satisfactory references to the Trust Governance Team, and be interviewed by the academy's Governance Officer, before their appointment can be agreed by the ACC.

2. Recruitment Checks

All CCMs must sign the Trust's code of conduct ([Appendix B](#)) and must complete an application for a disclosure and barring service (DBS) check within three weeks of their appointment or election. The DBS requirement does not apply to staff members who will already have a valid DBS check carried out by the academy. DBS checks completed for roles outside the Trust cannot be re-used. Failure to complete the DBS application will result in the member being removed from the ACC.

3. Term of Office

The term of office for all council members, other than the Headteacher, is four years. The Headteacher is automatically a council member for the whole time they are in that role. As long as they are still eligible, a member can be re-appointed or re-elected at the end of their term of office.

4. Resignation

A council member may resign their position at any time by writing to the academy's Governance Officer or the ACC Chair.

5. Removal and Suspension of CCMs

Any member can be removed from the ACC at any time by the Chair of the Trust Board, for any of the following reasons:

- They have acted in a way that is inconsistent with the ethos of the Trust;
- They have brought or are likely to bring the Academy or the Trust or the community council into disrepute;
- They are in breach of the duty of confidentiality to the Trust, the Academy or to any member of staff or pupil at the Academy;
- They are in breach of the Trust's code of conduct for council members in some other way.

A council member can also be suspended for a period of up to six months where this is considered to be a reasonable course of action by the Chair of the Trust Board, for example where an investigation is pending into an issue that could potentially lead to the member's removal. While a member is suspended they will not be allowed to attend community council meetings or have any access to information relating to the council's activities.

Before making a decision to remove or suspend a council member, the Chair of the Trust Board will consider anything the individual CCM wants to say about the issue, and will consult the chair of the ACC.

A staff council member who is suspended from their paid role in an academy will, without any further action being needed, also be suspended as a council member, for the same period of time.

6. Qualification as a community council member

A council member will stop being a member automatically if they become incapable by reason of mental disorder, illness or injury of managing their own affairs.

A member will be considered to have resigned from the ACC if they are absent without permission from all ACC activities within a period of six months, without having agreed this with the chair of the council.

An individual is disqualified from being a member of a community council in a Co-op academy if any of the disqualification criteria relating to bankruptcy, disqualification as a company director or charity trustee, prohibited or restricted employment or criminal convictions apply, as detailed in Schedule 4 of the The School Governance (Constitution) (England) Regulations 2012, or any regulations which replace these.

7. Appointment / Election of Chair and Vice Chair

The Chair of the ACC will be appointed by the Trust Board every year, at the beginning of the autumn term, following a nomination from the Council. The Vice Chair will be elected by the ACC at the first meeting of the autumn term, for a term of office which will last until the first meeting of the following autumn term. No member who works at the academy will be eligible to be chair or vice chair. All eligible members will be asked by the Governance Officer in advance of the first meeting of the autumn term whether they wish to nominate themselves for the role of vice chair. Where more than one person has put themselves forward for the role of vice chair there will be a secret ballot at the meeting.

The chair or vice chair can resign from the role at any time by writing to the academy's Governance Officer, and will automatically stop being chair/vice chair if they choose to leave the ACC or are removed for some reason. Where the position of chair becomes vacant the vice chair will act as chair until the position is filled by the Trust Board Chair; where the position of vice chair falls vacant the ACC must elect a new vice chair at its next meeting. Self-nominations will be invited in advance of that meeting if time allows, otherwise self-nominations will be invited from all eligible members at the meeting.

If the Chair is unable to attend a meeting the Vice Chair will lead that meeting. If the Vice Chair is also absent the ACC will decide who will lead that meeting.

8. Removal of the Chair / Vice Chair

The Chair may be removed from the role by the Chair of the Trust Board, but, before a chair is removed, the Chair of the Trust Board will consider representations from the Chair and consult with the Trust's Head of Governance.

The Vice Chair may be removed by the ACC. Any decision to remove the Vice Chair must be agreed at a meeting by at least 50% of the council members; the Vice Chair must be given the opportunity to speak on their own behalf, before leaving the meeting while a vote is taken on the issue via secret ballot.

9. ACC Meetings

The ACC must meet at least three times each year, usually in the first half of each term. Agendas will be agreed between the Chair and the Governance Officer and any council member can request that an item is put on the agenda.

At least six days before the meeting the agenda and any papers or other resources to be considered at the meeting should be uploaded to GovernorHub and shared with all council members. Papers should only be tabled at meetings, or distributed less than six days in advance of the meeting, in exceptional circumstances which are agreed as such by the Chair of the ACC.

When the Chair considers the issue(s) to be discussed to be urgent they can call a meeting with less than the usual six days' notice.

The quorum for an ACC meeting, which is the number of CCMs who need to be present for the meeting to be valid, will be one third of the number of ACC members in post at that time, not including any vacancies, rounded up to the nearest whole number.

Meetings will not be formally minuted but an action note will be kept and completion of actions will be tracked by the Chair.

9.1 ACC Decisions

Every question to be decided at an ACC meeting will be decided by a simple majority of the members present; in the unusual circumstances of a vote being required, this will usually be determined by a show of hands. If there is an equal division of votes the Chair of the meeting will have a second and casting vote.

9.2 Meeting Attendance

All council members and anyone invited by the council, as well as anyone invited/instructed to attend by the CEO of the Trust, or Chair of the Trust Board, is entitled to attend council meetings.

Members can participate in meetings of the ACC, by telephone or video conference, provided that they have arranged this in advance and it has been possible to make appropriate arrangements.

The ACC can also agree for meetings to be conducted entirely via a virtual meeting platform.

9.3 Meeting Records

Meetings will not be formally minuted but a record will be made of the key issues discussed, and actions will be recorded and tracked.

