

The Arthur Terry Learning Partnership
SCHEME OF DELEGATION AND TERMS OF REFERENCE

Approved for the 2021/22 academic year, pending the outcome of the governance review

1. Introduction

- a. The Arthur Terry Learning Partnership (the “Trust”) operates a growing family¹ of academies². It is a company limited by guarantee and is an exempt charity which means that although it has the responsibilities that are placed upon charities it is not required to be registered with the Charity Commission or file documents there. The Trust is constituted under Articles of Association which set out the purposes (“Objects”) and powers of the Trust and how these are to be exercised. The Objects cannot be changed although they can be added to with the approval of the Secretary of State and the Charity Commission. The Objects are: -
- i. *advancing for the public benefit education in the United Kingdom (“the area of benefit”), in particular but without prejudice to the generality of the foregoing by:*
 - *establishing, maintaining, carrying on, managing and developing schools (“the Academies”) offering a broad and balanced curriculum,*
 - *providing childcare facilities and adult training to develop the capacity and skills of parents-to-be and parents with children primarily but not exclusively under five in such a way that they are better able to identify and help meet the needs of children;*
 - ii. *promoting in the area of benefit the physical, intellectual and social development of primarily but not exclusively children under five especially those who are socially and economically disadvantaged;*
 - iii. *developing the capacity and skills of those inhabitants of the area of benefit who are socially and economically disadvantaged in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society;*
 - iv. *relieving poverty among the inhabitants of the area of benefit;*
 - v. *relieving unemployment in the area of benefit for the benefit of the public in such ways as may be thought fit, including assistance to find employment;*
 - vi. *advancing the health of the inhabitants of the area of benefit;*
 - vii. *providing recreational and leisure time facilities in the interests of social welfare for the inhabitants of the area of benefit especially those who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances;*
 - viii. *to promote for the benefit of the inhabitants of West Midlands and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need*

¹ It is useful but not necessary to refer to a “family” of academies

² Free schools are technically academies and the term “academy” in this document includes free schools if any

of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

- b. As a company limited by guarantee and to meet the requirements of company law the Trust has a dual governance level. It has:
 - i. Members, the equivalent of shareholders in a commercial limited company, and
 - ii. Trustees³ who are the directors of the company and who together comprise the Trust Board (“TB”) and who report and are accountable to the Members. The TB has overall responsibility for the operation of the academies. It delegates functions that are specific to the individual academies to committees known as Local Governing Bodies (“LGB”) and delegates other functions to regional committees known as Hub Governing Bodies (“HGB”). It also delegates certain of its functions that relate to the Trust as a whole to other committees of the TB. The Executive Team (“ET”), made up of the Chief Executive Officer (“CEO”), Directors of Education (Primary), Director of Education (Secondary) (“DoE”), the Chief Finance Operating Officer (“CFOO”), the HR Directors and the Estates and Operations Director, have delegated responsibility for the day to day operation of the Trust. Each academy has a Head teacher (“HT”) or/and an Associate Headteacher who reports to their respective DoE (according to phase) and has delegated responsibility for the operation of the individual academy.
- c. A HGB will be chaired by a member of the Trust Board and the power of the TB to appoint HGB members (who have full voting powers) is unrestricted. In addition, the TB may appoint additional members (“AM”) of other committees on such terms as it thinks appropriate. Such members may be permitted to vote but no vote may be taken unless one of those attending the meeting at which the vote is taken is a trustee. This document sets out how those various responsibilities are delegated and how the various constituent parts of the Trust are required to operate. Appendix One shows the delegation process for a range of decisions that arise and Appendix Three sets out the general requirements in relation to calling and attending meetings and voting.

2. Members

- a. The Members have overall nominal responsibility for the Trust, but they exercise their functions through the TB. Each Member guarantees to contribute £10 if the Trust were to become insolvent and be wound up – that is the “guarantee” implied by the term “company limited by guarantee”.
- b. The main powers and duties of the Members in broad terms are:
 - i. To appoint and remove trustees;

³ The articles of the Trust may refer to Directors or to Governors but to match current DfE preference the expression “Trustees” is used in this document

- ii. To maintain the membership and to appoint members;
- iii. To approve any proposed changes to the Articles of Association
- iv. To receive the annual accounts of the Trust.
- v. To appoint the auditors

3. Trustees

- a. The trustees are the directors of the trust and have a similar role to governors in a local authority-maintained school. As company directors their duties are to: -
 - i. act within their powers;
 - ii. promote the success of the company;
 - iii. exercise independent judgment;
 - iv. exercise reasonable care, skill and diligence;
 - v. avoid conflicts of interest;
 - vi. not to accept benefits from third parties; and
 - vii. declare any interest in proposed transactions or arrangements.

