

SOUTH ESSEX ALLIANCE MULTI ACADEMY TRUST

TRUSTEE BOARD SCHEME OF DELEGATION 2023/24

*The **South Essex Alliance** is an education Trust that is committed to running dynamic, ever-improving schools. We work to make sure that every child feels they belong in their school where they feel safe and inspired by learning. For us, learning is an adventure. It is a privilege and a responsibility for all who work with us to ensure that the journey through school is exciting, challenging, caring, enriching, and that every child experiences joy, wonder, calm and success.*

Approval level	Board
Trust/Template/School level	Trust
Reviewed by Trustees	November 2023
Review cycle	Annual
Date of next review	Sept 2024

*"The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance".
(DfE)*

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OBJECTIVES FOR THE SCHEME OF DELEGATION

This Scheme of Delegation is intended to ensure effective governance of the Trust. It sets out the parameters of operation, lines of accountability, roles, and responsibilities of all stakeholders at each level to enable clear decision making and action across the Trust.

It provides an overview of the guiding principles being followed, based on ethos and vision for SEAMAT, determining the allocation of responsibilities through a more detailed listing of the governance tasks/responsibilities across the Trust to improve clarity on the governance work required, linking these to the three core strategic functions of governance.

In particular, it clarifies the powers of decision-making and action of the Local School Boards (LSBs) and works with the SEAMAT LSB Toolkit.

The following documents provide the value structure and delivery context for the Scheme of Delegation:

- SEAMAT Trust Charter
- SEAMAT Trust Strategic Plan
- SEAMAT Quality System
- SEAMAT Financial Regulations
- SEAMAT HR Policies and Procedures
- SEAMAT Safeguarding policy and procedures
- SEAMAT Health and Safety policy and procedures
- SEAMAT Risk Management Policy

All of the current versions of the above are available on the SEAMAT website and are reviewed regularly.

This Scheme of Delegation applies to the following schools and will apply to any other schools who join SEAMAT in the future:

- Rayleigh Primary School LSB
- Wyburns Primary School LSB
- North Crescent Primary School LSB

SECTION 1

1.1 Purpose and Context of the Scheme of Delegation

The purpose of the Scheme of Delegation is to ensure consistency of operation of the schools and the Local School Boards within the agreed parameters set by the Board of Trustees, whilst also enabling the schools to respond to and meet the needs of their pupils through the Learner First framework. It explains the roles and responsibilities of all those involved in the governance of SEAMAT and their decision-making powers/levels of authority.

SEAMAT Trustees focus on the following six core functions:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent.
- Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
- Ensuring the voices of stakeholders are heard.
- Manage risks to ensure effective operation of the Trust and to maintain a risk register.

This Scheme of Delegation clarifies how these core functions are delivered and founded on the principles of the Trust Charter as follows:

PURPOSE: Our partnership fosters stronger schools that can achieve more for all its people, now and for the future.

VISION: Children who come to our schools will know that we believe in them - that they can make a unique contribution to our diverse global community.

MISSION: It is our mission to ensure every child is lit up with learning; our approach is designed to nurture lifelong learners.