10. Link CCMs

ACCs will usually have the following link roles which will be common across the Trust and supported by trust-wide networks:

- Pupil premium
- SEND and vulnerable pupils

- Careers
- Community
- Equality, diversity and inclusion (EDI)

Other relevant link roles may be added at the council's discretion in order to help it to fulfil its remit. All link CCMs will be expected to engage in relevant link CCM activity between meetings and feed this back to the next meeting. Failure to do so without prior agreement from the Chair is likely to result in the member being deemed to have resigned their position on the council.

Appendix E: Terms of Reference for Trust Board Committees

Audit and Risk Committee - Terms of Reference

1. Purpose

1.1. The Audit and Risk Committee is a sub-committee of the Co-op Academies Trust Board which advises both the Chief Executive of the Trust, its central team and the Board itself.

1.2 The committee's general function is to help develop policy/objectives that support the trust's overall strategy and complement both the Chief Executive Officer of the Trust and the Board in their responsibilities. It will ensure that the Trust's strategic vision and co-operative values are at the centre of its endeavours. It will consider safeguarding and equalities implications when undertaking all committee functions.

1.3 The committee's specific function is to support the Chief Executive Officer and the Trust Board in their responsibilities for issues of risk, internal control including finance and governance. The Audit and Risk Committee will therefore monitor, evaluate, advise and report on:

- the internal audit process and plan
- the external audit process and plan
- findings and recommendations of the auditors
- the Trust's risk managements processes and progress towards mitigating key risks
- the Trust's risk appetite and risk management policies

1.4 Ultimate responsibility for audit and risk rests with the Trust Board. Routine matters, relating to audit and risk, and which are in line with agreed policy objectives established by the Trust Board, can be managed by the committee. Exceptional matters, including those that require wider consideration and/or formal approval must be taken to the Trust Board. The committee should seek a view from either the Chief Executive Officer or the Chair of the Trust Board if it is unclear whether a matter should be passed to the Trust Board for consideration and/or agreement.

1.5 The committee will liaise, and consult, with other committees of the Trust Board and Academy Community Councils, where appropriate.

2. Membership

2.1. The membership of the Audit and Risk Committee is as follows:

- Chair: A Trustee, who is not also chair of the Finance Committee.
- Members: at least three additional members, with relevant financial experience reflected in the membership. Additional members who are not Trustees may be

appointed by the Trust Board where they bring additional relevant skills and experience and will have voting rights on the Committee.

2.2 The chair and members of the committee are appointed annually by the Trust Board. No employee of the Trust may chair the committee.

2.3 The Chair of the Trust Board may be an ex-officio member of the committee.

3. Meetings

3.1. The Audit and Risk Committee will meet at least twice each year. Meetings will usually be conducted virtually via an electronic meeting platform such as Google Meeting. The Chair may convene additional meetings, as they deem necessary. The Chief Executive Officer or the Chair of the Co-op Academies Trust Board may, in exceptional circumstances, ask the Audit and Risk Committee to meet to consider any matter of relevant business.

3.2. A minimum of three members of the Audit and Risk Committee will be present for the meeting to be deemed quorate, at least two of whom must be trustees.

3.3. The following will normally attend the committee but will have no voting rights

- Chief Executive Officer
- Chief Operating Officer
- Committee Clerk
- Others, including members of the Trust's central team and/or Headteachers, may also be invited to attend committee meetings to address specific issues.

3.4 Other Board members may also attend meetings at any time, but will not have voting rights.

3.5. The Trust Board may appoint advisers to assist in the work of the committee at any time. These advisers do not have voting rights.

3.6 When making decisions all committee members will have an equal vote; where there is a split vote the chair will have a second and casting vote.

3.7. The Audit and Risk Committee may ask any of all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

3.8 Committee papers will ordinarily be made accessible, via GovernorHub, to those attending, seven days in advance of meetings.

4. Reporting

4.1. Within seven working days of each meeting, the draft minutes will be circulated to Audit and Risk Committee members for their comments, which should be emailed to the Clerk.

4.2. The Audit and Risk Committee will provide the Trust Board with regular reports and updates on progress at Board meetings, where minutes of the committee will also be received for information.

4.3. The Audit and Risk will provide the Trust Stakeholder Conference with an Annual Report, summarising its conclusions from the work it has completed during the year.

5. Responsibilities

5.1. In the context of the Co-op Academies Trust Strategic Plan agreed by the Trust Board, the committee shall consider and advise the Chief Executive Officer of the Trust and Trust Board on the following matters:

- Effectiveness of strategic processes for risk appetite, risk management, internal control, governance and information assurance including cyber security and data protection;
- Reviewing the Trust's top risks and ensuring adequate mitigations are in place;
- Accounting policies, including the process for review of the annual report and accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors
- Planned activities and results of internal and external audits
- Adequacy of management's response to issues identified by audit activity, including external audit management letter
- Assurances relating to the corporate governance requirements for the organisation
- Where appropriate, proposals for tendering for either internal or external audit services or for purchase of non-audit services from contractors who provide audit services
- Oversight of anti-fraud and whistleblowing policies and processes, including the receipt of reports of any instances of fraud and reviewing any actions identified
- Review and approval of relevant Trust policies delegated by the Trust Board
- Reviewing the annual report, recommending it the Board for approval and ensuring it is published on the Trust website in line with ESFA requirements;
- The committee will work with the auditor who will recommend an audit plan for the Trust Board to approve. Any audit plan will take full account of the risks to Trust's strategic priorities. The internal audit plan is approved by the Trust Board annually

6. Rights

6.1. The committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the committee.

6.2. The committee may co-opt additional members for a defined period to provide specialist skills, knowledge and experience and is authorised to obtain any independent professional advice it considers necessary, subject to budgets agreed by the Trust Board (in accordance with paragraph 101 of the Trust's Articles of Association).