4. Conflicts of Interest

- a. Trustees and all who have delegated responsibility are required to ensure that no conflict of interest arises. They are required to disclose and declare any business interests. There are requirements in both the Articles and the Academies Trust Handbook in respect of the management of conflicts of interest.
- b. In addition, all trustees and those with delegated responsibility are required to observe the Nolan Principles which are: -
 - i. Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
 - ii. Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
 - iii. Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should

make choices on merit.

- iv. Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- v. Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- vi. Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- vii. Leadership - Holders of public office should promote and support these principles by leadership and example.

5. Trust Board

- a. The TB focuses on the three core functions of governance:
 - i. Ensuring clarity of vision, ethos and strategic direction;
 - ii. Holding the CEO to account for the educational performance of the academies and their pupils, and the performance management of staff; and
 - iii. Overseeing the financial performance of the Trust and making sure its money is well spent.
- b. Composition:
 - i. Up to 8 trustees appointed by the members,
 - ii. The CEO,
 - iii. Elected parent trustees (if any) as determined by the Members In certain circumstances; and
 - iv. Additional trustees may be appointed by the Secretary of State.
- c. Quorum: More than half of the total number of trustees in post or 3 if higher.
- d. Meetings: At least three each year convened on seven clear days' notice except in emergency as determined by the Chair.
- e. Retained responsibilities:
 - i. Deciding upon major strategic and legal aspects such as:
 - Establishing a new academy;
 - Discontinuing or merging existing ones;

- Disposal of land otherwise for operational letting or hire purposes;
 - Making recommendations in respect of amending the Articles of Association.
- ii. Adopting the strategic plan for the Trust which will include individual strategic plans for each academy;
 - iii. Signing of contracts with a value in excess of £60,000;
 - iv. Approving the overall budget for the Trust and its devolution to each academy;
 - v. Approving use of reserves;
 - vi. Approving the annual accounts of the Trust;
 - vii. Ensuring that all regulatory requirements are met;
 - viii. Recommending appointment of members and CEO, trustees and members of HGB including conducting skills audits as required;
 - ix. Securing that all trustees and members of HGB and LGB are appropriately trained;
 - x. Ratifying the appointments of governors to LGBs
 - xi. Approving all Trust wide policies that the Trust by law is required to maintain (except those policies in place by virtue of TUPE transfer). All Trust wide policies originate from the ET. A schedule of required policies is attached as Appendix Two and shows where detailed consideration of each takes place and with whom consultation takes place;
 - xii. Determining each year, the Scheme of Delegation and Terms of Reference including approving the membership of all committees;
 - xiii. Determining admission arrangements for each academy;
 - xiv. Ensuring and monitoring compliance with Admissions Code;
 - xv. Establishing arrangements for independent appeals against refusals to admit pupils to an academy;
 - xvi. Establishing arrangements for independent review panels to review permanent exclusions;
 - xvii. Appointment of:
 - CEO.
 - Final approval of pay and appraisal process for CEO.

6. Chair's Emergency Powers

- a. The Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any academy within the Trust, any student or employee of the Trust or any other member of the school community as the Chair may think fit in circumstances where in the opinion of the Chair it would not be reasonably possible to convene a meeting of the TB or a relevant committee or HGB in the time necessary to protect such interests.

Committees of the Board

7. Finance Committee

- a. Composition: as determined by the TB; 5 (with a majority of Directors);
- b. Quorum: as determined by the TB; 2 (To include 1 Director);
- c. Meetings: as determined by the TB; As calendared;
- d. Delegated responsibilities:
 - i. Detailed consideration of the annual budget including consideration of:
 - The extent to which funds are retained for central services not directly related to individual academies;
 - The allocation of central funds for the purposes of each individual academy, [including an envelope for staffing] which will be based mainly but not solely on pupil numbers;
 - The approval of allocation of funds to each individual academy to be applied at the discretion of the LGB;
 - ii. Monitoring the financial performance of the Trust and holding the FD to account for this;
 - iii. Monitoring the use of the pupil premium and other earmarked or dedicated funds.