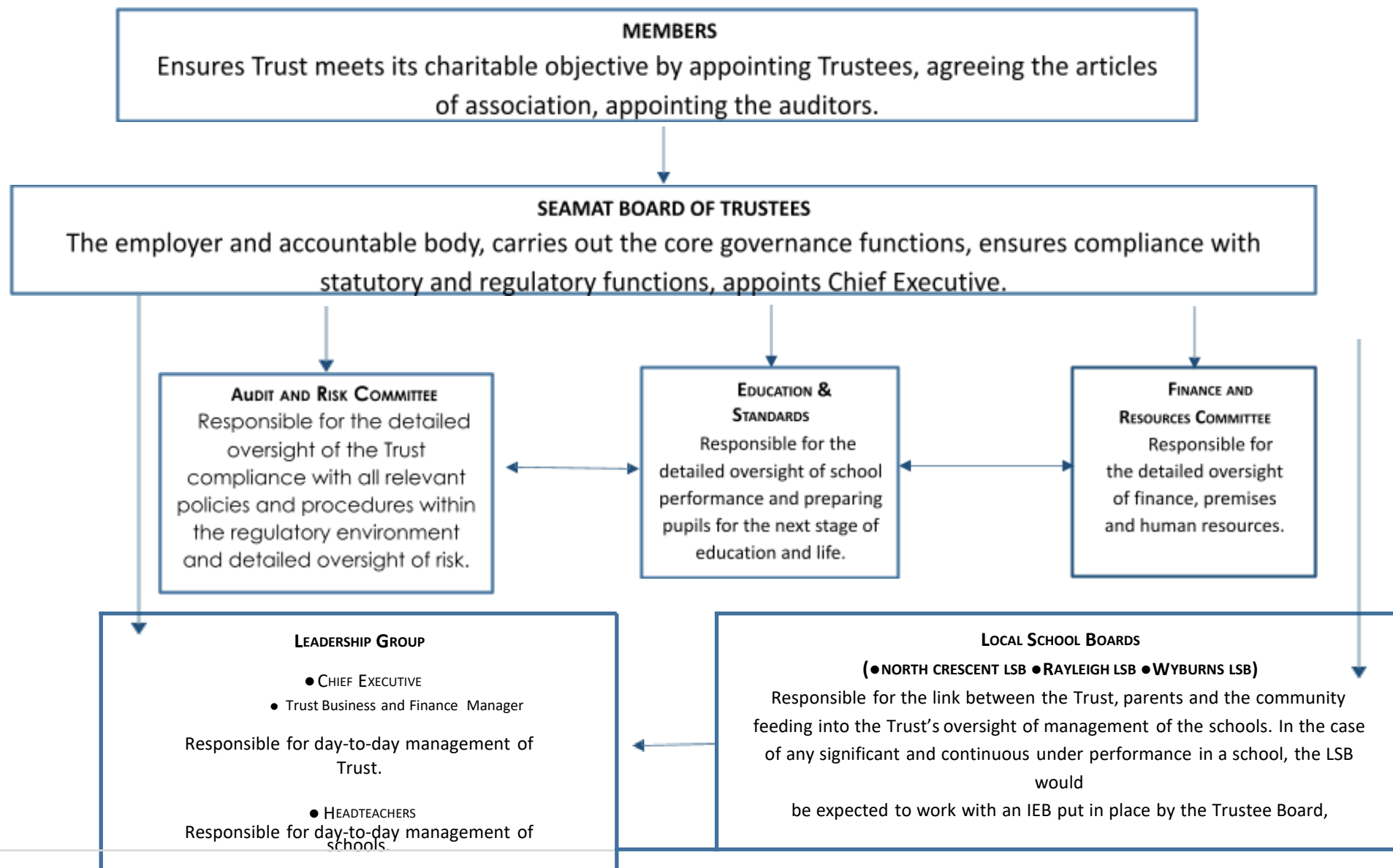
CORE PRINCIPLE: We are committed to Learner First. This is the key principle that guides us.

OUR VALUES: Care, Sustainability, Accomplishment, Creativity and Diversity.

FOUNDATION: The UNCRC Rights of the Child are a foundation stone for how our Trust and schools operate.

Trust Financial responsibilities are covered in the Trust Financial Regulations that are updated in line with the Academies Trust Handbook 2023.

1.2 SEAMAT Governance Structure



1.3 SEAMAT Delegation and decision-making matrix

<i>Trustees are legally accountable for all statutory functions and the performance of all the schools within the Trust. Therefore, they reserve the right to overrule any decisions that may undermine those functions or create risk to the Trust/schools.</i>						
✓ - Accountable for governance function and decision-making to meet statutory expectation/comply with the articles of association and funding agreement. Answerable for the task being delivered. Only one person/group can be accountable for each task/decision.						
R – responsible for delivery/does the work to achieve the task. Can be shared between groups/individuals						
C - to be consulted prior to decision being made. Communication is two-way as stakeholders or providing specialist knowledge						
Governance function		Members	Trust board/ Board committees	CEO / Accounting officer	LSBs	HT
BOARD BUSINESS	Appoint/remove Members and Trustees	✓				
	Trustees: appoint/remove co-opted Trustees; elect Chair of Trustees		✓			
	Board committee chairs: appoint and remove		✓	C		
	Co-opted LSB members: LSB to recommend to Board for approval		✓	C	R	C
	Appoint and remove LSB chairs : to be elected by LSB –and submitted for approval to Trust Board		✓		R	
	Removal of non-elected LSB governors		✓		C	
	Named safeguarding Trustee and named SEND Trustee: appoint and remove.		✓			
	Trust governance professional : appoint and remove		✓			
	Clerk to LSBs: appoint and remove		✓		C	