6.3. The chair of the Audit and Risk Committee will ensure that committee members are given appropriate opportunities for training and development.

6.4. The Audit and Risk Committee will review the Terms of Reference, submitting any proposed changes to the Board for approval. The committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

Finance and Resources Committee - Terms of Reference

1. Purpose

1.1. The Finance and Resources Committee is a sub-committee of the Co-op Academies Trust Board which advises the Chief Executive Officer (CEO) of the Trust, its central team and the Board itself.

1.2 The committee's general function is to help develop policy/objectives that support the Trust's overall strategy and complement both the CEO and the Board in their responsibilities. It will ensure that the Trust's strategic vision and co-operative values are at the centre of its endeavours. It will consider safeguarding and equalities implications when undertaking all committee functions.

1.3 The committee's specific function is to support the CEO, who is also the Trust's Accounting Officer, the Chief Finance Officer (CFO) and the Trust Board, in their responsibilities with regard to compliance with the Trust's Funding Agreement with the Secretary of State for Education, the Academy Trust Handbook and the Trust's Financial Regulations, and to ensure sound management of the Trust's finances and resources, including proper planning, monitoring, probity and value for money. The committee will also oversee the Trust's key physical resources, particularly its building stock and key capital projects and any issues relating to private finance initiative (PFI) contracts. It will also oversee a range of areas relating to Trust growth and development, including the pipeline of potential new school and college joiners, major building and development projects, pupil numbers, and the experience of new academies on joining the Trust.

1.4 Ultimate responsibility for the Trust's finances lies with the Trust Board, however the committee may approve the same level of expenditure as the Board itself, the Board to be informed retrospectively, where urgent decisions are required. The committee should seek a view from the Chair of the Trust Board or the committee clerk if it is unclear whether a matter should be passed to the Trust Board for consideration and/or agreement.

1.5 The committee will liaise, and consult, with other committees of the Trust Board and Academy Community Councils, where appropriate.

2. Membership

2.1. The membership of the Finance and Resources Committee is as follows:

- Chair: one member of the Trust Board, who is not also chair of the Audit and Risk Committee.
- Members: at least three additional members, with relevant financial experience reflected in the membership. Additional members who are not Trustees may be appointed by the Trust Board where they bring additional relevant skills and experience and will have voting rights on the committee.

2.2 The chair and members of the committee are appointed annually by the Trust Board. No employee of the Trust may chair the committee.

2.3 The Chair of the Trust Board will be an ex-officio member of the committee.

3. Meetings

3.1. The Finance and Resources Committee will meet at least twice each year. Meetings will usually be conducted via a digital platform such as Google Meeting. The chair may convene additional meetings, as they deem necessary. The CEO or the Chair of the Trust Board may, in exceptional circumstances, ask the Finance and Resources Committee to meet to consider any matter of relevant business.

3.2. A minimum of three members of the Finance and Resources Committee will be present for the meeting to be deemed quorate, at least two of whom must be trustees. The membership present should include relevant finance experience.

3.3. The following will normally attend the committee but will have no voting rights

- Chief Executive Officer
- Deputy CEO (as Chief Finance Officer)
- Committee Clerk
- Others, including members of the Trust's central team and/or Headteachers, may also be invited to attend committee meetings to address specific issues.

3.4 Other Board members may also attend meetings at any time, but will not have voting rights.

3.5 The Trust Board may appoint advisers to assist in the work of the committee at any time. These advisers do not have voting rights.

3.6 The Finance and Resources Committee may ask any or all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

3.7 When making decisions all committee members will have an equal vote; where there is a split vote the chair of the meeting will have a second and casting vote.

3.8 Committee papers will ordinarily be made accessible, via GovernorHub, to those attending, seven days in advance of meetings.

4. Reporting

4.1. Within seven working days of each meeting, the draft minutes will be circulated to all Board members for their comments, which should be emailed to the clerk.

4.2. The Finance and Resources Committee will provide the Trust Board with regular reports and updates on progress at Board meetings, where minutes of the committee will also be received for information.

4.3. The Finance and Resources Committee will provide the Trust Governance Conference with an Annual Report, summarising its conclusions from the work it has completed during the year.

5. Responsibilities

5.1. In the context of the Co-op Academies Trust Strategic Plan, agreed by the Trust Board, the committee shall consider and advise the CEO of the Trust and Trust Board on the following matters:

- The annual estimates of income and expenditure and financial forecast for the Trust and its academies;
- Monitoring of revenue finances of the Trust and its academies and advising the Board on progress towards achieving its financial objectives;
- The management accounts of the Trust, cash flow forecasts and reserves, and to advise the Board on the year end accounts;
- The annual accounts, including presenting the annual accounts and the auditors' report to the Board for approval;
- To advise the Board on the financial implications of the Trust's strategic plan;
- To review, on an annual basis, the Trust's Financial Regulations, and recommend these for the Board's approval;
- Estate matters and the Trust's asset management strategy;
- The financial elements of the Trust's risk management strategy, including health and safety, buildings and insurance;
- The level of reserves and the Trust's reserves policy;
- Monitoring of Trust policies relating to finance, buildings and health and safety;
- Procurement activity requiring Board approval;
- Review and approval of relevant Trust policies delegated by the Trust Board;
- Any relevant legal and contractual documentation, operating within the Articles of Association, Schemes of Delegation, Funding Agreement and Financial Regulations;
- The development of systems and processes necessary to support the development of the Trust (eg. IT, procurement);
- Certain matters relating to Trust growth and development, including the pipeline of potential new school and college joiners, major building and development projects, trends in pupil numbers, and the experiences of new academies during their first 100 days with the Trust.