8. Audit & Risk Committee

- Composition: as determined by the TB; 3 (To include 1 Director);
- Quorum: as determined by the TB; 2 (To include 1 Director);
- Meetings: as determined required; as calendared;
- The duties of the Audit & Risk Committee shall be:
 - i. to consider the appointment of the external auditor, the audit fee and any questions of resignation or dismissal of the auditor;
 - ii. to discuss with the external auditor before the audit commences the nature and scope of the audit;
 - iii. to review the annual financial statements before submission to the TB, focusing particularly on: -

any changes in accounting policies and practices - areas involving a significant degree of judgement - significant adjustments resulting from the audit - the going concern assumption - compliance with accounting standards - compliance with legal requirements - the clarity of disclosures - the consistency of accounting policies from year to year;

- iv. to discuss problems and reservations arising from the audit and any matters the external auditor may wish to discuss (in the absence of the management where necessary);
- v. to act as the body to whom the internal auditor reports on the internal audit function and to discuss any issue that the head of internal audit may wish to raise (in the absence of the management where necessary);
- vi. to review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure co-ordination between the internal and external auditors;
- vii. to keep under review the effectiveness of internal control systems, and in particular review the external auditor's management letter and the management's response;
- viii. to develop and keep under review risk management and measurement strategies across the Academy Trust together with the procedures for monitoring the adequacy and effectiveness of those processes;
- ix. to review the action and implementation of risk management policy across the Academy Trust;
- x. to consider the Academy Trust's risk profile relative to current and future Academy Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change;
- xi. to receive and review risk management and relevant regulatory information and reports;
- xii. to consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence;
- xiii. to consider the effect on the rights of the Academy Trust of the findings of the internal audits or the external audits;
- xiv. to review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness In discharging its duties, the aims of the Committee are to:
 - facilitate good communication between the Academy Trust and its external auditor;
 - increase the credibility and objectivity of financial reporting;
 - strengthen the independence of the audit function and
 - improve the quality of the accounting and auditing functions.

9. Pay & Appraisal Committee (Central Team)

- Composition: as determined by the TB; 3 (With majority of Trustees, HR in attendance).
- Quorum: as determined by the TB; 3 (With a majority Trustees);
- Meetings: as determined required;
- Determination of staff pay and conditions:
 - i. Performance management of CEO,
 - ii. Review outcomes of performance management for Executive Team and ATLP Central Staff,
 - iii. Detailed consideration of those policies within its remit;

10. Disciplinary Committee All Staff

- Composition: as determined by the TB; 3 Trustees , HR in attendance and Investigating Officer;
- Quorum: as determined by the TB; 3
- Meetings: as determined required;
- Disciplinary, capability and grievance aspects relating to Academy Staff, Executive Team and ATLP Central Staff;
- Detailed consideration of those policies within its remit;

11. Appeals - Disciplinary & Dismissals (all staff)

- Composition: as determined by the TB; 3 Trustees of differing composition to original committees. HR in attendance).
- Quorum: as determined by the TB; 3;
- Meetings: as determined by the TB; As required
- Review appeals of disciplinary and dismissals for all staff;

12. Appeals Pay & Appraisal all staff (excluding Executive Team)

- Stage 1 Composition: the panel who made the decision (or a representative from) as determined by the

TB;

- Quorum: 1. HR in attendance
- Stage 2 Composition: 3 Trustees of differing composition to original committee
- Quorum: 3. HR in attendance
- Review appeals of pay and appraisal, for all staff, both stage 1 and stage 2

13. Appeals Pay & Appraisal - Executive Team

- Composition: At least 2 Trustees who have not been involved with other processes concerning appraisal and pay. For the CEO, the panel will be pre-determined to allow any appeal to be heard before final outcome of pay and appraisal process reported to full Trust Board.
- Trustees may appoint associate members to serve on the pay appeal panel. Such members may have voting rights only as determined by the Board and in line with the Articles of Association.
- The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision. The decision is final and there is no recourse to the staff grievance procedure.

14. Appeals Pupil Exclusions

- Composition: as determined by the TB; 3 (With majority of Trustees and of differing composition to original committees
- Quorum: as determined by the TB; 3;
- Review appeals for pupil exclusions
- For pupil exclusions, external advisors can be invited to the meetings of the committee if their attendance would assist the committee in any matter under consideration).