BOARD BUSINESS	Articles of association: review		✓			
	Articles of association: ratify	✓				
	Governance structure for the Trust: establish and review annually		✓	C		
	Committee terms of reference and Scheme of Delegation: agree annually		✓	C	C	C
	Annual schedule of governance business: agree		✓	C	C	
	Self-review of Trust board and committees: complete annually		✓			
	Self-review of LSBs: complete annually and submit to Trust Board		✓	C	R	
	Chair's performance: carry out 360° review periodically		✓			
	Individual Trustee contribution: review annually by Chair of Trustees		✓			
	Individual LSB member contribution: review annually by relevant LSB Chair				✓	
GOVERNANCE REPORTING	Publish governance arrangements on Trust and schools' websites		✓	R		
	Annual report on the performance of the Trust: submit to members and publish – included in the annual accounts		✓	C	C	
	Review of board effectiveness included in Chair's regular report to members		✓	C	C	
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓	R		
	ESFA required reports and returns submit to ESFA		✓	R		
	Annual review of the scheme of delegation		✓	R		
	Annual report on work of LSB: submit to Trust				✓	C

STRATEGY AND VISION	Determine Trust's vision, strategy, and key priorities: approve		✓	R	C	C
	Determine schools' vision, strategy, and key priorities within the context of the Trust's vision etc: approve			✓	C	R
	Trust management of risk :establish risk register, review and monitor		✓	R	C	C
	School level management of risk: LSBs to receive and monitor school risk registers – reporting to Trust			C	✓	R
	Developing stakeholder partnerships across the Trust		✓	R	C	C
	Developing stakeholder partnerships at school level			C	✓	R
	Determine Trust wide policies which reflect the Trust's ethos and values.		✓	R	C	C
	Determine and agree policies to operate at school level		✓	R	✓	R
	Chief executive officer/ Accounting officer: appoint and dismiss		✓			
	Performance manage CEO		✓			
HUMAN RESOURCES	Headteachers: appoint and dismiss		✓	R	C	
	Determine Trust executive team staffing structure		✓	R		
	Determine school staffing structure			✓	C	R
	Conduct performance management of the chief executive		✓			
	Conduct Performance management of Headteachers			✓	C	
	CEO pay award: agree		✓			
	Headteachers' pay award: agree		C	✓	C	
	Review and agree staff appraisal procedure and pay progression		✓	R		C

	Agree Trust wide pay policy, terms, and conditions of employment		✓	R		
	Determine disciplinary and capability policies		✓	R		
	Implement disciplinary and capability policies - CEO		✓			
HOLDING TO ACCOUNT	Ensuring Trust compliance (e.g., safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C		
	Ensuring compliance in the schools (e.g. safeguarding, H&S, employment)			✓	C	C
	Monitoring progress on Trust key priorities: agree reporting arrangements		✓	C		
	Monitoring progress on key priorities in the schools: agree reporting arrangements			✓	C	C
	Additional Ofsted and/or other regulatory visits: agree		C	✓	C	C
FINANCE AND ESTATES	External auditors: appoint and remove	✓	C			
	Action recommendations made by external auditors		✓	R		
	Chief financial officer: appoint		✓	C		
	Trust's scheme of financial delegation: establish, monitor and review		✓	C		
	External auditors' report: receive and respond		✓	C		
	Headteachers' pay award: recommend			✓	C	
	Budget plan to support delivery of Trust key priorities: agree		✓	R		
	Budget plan to support delivery of schools' key priorities: agree			✓	C	R
	Benchmarking and Trust wide value for money: ensure robustness			✓		