6. Rights

6.1 The committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the committee.

6.2 The committee may co-opt additional members for a defined period to provide specialist skills, knowledge and experience and is authorised to obtain any independent professional advice it considers necessary, subject to budgets agreed by the Trust Board.

6.3. The chair of the Finance and Resources Committee will ensure that committee members are given appropriate opportunities for training and development.

6.4. The Finance and Resources Committee will review the Terms of Reference, submitting any proposed changes to the Board for approval. The committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

Outcomes Committee - Terms of Reference

1. Purpose

1.1. The Outcomes Committee is a sub-committee of the Co-op Academies Trust Board which advises the Chief Executive Officer of the Trust, its central team and the Board itself.

1.2. The committee's general function is to help develop policy/objectives that support the Trust's overall strategy and complement both the CEO and the Board in their responsibilities. It will ensure that the Trust's strategic vision and co-operative values are at the centre of its endeavours. It will consider safeguarding and equalities implications when undertaking all committee functions.

1.3. The committee's specific function is to support and challenge the CEO and support the Trust Board in their responsibilities for standards, teaching and learning. The committee is responsible for approving the Trust's curriculum strategy, and maintaining oversight of the attainment and progress of pupils against Trust targets and relevant benchmarks. The committee has particular responsibilities to oversee the provisions in place to support pupils, including those with specific vulnerabilities, and receive reports of academies performing particularly strongly or those of particular concern. The committee also has responsibilities for the oversight of Trust processes relating to safeguarding, admissions, behaviour and attendance.

1.4 Ultimate responsibility for the Trust's curriculum, standards and outcomes lies with the Trust Board, however the committee may take approval decisions in these areas, the Board to be informed retrospectively, where urgent decisions are required. The committee should seek a view from either the CEO or the Chair of the Trust Board if they are unclear whether a matter should be passed to the Trust Board for consideration and/or agreement.

1.5 The committee will liaise with and consult with other committees of the Trust Board and Academy Community Councils where appropriate.

2. Membership

2.1. The membership of the Outcomes Committee is as follows:

- Chair: One member of the Trust Board.
- Members: At least three additional members with appropriate skills, knowledge, understanding and expertise. Additional members who are not Trustees may be appointed by the Trust Board where they bring additional relevant skills and experience and will have voting rights on the committee.

2.2. The Chair and members of the committee are appointed annually by the Trust Board. No Trust employee may chair the committee.

2.3 The Chair of the Trust Board will be an ex-officio member of the Committee.

3. Meetings

3.1. The Outcomes Committee will meet at least three times each year. Meetings will usually be conducted via a digital platform such as Google Meeting. The CEO or the Chair of the Trust Board may, in exceptional circumstances, ask the Outcomes Committee to meet to consider any matter of relevant business.

3.2. A minimum of three members of the Outcomes Committee will be present for the meeting to be deemed quorate, at least two of whom must be trustees.

3.3. The following will normally attend the committee but will have no voting rights:

- Chief Executive Officer;
- Committee Clerk;
- Others, including members of the Trust's central team and/or Headteachers, may also be invited to attend committee meetings to address specific issues.

3.4. Other Board members may also attend meetings at any time, but will not have voting rights.

3.5. The Trust Board may appoint advisers to assist in the work of the Committee at any time. These advisers do not carry voting rights.

3.6. The Outcomes Committee may ask any or all of those who normally attend, but are not Board members, to withdraw to facilitate open and frank discussion of particular matters.

3.7 When making decisions all committee members will have an equal vote; where there is a split vote the chair will have a second and casting vote.

3.8 Committee papers will ordinarily be made accessible, via GovernorHub, to those attending, seven days in advance of meetings.

4. Reporting

4.1 Within seven working days of each meeting, the draft minutes will be circulated to all Board members for their comments, which should be emailed to the clerk.

4.2 The Outcomes Committee will provide the Trust Board with regular reports and updates on progress at Board meetings, where minutes of the committee will also be received for information.

4.3. The Outcomes Committee will provide the Trust Governance Conference with an Annual Report, summarising its conclusions from the work it has completed during the year.

5. Responsibilities

5.1. In the context of the Co-op Academies Trust Strategic Plan, agreed by the Trust Board, the committee shall consider and advise the CEO of the Trust and Trust Board on the following matters:

- Approving the Trust's curriculum strategy, including approached to the wider curriculum;
- Oversight of attainment and achievement for all of the Trust's academies including the monitoring of performance against relevant benchmarks;
- Oversight of the extra curricula offer, and other interventions aimed at building cultural capital;
- Providing advice on school improvement work and leadership standards;
- Monitoring the overall performance of each of the academies, including the receipt of progress reports of academies identified to be particularly strong or indicating areas of particular concern;
- Oversight of arrangements for vulnerable pupils, including those with Special Educational Needs and/or Disabilities (SEND), those who speak English as an Additional Language (EAL), those who are looked after or previously looked after (LAC/PLAC) and those who receive the Pupil Premium grant or the post-16 equivalent;
- Advising on the principles and policies relating to academy admissions;
- Oversight of safeguarding arrangements, including training and issues relating to the Prevent agenda;
- Advising on behaviour matters, including determination of the Trust pupil discipline principles statement, and monitoring related issues such as levels of exclusions across the Trust;
- Oversight of pupil attendance principles and performance;
- Review and approval of relevant Trust policies delegated by the Trust Board.

6. Rights

6.1. The committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the committee.

6.2. The committee may co-opt additional members for a defined period to provide specialist skills, knowledge and experience and is authorised to obtain any independent professional advice it considers necessary, subject to budgets agreed by the Trust Board.

6.3. The Chair of the Outcomes Committee will ensure that committee members are given appropriate opportunities for training and development.