15. Hub Governing Body (HGB)

- a. Composition: as determined by the TB; Minimum of 1 trustee, 1 academy representative as nominated by LGB from each academy. **This should not be a staff member or parent – CEO to make overall decision where there are exceptions.** DoE in attendance. Other Executive Team staff and HT's in attendance as required.
- b. Quorum: as determined by the TB; majority. For pay and appraisal, representation is required from each school.
- c. Meetings: as determined by the TB; as calendared
- d. Delegated responsibilities:

- i. Trustee representative of HGB to carry out reporting to the TB on the overall performance of the academies within the Hub;
- ii. Trustee representative to chair HGB;
- iii. Challenge of the annual spend of that part of the Trust budget delegated to be managed by the academies within the Hub;
- iv. Monitoring and holding to account for the educational outcomes in the academies;
- v. Monitoring all aspects of safeguarding, SEN, equality and student welfare;
- vi. Liaising with the TB, CEO and CFOO on all aspects of policy setting as they may respectively require;
- vii. Offering support and or providing challenge to LGB's;
- viii. Consultation with each LGB to promote good governance at each academy;
- ix. Review outcomes of PM for all academy-based staff and approve threshold application;
- x. All schools need to be represented so if one HGB member cannot make the pay and appraisal meeting then they should arrange for a nominated replacement;
- xi. All appeals will be heard by an Appeals Committee as set out under number 12. Additional impartial representatives would be sought as appropriate.

16. Local Governing Body (LGB)

- Composition: as determined by the TB; 5-9 non – executives, including 1 staff representative, 2 parent governors + HT;
- Meetings: as determined by the TB; As calendared within weeks defined and any specifically defined dates by TB;
- **Delegated responsibilities:**
 - To challenge and support school leaders, according to Trust approved targets, in order to secure strong school improvement and a broad and balanced, high quality education for all young people;
 - To champion the school and ATLP vision and values;
 - To ensure schools collaborate so that students achieve high standards socially, academically and personally;
 - To ensure the school achieves Ofsted 'Good' or 'Outstanding' therefore contributing to the overall success of the ATLP in ensuring that all schools attain this standard;
 - Contribute to the Ofsted process dependent on what is agreed between the Lead Inspector, Headteacher

and Director of Education. This recognises the existing Ofsted framework and the individualised nature of school inspection;

- To receive and scrutinise the Headteacher's Report focusing on challenging progress in teaching and learning;
- To ensure there is a named safeguarding governor and that relevant policies, approved and supplied by the Trust Board, are applied effectively and that targets/data set by the Trust Board, are monitored and challenged.
- To work in accordance with the ATLP Governance & Compliance Handbook including implementing ATLP procedures for appointing new Local Governing Body Governors;
- To ensure consistent compliance with all ATLP policies;
- To maintain a register of business interests;
- To ensure provision of free school meals to those students meeting the criteria;
- To ensure effective processes are in place internally for monitoring the quality assurance of outcomes, teaching, curriculum, inclusion and the sharing of excellent practice across the school;
- To monitor the targets agreed by Director of Education /School Improvement Partner relating to standards and hold school leaders to account for achieving them;
- To support the development of, and then monitor, the school strategic plan;
- To support the Performance Management of the (Associate/Senior) Headteacher through the Chair of the Local Governing Body working alongside the Director of Education and the ATLP School Improvement Partner. Chair will recommend the outcomes from this meeting to the Hub Governing Body with Director of Education support;
- Quality of education and learning environment experienced by students at the school.

17. Pupil Exclusions Sub-Committee of the LGB

- a. Composition: Three available members from all HGB members and LGB members for the relevant academy and such others as may be appointed by the TB, other than employees of the Trust. Personnel to be drawn on governor's dependant on skills, knowledge and experience and availability. This may include members of other LGBs.
- b. Quorum: 3;
- c. Meetings: In accordance with statutory requirements;
- d. Outline of responsibilities:
 - i. To consider all parental representations in relation to any pupil exclusion; and

- ii. To meet to review all fixed period exclusions individually or in aggregate in excess of five days and all permanent exclusions whether or not parents make representations or exercise the right to attend.

Note: all decisions taken under delegated authority MUST be reported to the next available TB meeting. This should be done by way of a minute of the decision or of the meeting at which the decision was taken.