	Monitoring budget at Trust level: agree reporting		✓	R		
	Monitoring budget at school level			✓	C	C
	Approve trust-wide estate vision, strategy and asset management plan and arrangements for monitoring school estate to ensure it is safe and well maintained		✓	C		
	Monitor school estate to ensure it is safe and well maintained – Headteachers responsible for individual schools			✓	C	✓
EDUCATION	Set targets for Trust outcomes		✓	R		
	Trust Quality System: agree		✓	R		C
	Trust curriculum/school curriculum and curriculum policy: approve		✓	R		C
	Development and delivery of curriculum			✓	C	R
	Plan and deliver individual school improvement interventions and strategies			✓	C	R
	Agree Trust behaviour policy		C	✓	C	C
	Implement behaviour policy			✓		R
	Review permanent and fixed term exclusions		✓		R/C	
	Agree admissions policy		✓	R	C	C
	Admissions appeal process		✓	R	C	C
	Determine complaints policy		✓	C	C	
	Implement complaints procedures		✓	R	R	R

1.4 Delegated powers by Board of Trustees to Chair/Vice Chair to take decisions in cases of urgency (Extract from Articles of Association)

The SEAMAT Board of Trustees has agreed the following delegation of functions in cases of urgency - *"The Board of Trustees will conduct all its business through its schedule of meetings and the procedures which govern them with the following two exceptions: (i) an emergency meeting may be convened in addition to those scheduled and with less than seven days' notice); (ii) exceptionally circumstances may arise when a delay in exercising a function of the Trustee Board is likely to be seriously detrimental to the interests of (a) the schools; (b) a pupil/s at one of the schools (or their parents); or, (c) a person who works at one of the schools.*

In the circumstances outlined in paragraph 1 above, the Chair (or the Vice Chair in the absence of the Chair) has the power to carry out those functions of the Governing Body. Should the exceptional circumstances outlined in paragraph 1 above arise; the Chair (or the Vice Chair in the absence of the Chair) will consult the Chief Executive or such other expertise as may be advisable. When the Chair (or the Vice Chair) exercises a function of the Trustee Body in the circumstances described in paragraph 1 above, the Chair (or Vice Chair) will account for this to the Trustee Board as soon as is practicable after the event."

2.1 Members

- The members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective.
- The members agree the Trust's articles of association, appoint Trustees and appoint the Trust's external auditors.
- The members receive information about the Trust's business and receive the annual report and accounts.

2.2. Trustees

- The Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006).
- Trustees are bound by both charity and company law so the terms 'Trustees' and 'directors' are often used interchangeably. At SEAMAT we use the term 'Trustee' to avoid any confusion with the executive posts.
- Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.
- The Board of Trustees must approve a written scheme of financial delegation. Trustees have chosen to delegate to three board committees and academy committees known as LSBs, so we have approved a written Scheme of Delegation and committee terms of reference.
- The Trust has created information pathways between the Trust board, LSBs and the chief executive so that LSBs can share with them any concerns (or celebrations) they may have.

2.3 The Role of SEAMAT Board committees

The Board of Trustees is responsible for delivery of the 6 core functions identified in section 2 above. Trustees delegate some governance functions to board committees. The committee structure is designed to ensure that these duties are discharged effectively across all operations of the MAT. In addition, all members adhere to the 7 (Nolan) principles of public life through the Trustee Code of Conduct. The committees ensure that there is an integrated approach to curriculum and financial planning and that the MAT complies with its charitable objects.

There are 4 Trust Board sub-committees as follows:

- **Education and Standards** for Terms of Reference see Appendix 1

On behalf of the Board of Trustees, the committee purpose is to monitor that the highest standards of teaching, learning and learner care are being delivered consistently across the individual schools within the Trust. In addition, to monitor that all learners and staff are being given the opportunity to make individual progress and fulfil their potential through an ambitious curriculum that enables them to gain the knowledge, cultural capital, and skills to succeed in life.

- **Finance and Resources** for Terms of Reference see Appendix 2

The committee is responsible for the detailed oversight of finance, premises and human resources. It has the delegated authority to review and approve expenditure in accordance with the Trust Finance Regulations and Scheme of Delegation as approved by the Trust from time to time. It is responsible for the areas of Finance, Premises and Human Resources.

- **Audit and Risk** for Terms of Reference see Appendix 3

The committee is responsible for maintaining detailed oversight that the Trust board complies with all relevant policies and procedures within the regulatory environment thus ensuring the probity of the Trust. The committee is authorised by the Trustee Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are required to co-operate with the committee in the conduct of its inquiries. The committee will identify the reports/data it requires from management to enable it to fulfil its function.