6.4. The Outcomes Committee will review the Terms of Reference, submitting any proposed changes to the Board for approval. The committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

People and Remuneration Committee - Terms of Reference

1. Purpose

1.1. The People and Remuneration Committee's functions are to:

- Oversee the Trust's Human Resources (HR) strategy and all related HR data
- Approve trust-wide staffing policies
- Oversee the Trust's pay and rewards policies and their implementation
- Review pay benchmarking information
- Conduct the CEO's performance management
- review the pay of the CEO and other Trust SLT members

2. Membership

2.1. The membership of the People and Remuneration Committee is as follows:

2.2. Chair: one trustee member of the Committee

2.3. Members: at least four members, the majority of whom must be trustees, with relevant knowledge and experience.

2.4. Committee members who are not trustees may be appointed by the Trust Board where they bring additional relevant skills and experience and will have voting rights on the Committee.

3. Meetings

3.1. The Committee will have scheduled meetings up to four times each year, with additional meetings scheduled if needed. Meetings will usually be conducted via a digital platform such as Google Meeting. The first meeting of the year will usually take place during September to set the parameters for the Central Trust's SLT pay reviews.

3.2. A minimum of three members of the People and Remuneration Committee will be present for the meeting to be deemed quorate, at least two of whom must be trustees.

3.3. The following will normally attend meetings of the Committee:

- The CEO (other than when their own remuneration is being discussed)
- The Trust's Chief People Officer (other than during discussions regarding the CEO's performance management and when their own remuneration is being discussed).

3.4. When making decisions all Committee members will have an equal vote; where there is a split vote the chair will have a second and casting vote.

3.5 The Committee will be clerked by an independent clerk (i.e. someone not employed by the Trust) where possible.

4. Reporting

4.1. Within seven working days of each meeting, the draft minutes will be circulated to Committee members for their comments, which should be emailed to the clerk. Where these relate specifically to the CEO's performance management, and the pay of individual members of SLT, these will be confidential to the Committee but key issues will be shared confidentially with the Board. Minutes of all other matters will be presented to the next meeting of the Board.

5. Responsibilities

- Set and regularly review the Trust's people strategy
- Monitor progress against the Trust's people strategy
- Monitor HR data including staff turnover and staff absence
- Approve Trust-wide HR policies including the Trust's pay policy
- Oversee the Trust's approach to executive pay and reward, and ensure this is in line with Trust policy and any expectations / requirements set by the Education and Skills Funding Agency (ESFA); this will include giving particular scrutiny to the pay of the CEO, the Trust's Senior Leadership Team (SLT)¹, and any other members of Trust staff, including academy staff, who are paid in excess of £100,000.
- Review any available benchmarking information in relation to executive pay and consider the Trust's approach in the light of this
- Establish and review performance targets set for the CEO, including implementing an annual review of their salary and any additional annual financial awards
- review the pay of the SLT
- oversee the implementation of the Trust's pay policy including scrutinising gender and ethnicity pay gaps and reporting on these to the Trust Board.

5.1 The Committee will have delegated authority to set the financial principles to be applied to the Trust's senior leadership pay progression, and it will do this at its first meeting each academic year. It will not have delegated authority regarding the CEO's pay progression but will make a recommendation to the Trust Board on an annual basis.

6. Review

6.1 The Committee will review the Terms of Reference annually, submitting any proposed changes to the Board for approval. The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

¹ Central SLT roles are CEO, DCEO, COO, Regional Directors, Chief People Officer, Chief Governance and Central Support Officer

Appendix F: Resolutions Team - Terms of Reference

1. Delegation of Powers
 - 1.1. The functions outlined in section 2 below are delegated by the Trust Board to the academy community councils (ACCs) . The ACCs further delegate these powers to the resolution team to act on their behalf.
2. Purpose
 - 2.1. The Resolutions Team will provide two or three members, depending on the nature of the process and which of the Trust's policies is being followed, to form a panel which will have delegated powers to determine the outcome of all human resources processes, complaints processes and exclusions, and suspensions processes in the Trust, where such a panel is required.
 - 2.2. The specific nature of each panel will be determined by which of the Trust's policies is being followed.
 - 2.3. Where an appeal is made against the decision of a panel, and where this is consistent with the relevant Trust policy, a further panel will be formed with from the Resolution Team's membership, with delegated authority to determine the outcome of the appeal; this panel will not include any members who were responsible for the original decision being appealed against.
 - 2.4. At the request of the CEO, which may be made via the Deputy CEO or Regional Director, suitably trained members of the Resolutions Team may also be commissioned to undertake investigations in relation to any of the processes outlined in paragraph 2.1, or in relation to whistleblowing processes.
3. Membership
 - 3.1. The membership of the Team will be approved on a termly basis by the Trust Board, Between Board meetings additional members will be approved by the Board Chair and these appointments will be reported back to the Board at its next meeting.
 - 3.2. Membership will not be time limited but all members will be asked to confirm their willingness to continue to serve on the Team on an annual basis in the autumn term.
 - 3.3. Members must have suitable skills and/or experience which ensure they will be able to give a fair hearing to both sides in any process and will be able to understand and analyse the issues involved.

- 3.4. Recruits to the team will be recommended by the Governance Manager and approved by the Head of Governance and Chief Executive Officer, before being recommended to the Board Chair for appointment.
- 3.5. Members of the team will be expected to commit to sitting on a minimum of three panels per year, or undertaking at least one investigation, and may be removed from the Team if this expectation is not fulfilled.
- 3.6. Members of the team who are not employees of the Trust will need to complete an enhanced DBS check and sign up to the Trustees' / Committee members' / Community Council Members' Code of Conduct on appointment.