Executive Team

18. CEO

- a. Provide strategic and operational leadership of the Trust;
- b. Responsible for the operational internal organisation management and control of each of the academies and specifically:
 - i. Development of Trust-wide strategies and strategies for individual academies for TB approval;
 - ii. Determining and implementing curriculum provision and assessment;
 - iii. Performance management (including progression) of DoE in line with performance management policy;
 - iv. Disciplinary, capability and grievance aspects relating to the Executive Team in line with disciplinary policy;
 - v. Securing compliance with the Master Funding Agreement and each Supplemental Funding Agreement;
 - vi. Ensuring the proper discharge of all statutory functions including in relation to admission appeals and reviews of permanent exclusion;
 - vii. Reporting termly to the TB;
 - viii. Acting as the accounting officer of the Trust.

19. DoE

- a. Assist the Trust Board in achieving its objects through academies by challenging and supporting academy governance, leadership and management.
- b. Ensure that high standards of teaching, learning, and student outcomes are achieved in all academies.

- c. Ensure that all academies are led and managed effectively, efficiently and with due regard to the wellbeing of students and staff.
- d. Promote school Improvement in the academies of the ATLP;
- e. Provide executive leadership for the academies and the educational constituent parts of the ATLP;
- f. Propose Trust wide policies relating to students;
- g. Performance management (including progression) of HT;
- h. Disciplinary, capability and grievance aspects relating to HT.

20. CFOO

- a. Provide financial leadership of the Trust;
- b. Secure financial probity and value for money including compliance with the Academies Trust Handbook;
- c. Prepare and maintain the Trust's Financial Manual;
- d. Prepare budget for the Trust, including allocation of funds for centrally-maintained services, determining envelope of funding allocated to individual academies and determining sums to be delegated to each LGB for local spending, for TB approval;
- e. Report termly to Finance Committee;
- f. Monitor Academy budgets;
- g. Propose changes to funding agreements;
- h. Approval of budget allocation changes;
- i. Provide accurate and timely returns in line with DfE requirements.

21. EXECUTIVE TEAM

- Securing business efficiency, effectiveness and economy across the Trust;
- Providing strategic and operational leadership of the business of the Trust;
- Propose policies for recommendation to the Trust Board for approval;
- Approve appointment of central trust staff below Executive Team level;
- Signing of all contracts from £7,501 to £49,999.

22. HEADTEACHER/ASSOCIATE HEADTEACHER

- Responsibility for standards, quality of education, student and staff wellbeing, and the efficient and effective running of the individual academy;
- Securing school improvement in the home academy;
- Support the DoE in promoting school improvement in all ATLP academies;
- Provide leadership for the HT's home academy;
- Authorising purchases under £7,500 outside of agreed budgets;
- Approval of fixed term exclusions;
- Recommending permanent exclusions to the LGB;
- Performance management (including progression) of academy staff in line with performance management policy;
- Disciplinary, capability and grievance aspects for all academy staff in line with disciplinary policy.

Appendix One

Scheme of Delegation – See Excel Spreadsheet Scheme of Delegation

Appendix Two

Policies maintained by the Academy Trust requiring Trust review and adoption

Note: all required policies are initiated by ET at the direction of CEO.

ATLP POLICIES STATUTORY POLICIES	In Place?	Review Frequency
Charging and Remissions Policy	yes	Bi-annually
Behaviour Policy (each academy has its own behaviour policy in addition to this)	yes	Bi-annually
School Exclusion Policy	Yes	Bi-annually
Relationships, Sex and Health Education Policy Primary	yes	Annually
Relationships, Sex and Health Education Policy Secondary	yes	Annually
Special Educational Needs Policy	yes	Annually
Accessibility Plan – each school has own site specific plan	School Specific	Every 3 years
Appraisal Policy and Appendices – Teaching and Support Staff	yes	Annually
ATLP Capability Policy Teaching and Support Staff	yes	Annually
Staff Grievance Policy and Guidance for Investigation	yes	Annually
Staff Code of Conduct Policy and Guidance for Investigation	yes	Annually
Staff Discipline Policy and Guidance for Investigation	yes	Annually
Pay Policy	yes	Annually
GDPR Policy		Bi-annually
FOI Publication Scheme	yes	Bi-annually
FOI Policy	yes	Bi-annually
Health and Safety Policy (schools to personalise)	yes	Annually
Finance Policy	yes	Annually
Admissions Policy	yes	Annually.
Complaints Policy	yes	Annually
Protection of biometric information of children in schools and colleges Policy	Yes	Bi-annually
Newly qualified teachers (NQTs) Policy	yes	Bi-annually
Designated teacher for looked-after and previously looked-after children Policy	yes	Bi-annually
Children with health needs who cannot attend school Policy	yes	Bi-annually