- **Local School Boards (LSBs)** – Full detail is in section 5

Trustees also delegate some governance functions to the Local School Boards, thus creating the third tier of governance within the structure. This separation of individuals on each tier strengthens transparent decision-making and the governance checks and balances within the Trust. The LSBs are responsible to the Board of Trustees who approve the appointments of the chairs, and the co-opted LSB members.

2.4 The Role of the Chief Executive

- The Trustees delegate the day-to-day management of the Trust to the chief executive, line managing them in line with the Trust's appraisal and performance management policies.
- The chief executive is the accounting officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the board about compliance with the funding agreement and the Academy Trust Handbook.
- The chief executive is responsible for the leadership and management of the

central executive team and the schools' headteachers and will report to the Trust board and its committees.

2.5 The Role of Headteachers

- The chief executive delegates the day-to-day management of the Trust's schools to headteachers, line managing them in accordance with the Trust's appraisal and performance management policies. The headteachers operate as members of the executive leadership of the Trust with the CEO and COO.
- Headteachers share information about how the Trust is managing the school with their academy committees (LSBs) so that committee members build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

SECTION 2

Areas of Delegation to the LSB from the SEAMAT Board

- North Crescent LSB
- Rayleigh Primary School LSB
- Wyburns LSB

The main areas within which delegation to the LSBs occur are:

Finances and the delivery of the school budget; curriculum planning and delivery in accordance with the Trust Charter, Trust strategic plan and handbook; teaching and learning; staffing; safeguarding and health and safety.

The above are kept under review and are updated annually according to need.

1 LSB Functions

The LSBs are responsible to the SEAMAT Board of Trustees for ensuring that the strategic framework established by the board is implemented and that the internal organisation, management, and control of the academy works within the parameters set by the Board of Trustees to whom they are fully accountable.

LSBs will work with the CEO to support and strengthen the Headteachers and hold them to account for the day-to-day running of their schools, including the performance management of staff. The CEO has line management responsibility for the individual Headteachers.

The LSBs of the individual schools have the following key responsibilities/duties within the parameters set by the SEAMAT Board of Trustees:

- Ensuring that the school's vision, ethos and strategic direction support the delivery of the SEAMAT vision of Learner First
- Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
- Monitoring the educational performance of the academy and its pupils, and the performance management of staff, ensuring that it contributes to the achievement of the SEAMAT targets and the highest standards
- Ensuring the operation of the curriculum is responsive to the needs of the learners, enabling them to achieve the highest standards
- Monitoring the financial performance of the delegated budget and making sure its money is well spent and operates within the set budget (see section 4 for finance responsibilities)
- Monitor and maintain the estates of the MAT for the safe practice and well-being of staff and pupils

Each school will have an LSB who will work in close collaboration with the Trustee board and the Academy Trust's central staff. The LSB's responsibilities are as set out in this Scheme of Delegation.

- **Leadership** – The LSB Chair and members of the LSB will work with the Headteacher, CEO and TBFM to ensure the delivery of the above 6 key responsibilities through support, challenge and rigorous scrutiny as identified in the SEAMAT Strategic plan and quality system.
- **LSB Chair's Action** – The Board of Trustees has agreed that, in exceptional circumstances, where a delay in taking a decision is likely to be seriously detrimental to the interests of either the school, a pupil at the school or a member of staff, the Chair of the LSB may invoke Chair's action. Any decision taken under these circumstances should be reported immediately to the LSB and to the Board of Trustees. The LSB will then formally ratify the decision at the next available meeting.
- **Link Trustees** – Each LSB Board is supported by a named Trustee, known as the link Trustee, who acts as their mentor and ensures that the LSB is working within SEAMAT ethos and parameters. The Trustee is not a member of the LSB and should not engage in LSB debates nor give decisions on LSB issues but may observe meetings and comment by invitation. The key relationship is between the Link Trustee and the Chair of the LSB rather than with the Headteacher. The Link Trustee will

keep the LSB updated on the non-confidential work of the Trustee Board through providing brief updates and holding regular conversations with the LSB Chair. In addition, the Link Trustee may ask for items to be included in the Trustee Board agendas on behalf of the LSBs and/or raise any issues on their behalf.