4. Constitution

- 4.1. Members may be drawn from the ACCs, the Trust's central team or from outside of the Trust. All trustees will be members of the team by virtue of their office but will only sit on panels in exceptional circumstances, e.g. where a complaint is raised against the CEO.
- 4.2. The size of the team will be dependent on the number of suitable individuals identified and the needs of the Trust in terms of volumes of processes and panels, but will not be subject to a minimum or maximum number of members.
- 4.3. Panels will be constituted by the Governance Manager in consultation with the Head of Governance, depending on member availability and the nature of members' skills and relevant experience in relation to the case under consideration.
- 4.4. Members of each individual panel will appoint a Chair for the meeting, with support from the attending clerk/adviser. Where it is necessary to identify a Chair in advance of the panel meeting the Governance Manager will determine this, based on the relative experience of the panel members or other relevant factors.
- 4.5. Panels will be supported by a member of the governance team and, in relation to HR processes, a member of the HR team. Suitable minutes will be drawn up for each panel meeting and agreed with the Chair of that panel. Investigating Officers will also be supported by a member of the governance team or other member of trust staff as appropriate.

5. Training

- 5.1. The Team will be supported by the Governance Manager, who will oversee recruitment and training of its members.
- 5.2. The training requirements and expectations of team members will be reviewed on an annual basis; all training will be provided/commissioned by the Trust and at the Trust's expense.

5.3. Members will be required to undertake appropriate training prior to undertaking work on the Team's behalf.

6. Remuneration

6.1. Team members will not normally be remunerated for their time but reasonable out of pocket expenses will be reimbursed.

Appendix G: Scheme of Delegation Summary Matrix

The following descriptions are used in this document to describe the roles of the various groups and individuals.

Accountable (and Approver) - A

Ultimately answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.

Responsible – R

Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.

Consulted – C

Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge in the subject.

Informed – I

Those to be kept up-to-date on progress. Communication is one-way, and may be updated only when the decision has been taken or the task completed.

References to the CEO include members of the central team to whom the CEO will delegate, for example the Chief Finance Officer, in relation to financial matters and the Regional Directors, in relation to educational matters.

This document should be read in conjunction with the Trust’s policy schedule and financial regulations.

Activity	TB	CEO	ACC	HT	
1. Strategy, culture and governance					
1.1	Setting Trust vision	A R	C	C	C
1.2	Setting Trust culture and values	A R	I	I	I
1.3	Setting Trust strategic plan	A	R	C	C
1.4	Monitoring progress against the strategic plan	A R	C	C	
1.5	Setting academy development plans in line with the Trust’s strategic plan		A	I	R
1.6	Monitoring progress against the academy development plan		A R	C	C
1.7	Setting expectations for trustee conduct	A R			
1.8	Fostering equality, diversity and inclusion including building a diverse board	A R		R	
1.9	Ensuring trustees possess appropriate skills including ensuring				

	appropriate financial skills				
1.10	Ensuring compliance with the Trust's articles of association	A	R		
1.11	Undertaking regular skills audits of trustees	A	R		
1.12	Reporting on the effectiveness of ACCs		C	A R	C
1.13	Establishing and appointing board committees	A R			
1.14	Ensuring statutory policies are in place and published as needed	A	R		
1.15	Comply with all Trust policies	A	R	R	R
1.16	Nominating Lead Trustee for Safeguarding and SEND	A R			
1.17	Ensure Trust website is maintained and compliant with statutory requirements and DfE/ESFA expectations and in line with Trust brand requirements	A	R		
1.18	Ensure academy websites are maintained and compliant with statutory requirements and DfE/ESFA expectations and in line with Trust brand requirements		C	C	A R
1.19	Procure appropriate governance indemnity insurance	A	R		
1.20	Appoint (and remove) to the post of the Chair of ACC	A	R	I	C
1.21	Appoint (and remove) to the post of Vice-chair of the ACC			A R	I
1.22	Ensure a suitably skilled / experienced clerk is appointed for the Board	A	R		
1.23	Approve/ratify the appointment of (and remove) sponsor ACC members	A	R		I
1.24	Approve the appointment of community ACC members		C	A R	I
1.25	Establish the process for electing parent and staff ACC members		A R	I	I
1.26	Implement the process for electing parent and staff ACC members		C	I	A
1.27	Set up register of ACC members' business interests and ensure these are published on academy website		I	A	R
1.28	Set up register of Trustees' business interests and ensure these are published on Trust website	A	R		
1.29	Approve and set up CCMs' expenses scheme	A	R		
1.30	Approve and set up trustees' expenses scheme	A	R		
1.31	Consider whether or not to delegate functions to individuals or working groups of ACCs	A		R	

1.32	Engaging with stakeholders and ensuring stakeholder voice is heard and taken into account in decision-making	I	R	A R	C
1.33	Determine the indicators that trigger the withdrawal of delegated responsibility	A	R	I	I
1.34	Review scheme of delegation annually	A	R	I	I

Activity		TB	CEO	ACC	HT
2. Finance					
2.1	Approve Trust three year business plan	A	R	I	I
2.2	Approve Trust budget plan for the financial year	A	R	I	I
2.3	Approve academy three year business plan (subject to board approval 2.1 & 2.2)		A	I	R
2.4	Approve Academy budget plan for the financial year (subject to Board approval 2.1 & 2.2)		A	I	R
2.5	Monitor monthly expenditure including all additional school funds		A		R
2.6	Report monthly expenditure including all additional school funds		A		R
2.7	Monitor quarterly expenditure including all additional school funds and debts	R	A		R
2.8	Report and review quarterly expenditure including all non-general academy grant funding and any debt collection	R	A	I	
2.9	Establish and publish Trust-wide charging and remissions policy	A	R		I
2.10	Establish and publish academy-level charging and remissions policy	I	A	C	R
2.11	Bad debt write-off in accordance with Academies Financial Handbook	A	R		I
2.12	Issuance of guarantees, indemnities and letters of comfort	A	R		I
2.13	Appoint internal auditors	A	R		
2.14	Approve financial policy, procedures and controls across Trust	A	R		C
2.15	Comply with the Academy Trust Handbook including cheques/ BACS Processed by the Academy to be signed in accordance with the scheme of delegation/ bank mandate	A	R		R