First Aid Policy (schools to personalise)	yes	Bi-annually
Safeguarding and Child Protection Policy	yes	Annually
EYFS Principles	yes	Bi-annually
Statement of procedures for dealing with allegations of abuse against staff (included in Child Protection/Safeguarding Policy)	yes	Annually
Supporting pupils with medical conditions Policy	yes	Annually
Central record of recruitment and vetting checks	yes	continuous
Minutes of, and papers considered at, meetings of the governing body and its committees	yes	Not applicable
Premises management documents	site specific	Recommended annually
Equality information and objectives (public sector equality duty) & Statement of Intent	yes	Every 4 years
School information published on website	School specific	Continuous
Equality Information on website	School specific	Annually
Register of business interests of headteachers, governors, trustees and members	yes	Continuous, at least annually
Register of pupils' admission to the school	School specific	Continuous
Register of pupil attendance	School specific	Continuous

Good Practice Policies and Documents

Policy/Procedure	in place for ATLP?	Review Frequency
Conflicts of Interest Policy	yes	Bi-annually
Acceptable Use Staff Policy	yes	Bi-annually
Acceptable Use Students Policy	yes	Bi-annually
Bring Your Own Device Policy	Yes	Annually
Device Loan Agreement	yes	Bi-annually
E-Safety Policy	Yes	Bi-annually
Remote Teaching and Learning Policy	Yes	Annually or as required
Social Media Policy	Yes	Bi-annually
Critical Incident Policy	Yes	Annually
Accident Injury and Near Miss Policy with form	yes	Annually
Asbestos Management Policy		Annually or on legislative change
Bomb Threat Policy	yes	Annually
Construction Management Policy	yes	Annually
Contractors Policy	yes	Annually
COSHH Policy	yes	Annually
Invacuation & Lockdown Policy	Yes	Annually
Lettings Policy	Yes	Annually
Manual Handling Policy	Yes	Annually
Risk Assessment Policy	Yes	Annually
Severe Weather Policy	Yes	Annually
Uniform Policy	Yes	Bi-annually
Working at Heights Policy	Yes	Annually
CCTV Policy	Yes	Bi-annually
Equality and Diversity Policy	yes	Annually
Risk Management Policy	yes	Bi-annually
Anti Fraud and Corruption Policy	yes	Bi-annually
Leave of Absence Policy	Yes	Bi-annually

Lone Working / Home Visit Policy	Yes	Bi-annually
Managing Serial and Unreasonable Complaints Policy	Yes	Bi-annually
Menopause in the Workplace Guidance Policy	yes	Bi-annually
Staff Supervision Policy	Yes	Bi-annually
No Smoking Policy	yes	Bi-annually
Recruitment and Selection Policy for Employees and Volunteers 2020	yes	Bi-annually
Volunteer Agreement	Yes	
Whistleblowing Policy	yes	Bi-annually
Anti-Harassment and Bullying Policy	yes	As required
Code of Confidentiality Policy	yes	As required
Cover Policy	yes	As required
Cover Work for absent colleagues Policy	yes	As required
CPD Policy	yes	As required
Directed Hours Policy	site specific	As required
Dismissal for some other substantial reason Policy	yes	As required
Flexible Working Policy	yes	As required
Going Home Early Procedure	yes	As required
LGPS Discretions Policy	yes	As required
LGPS Injury Allowance Scheme Policy	yes	As required
Managing Staff Sickness Absence Policy	yes	As required
Home Working Policy	yes	As required
Maternity, Paternity, Adoption Parental and Shared Parental Leave Policy	yes	As required
Post Entry Learning/Masters Degrees	yes	As required
DBS Checks and Recruitment of Ex-Offenders	yes	As required
Dress Code	yes	As Required
Redundancy Policy	yes	As required
Reference Policy	yes	As required
Alcohol and Substance Misuse Policy	yes	As required
Support Staff Probation	yes	As required
Support Staff Induction Policy	yes	As required
Temporary and Fixed-Term Contracts Procedure	yes	As required
Time off for Study and Training Policy	yes	As required

Travel & Subsistence Policy	yes	As required
Work Experience Policy	yes	As required
Reserves Policy	yes	Annually
Intimate Care Policy	Yes	Bi-annually
Investment Policy	Yes	Every 3 years

APPENDIX THREE Provisions relating to meetings and voting

NB. The Articles contain very detailed provisions regarding the calling of meetings, how they are conducted and voting. What follows is a brief summary and reference should be made to the Articles if particular questions arise.