- **Headteacher reporting lines** – The Headteacher of each school reports to the CEO of the SEAMAT, who is responsible for ensuring SEAMAT targets are delivered and that the schools are meeting the highest standards of teaching and learning. The Chair of the LSB contributes to the performance management review of the Headteacher.
- **LSB Terms of Reference** – The terms of reference for the LSBs are contextualised within the SEAMAT Trustee Board articles and governance documentation that are available on the school and SEAMAT websites.
- **Attendance at LSB meetings** – The Chair of the Board of Trustees and the CEO of the MAT may attend any LSB meetings.
- **Size of LSB** – The number and nature of LSB governors must ensure there are enough to carry out the duties of the LSB as identified in this Scheme of Delegation which will be kept under review. To that end there should be a maximum of 8 governors including 2 elected parent governors and 2 elected staff governors. LSB governors must be approved by the Trustee Board. There must be a balance between external governors and those who have children at the school unless there are exceptional circumstances in which case the issue should be referred to the Chair of Trustees
- **The LSB Code of Conduct** is a customised version of the SEAMAT Trustee Board code of conduct. It is included in the LSB governance toolkit and all LSB governors are expected to sign it annually.
- **The role description** for appointed LSB members is a customised version of the SEAMAT Trustee role description. There is additional information to support parent governors.
- **Communication between Chairs** - LSB Chairs will meet regularly with the Chair of Trustees as part of the monitoring/reporting relationship, to share good practice and keep abreast of developments.
- **Governance Professional (Clerk)** - The LSB and Trustee Board Clerks will work together to ensure good communication and consistency of approach.
- **Standing agendas** will form the basis of the LSB agendas in line with the SEAMAT strategic plan/quality system. The template for core items is included in the LSB governance toolkit. However, this does not preclude the LSB Chairs from customising the agendas to address the needs of the individual school.
- **LSB Agendas and minutes** will be provided to the Trustee Board as part of the regular reporting relationship.
- **Regularity of meetings** – the LSB and its committees must meet 6 times a year to comply with the Academy Trust regulations i.e. 3 times a year for the full Board with the committees covering the other three instances. However, if the Board has decided not to use a committee structure then **the Board itself should meet 6 times, usually twice a term**. Clearly, the Board may meet more often than 6 times if it so chooses.

- **LSB schedule of Meetings** - the Clerks will align the LSB meeting schedule with that of the Trustee Board schedule and the quality audit cycle to aid reporting and decision making.
- **All staff appointments/HR aspects** must work within the SEAMAT policies/procedures to ensure consistency of approach.
- **SEAMAT structure** – centralised staff positions that work across the Trust are identified in the attached structure at appendix 4. Schools may appoint their own staff below senior level after consultation with the CEO and within the agreed establishment that is reviewed on an annual basis.
- **Confidentiality** - All members of the central team are expected to follow confidentiality principles. Sharing information from central team meetings, interactions, or employment conditions with those not at the meeting will be classed as misconduct.
- **Collective responsibility** - Central team employees must abide by collective responsibility : members of the group must publicly support all group decisions made jointly by the group , even if they do not privately agree with them.
- **Quality Assurance and Control** is outlined in the Trust strategic plan and risk management policy and will be monitored at all levels with all committees providing close scrutiny on behalf of the Trustee Board.
- **Curriculum** – Each school will set and determine its own curriculum model which aligns with Trust policies, values, aims and objectives set out in the SEAMAT Charter which has been set and agreed by the Trustees.
- **Pupils** – Each school will set and determine its own non-statutory policies by reference and adherence to MAT policies, which have been set and agreed by the Trustees.
 - **Safeguarding** - The Trust currently adopts the Essex Safeguarding policy and Headteachers are responsible for ensuring full compliance within their schools. This will be kept under review.
- **School Policies** - the SEAMAT policy schedule identifies those that are statutory and Trust-wide and those that may be customised to the individual schools to meet the needs of the pupils.

2.1 Financial Delegated Duties

The Financial Regulations agreed by the SEAMAT Board outline the delegated powers and responsibilities of the LSB. They are reviewed annually to ensure they remain consistent with the Academies Trust Handbook and work with the Scheme of Delegation.

NB the following information is intended as a quick summary of the key LSB duties within the Finance regulations and therefore does not include the additional advice on process and procedures. It is imperative that the Headteacher and LSB Chair familiarise themselves with the full document for 2023-24.