Activity		TB	CEO	ACC	HT
3. Human Resources					
3.1	Determine academy staffing structures in accordance with approved budgets		C	I	A R
3.2	Approval of appointments falling outside of the academy approved budget	A	R	I	C
3.3	Appointing the CEO	A R			
3.4	Central Trust senior leadership team (SLT) appointments in accordance with budget decisions / approvals	A	R		
3.5	Trust central and hub team appointments (exc. SLT) in accordance with budget decisions/approvals	I	A R		
3.6	Executive Headteacher/Headteacher appointments	I	A R	I	
3.7	Head of school appointments	I	A R	I	
3.8	Vice principal/deputy headteacher appointments in accordance with budget decisions/approvals		A		R
3.9	All other academy-based appointments within approved budgets			I	A R
3.10	Determine pay policy (including discretions)	A	R	I	I
3.11	Determine trust-wide terms and conditions of employment	A	R	I	I
3.12	Determine CEO pay	A R			
3.13	Determine SLT pay	A	R		
3.14	Implement pay policy and terms and conditions of employment within central team		A R		
3.15	Implement pay policy and terms and conditions of employment within academies		A		R
3.16	Determine performance management (PM) policy	A	R	I	I
3.17	Undertake PM of CEO	A R			
3.18	Undertake PM of Headteacher		A R	C	
3.19	Implement PM policy and undertake performance management of all other academy staff		A		R
3.20	Implement PM Policy and undertake performance management of central and hub staff	I	A R		
3.21	Determine disciplinary and capability policies	A	R	I	I
3.22	Implement disciplinary and capability procedures in respect of headteachers		A R	I	I

3.23	Implement disciplinary and capability procedures in respect of all other academy staff		A		R
3.24	Implement disciplinary and capability procedures in respect of central Trust SLT	A R (for CEO)	R		
3.25	Implement disciplinary and capability procedures in respect of all other central and hub staff		A R		
3.26	Lead Trust wide relations with trade unions, and agree trade union recognition and facility agreement (TURFA)	A	R	I	I
3.27	Lead Academy wide relations with trade unions, and implement TURFA		A		R
3.28	Approval of all exit payments exceeding contractual notice (e.g. settlement agreements, redundancy payments) in accordance with the Academy Trust Handbook	A	R		
3.29	Approval of early retirement (where there is a cost to the organisation)	A	R		C
3.30	Approval of pension discretions within the local government pension scheme (LGPS) requirements	A	R		C
3.31	Ensure compliance with equalities legislation	A	R	C	C

Activity		TB	CEO	ACC	HT
4. Curriculum and Learning					
4.1	Prepare and agree Trust curriculum and qualification statement	A	R	I	C
4.2	Implement curriculum and qualification policy		A	I	R
4.3	Monitoring standards of teaching		A	I	R
4.4	Decide which subject options will be taught		A	I	R
4.5	Set targets for Trust outcomes	A	R	I	I
4.6	Deliver targets for academy outcomes	I	A	I	R
4.7	Plan and deliver academy improvement strategies		A	C	R
4.8	Determine Trust student/ pupil discipline principles statement	A	R		
4.9	Implement academy discipline policy based on Trust principles statement			C	A R
4.10	Statutory review of permanent and fixed term exclusions		C	A R	
4.11	Direct reinstatement of excluded students			A R	

4.12	Set admissions policy and ensure this is reviewed in line with statutory requirements	A	C	C	
4.13	Form student admission appeals panel and conduct admission appeals process			I	A R
4.14	Any reduction or increase to the published admission number (PAN)	A	R	C	C
4.15	Arrange for collective worship				A R
4.16	Set times of academy day and dates of academy terms and holidays		C		A R
4.17	Ensure that academy meets 380 sessions in an academic year		C		A R
4.19	Ensure provision of free academy meals to those students meeting the criteria			I	A R
4.19	Adopt and review home/academy agreements		C		A R
4.20	Discharge duties in respect of students with special needs		A	C	R
4.21	Ensure compliance with SEND Code of Practice	I	A	C	R
4.22	Deliver support for looked after children	I	A	C	R
4.23	Approve non-routine educational visits involving adventurous activities and/or overnight stays, and/or foreign travel		A		R
4.24	Approve all other educational visits			I	A R

Activity		TB	CEO	ACC	HT
5. Buildings					
5.1	Ensure that health and safety regulations are followed including regular audits		A		R
5.2	Building insurance and personal liability	A	R	I	I
5.3	Maintain Academy buildings in accordance with approved Academy buildings strategy and approved revenue budget		A		R
5.4	Establish a Trust Health and Safety Policy (including risk assessment)	A	R	I	I
5.5	Implement the Health and Safety Policy approved by the Trust Board and Undertake risk assessments in accordance with that Policy		A		R
5.6	Request an external audit of Health and Safety practice	A	R	I	
5.7	Produce Academy buildings strategy for approval		A		R