Calling meetings

Meetings of members and of trustees are convened by the Clerk.

Meetings of Members

Members must hold an Annual General Meeting each year. The trustees decide when and where the meeting is to take place and the trustees may also call a General Meeting if required. This would normally be to decide on the appointment or removal of trustees or the amendment of the Articles. The trustees must call a general meeting if the members require them to do so.

14 clear days' notice must be given, i.e. for a meeting to be held on a Thursday notice must be given on or before the Wednesday two weeks before. However, shorter notice can be given if agreed to by a majority of members having at least 90% of the right to attend and vote. That means that unless there are 10 members, a meeting can only be called on short notice if all agree.

The notice of the meeting must state time and place of the meeting and should indicate in general terms what business is to be discussed. It should also state the right to appoint a proxy.

There must be a quorum present –specified in the Articles as two people entitled to attend and vote.

Although all trustees are entitled to attend and speak at any members' meeting they are not entitled to vote and therefore those trustees who are not also Members do not count in the quorum. The members present appoint the chair of the meeting. There is no formal position of Chair of the Members.

Meetings of Trustees

The trustees must meet at least three times in each school year.

The Chair (or vice-Chair in the absence of the Chair) and any three trustees may require the Clerk to convene a meeting at any time and the Clerk must convene it as soon as reasonably practicable. Seven [**Check the Articles as in some cases the notice required is 14 days**] clear days' notice, together with the agenda, must be given i.e. for a meeting to be held on a Thursday notice must be given on or before the Wednesday one week before, but the Chair (or vice-Chair in the absence of the Chair) can direct shorter notice on the grounds of urgency.

There must be a quorum present which is normally whichever is the greater of three trustees or one-third (rounded up) of the total number of trustees holding office at the time – i.e. don't count vacant positions. The quorum required for a vote to remove a trustee or to remove the chair is two-thirds of those present and entitled to vote. Note that there are special procedures set out in the Articles that have to be followed to remove the chair or vice-chair from office.

What is a Meeting?

Under the Articles, the definition of a meeting covers not just the situation when all are present but also a video conference, an internet video facility or similar electronic method allowing simultaneous visual and audio participation and telephone conferencing. In other words, a meeting can be convened with people taking part remotely. That covers meetings of the members (which usually will only rarely be needed) and the more regular meetings of the Trust Board. Members may also "attend" members' meetings by giving another person a proxy vote but trustees and LGB members cannot do this.

The condition for being entitled to attend remotely is that the person concerned has given notice of the intention to do so by giving appropriate contact details at least 48 hours before the meeting. Of course, this also depends on having the necessary equipment! Note that this is a right that an individual trustee has. The other trustees can agree not to insist on the 48 hours' notice.

There is also a provision under which a resolution of the trustees that all trustees agree with can be passed by getting each trustee to sign a copy of the resolution and without having to hold a physical meeting – you can have several copies as long as, in total, every trustee has signed.

Note that there is no provision for making decisions by email or by separate telephone conversations.

Generally

So far as HGBs are concerned, the Trust Board can specify the procedures to be adopted. Normal good practice indicates that HGBs should follow the same rules. Again, as a matter of good practice all meetings of members, trustees, and their respective committees should be clerked. This is especially important in relation to exclusion reviews.

All meetings of the Trust Board and its associated committees should be minuted. Minutes should be concise and impersonal. They should record the topics discussed, the main points raised, the conclusions reached and, briefly if appropriate, the reasons for decisions. Where questions and answers need to be minuted as evidence of challenge, it is better practice that the questioner is not identified but the respondent should be.

Reporting back should be by way of tabled minutes. All decisions taken under delegated authority must be reported also to the next Trust Board meeting. Minutes of those decisions should, therefore, be reported to the Clerk who will ensure that they are tabled for the Academy Trust.