Activity		TB	CEO	ACC	HT
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6. Other					
6.1	Agree and monitor academy strategy around community engagement			A	R
6.2	Agree and implement procedures for reporting to parents		I	A	R
6.3	Ensure stakeholder voices are heard in trust-wide decision making	A	R	R	
6.4	Ensure stakeholder voices are heard in local decision making			A	R
6.5	Set trust-wide policy in relation to safeguarding children and young people in line with statutory requirements and monitor its effectiveness	A	R		
6.6	Set academy level policy in relation to safeguarding children and young people in line with Trust and statutory requirements, including appointing a suitably trained designated safeguarding lead (DSL), and monitor the effectiveness of this	A	C		R
6.7	Ensure excellent career advice and support are in place for all students			A	R
6.8	Agree Trust branding in agreement with the sponsor	A	R	I	I
6.9	Comply with Trust branding		A		R
6.10	Establish a Risk Management Policy (including Risk Registers)	A	R		R
6.11	Maintain, monitor and report in respect of trust-wide risk registers in accordance with the Risk Management Policy	A	R		
6.12	Maintain, monitor and report in respect of academy risk registers in accordance with the Risk Management Policy		A	C	R

Appendix H: Summary of Financial Delegations

Co-op Academies Trust	Business Planning / Re-Forecast(s) - Revenue Expenditure Authorisation Levels							Capital Investment / Expenditure Authorisation Levels				Trust Procurement - Authorisation Levels			
	Business Plan Budget Approvals	Revised forecast (Re-forecast) approvals	Budget/ Re-forecast Overspend Approvals	New Unbudgeted/ re-forecast Approvals	New Unbudgeted/ re-forecast Staff Costs	Budget Virement Approvals	Settlement Agreement/ Restructuring Cost Approvals	B Plan/ Forecast (\$)	Capital - Minor Works	Capital - Major Works	All Capital (Budgeted and Unbudgeted)	Tender / Contract Award Approvals	All Purchase Orders/ Invoice Approvals	Order/ Invoice Overspend Approvals	Employee Expense Claim Approvals
								All Capital Schemes	< £50,000	> £50,000	Overspends				
Financial Regulations - Summary Authorisation Levels								Approvals	Approvals	Approvals	Approvals				
Specified Budget Holder	Preparation	Preparation	-	-	-	-	-	Preparation	Up to £2,000	-	-	-	Up to £2,000	-	-
Academy Finance Lead / RFD	Preparation	Preparation	-	-	-	-	-	Preparation	Up to £5,000	-	-	-	Up to £5,000	-	Up to £500
Academy Leader / Ehd	Preparation	Preparation	Up to £5,000	Up to £5,000	Up to £5,000	Up to £20,000	-	Preparation	Up to £30,000	-	Up to £5,000	Up to £30,000	Up to £30,000	Up to £5,000	Up to £1,000
Regional Director	Review / Recommend	Review / Recommend	Up to £10,000	Up to £10,000	Up to £10,000	Up to £40,000	Up to £5,000 (alone) Up to £10,000 with DCEO approval CPO approval	Review / Recommend	Up to £40,000	-	Up to £10,000	Up to £40,000	Up to £40,000	Up to £10,000	Up to £2,000
Senior Leadership Team (Trust SLT)	Review / Recommend	Review / Recommend	Up to £50,000	Up to £50,000	Up to £80,000	Above £40,000	Up to £25,000	Review / Recommend	Up to £50,000	-	Up to £50,000	Up to £50,000	Up to £50,000	Up to £15,000	-
Chief Executive Officer (CEO)	(SLT lead - DCEO)	(SLT lead - DCEO)	Any individual SLT with CEO or DCEO approval	Any individual SLT with CEO or DCEO approval	Any individual SLT with CEO or DCEO approval	Any individual SLT with CEO or DCEO approval	CEO, DCEO, CPO & Regional Directors (SLT lead - CPO)	(SLT lead - DCEO)	Any individual SLT	Review / Recommend	Any individual SLT with CEO or DCEO approval	Any individual SLT	Any individual SLT	Any individual SLT	Below
Chief People Officer (CPO)			OR	OR	OR	OR					Any Individual SLT				Up to £1,000
Regional Director (RD)			OR	OR	OR	OR					OR				Up to £1,000
Deputy Chief Executive Officer (DCEO)			CEO and DCEO	CEO and DCEO	CEO and DCEO	CEO and DCEO					CEO and DCEO				Up to £1,000
Chief Operating Officer (COO)															Up to £1,000
Chief Governance Officer (CGO)															Up to £1,000
Chief Executive Officer (CEO)	Review / Recommend	Review / Recommend	Over £50,000 with Board Approval	Over £50,000 with Board Approval	Over £80,000 with Board Approval	Above £40,000	Up to £50,000	Review / Recommend	-	Up to £100,000	Over £50,000 with Board Approval	Up to £100,000	Up to £100,000	Up to £30,000	Up to £2,000
Board	Approval	Approval	See Above	See Above	See Above	-	Above £50,000	Approval	-	Above £100,000	See Above	Above £100,000	Above £100,000	Above £30,000	Above £2,000
Trust Procurement Thresholds															
1 Verbal Quote									Up to £2,000	Up to £2,000		Up to £2,000	Up to £2,000		
2 Verbal / Emailed Quotes <i>(both verbal quotes must be recorded on purchase order / purchasing records)</i>									£2,001 to £5,000	£2,001 to £5,000		£2,001 to £5,000	£2,001 to £5,000		
3 Written Quotes									£5,001 to £30,000	£5,001 to £30,000		£5,001 to £30,000	£5,001 to £30,000		
Full Tender Requirement									Above £30,000	Above £30,000		Above £30,000	Above £30,000		
Notes	This table is intended to supplement the finance regulations and should be read in conjunction with the relevant Finance Regulations version - September 2023														
	All approvals are cumulative - all delegates earlier in the chain must have approved before passing Financial Regulations - Link														
	Where an individual holds multiple roles under the Summary Authorisation Limits, the most senior designation will apply (eg an SLT Member may also be a Specified Budget Holder)														