Each school LSB must work in close collaboration with the board and the Academy Trust's central staff. The LSB's financial duties include the following financial management responsibilities:

- Reviewing the annual budget before sending for approval to The Board.
- Deciding the school's financial priorities through the School Development Plan (SDP) and the Asset Management Plan (AMP) in line with Trust priorities.
- Receiving monthly management reports, to support the monitoring of the school's actual financial performance compared with budgeted priorities and cash flow, and to take remedial action as necessary.
- Monitoring all spending and income received in the school and making decisions on expenditure within the LSB delegated powers.
- Making decisions on payments within agreed budgets, within the LSB delegated powers, and authorising any budgetary adjustments made.
- Ensuring the local Register of Business Interests is kept up to date and published on the schools' websites.
- Ensuring the gift and hospitality register is kept up to date.
- Annually reviewing all on-going contracts.
- Ensuring that funding from the ESFA, Local Authority and other sources is used only in accordance with any conditions attached.
- Receiving and commenting on the content of any audit report and monitoring the implementation of the agreed action plan.
- Agreeing and determining appropriate charges for lettings of the premises, in line with the school's lettings policy.
- Ensuring the school adheres to the policies and procedures as specified by The Board of Trustees.
- Ensuring the school has appropriate internal financial controls in place.
- Reviewing and monitoring of budget projections / medium term financial plans to ensure the school's budget is realistic and any financial decisions are sustainable.
- Declaring any connected party transactions or business interests.
- Regularly updating and monitoring the local risk register and ensuring the implementation of any mitigating actions.
- Ensuring the school has an up-to-date business continuity plan that works within the Trust priorities.

2.2 Financial Delegated Decisions: CEO, LSB, Headteachers

Information on the delegated authorities for expenditure limits, ordering procedures, cheque signing, and monetary transactions are in section 1 of the Finance Regulations 2023. Please use that document as the guide for all financial matters and decision making to avoid confusion. The Finance Regulations are part of the overall Scheme of Delegation.

3 Delegation of operational decisions

Area	Delegation decision	Information
Admissions	Delegated to LSB	All Academies will follow the Local Authorities admission policy. Overseen by Central Administration Team
Capital Programmes	Not delegated	Capital programmes approved by the Trustees are monitored by LSB and central administration team.
Capital Programme Contract Variations	Not delegated	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme. Managed by TBFM reporting to Trustee Board
Health and Safety	Not Delegated Local School Board carries out day to day checks and hazard notification.	LSB ensures the SEAMAT Policy is delivered and led by the H&S Governor. It is the responsibility of the Board of Trustees to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. This is a commissioned service.
Income Generation Hire of Premises.	Delegated to CEO	Income generation belongs to the MAT for investment that best suits the benefit of the students. In the first instance, the money will be budgeted to the individual academy.
Income Generation Charges for Staff to work externally.	Not delegated	Trustees need to ensure that there is consistency of approach in terms of the application of charges. Overseen by the Central Administration Team.

School Budget	Delegated to Headteacher	The Board has to approve the Budget as outlined in the financial regs. LSB and TBFM monitor through the audits and the named LSB responsible governor. Overseen by the CEO.
Insurance	Not delegated	The Board of Trustees will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance. Overseen by the TBFM
Investments	Delegated to CEO	Currently, we have none. However, if CEO considers an investment will improve the future of the MAT and/or the future learning of the students, proposals should be made to the Trustee board for discussion.
Permanent Exclusions	Delegated to Headteacher and LSB	All Academies will follow DFE and Local Authority procedures for permanent exclusions and use the independent permanent exclusion appeals. Overseen by CEO.
Service Level Agreements and Service Contracts	Not delegated Finance and Resources Committee lead	Trustee Board have decided that all service level agreements and contracts shall be centralised except under exceptional circumstances identified by the CEO. The Trust will hold a list of all Service Level agreements for each school and for joint agreements. Overseen by the CEO.

Safeguarding Policy	Not Delegated	The Board of Trustees has adopted the Essex Safeguarding policy which all schools will follow. The LSB/HT is responsible for enforcing this policy and procedures in the school. Trustees will audit the safeguarding procedures annually. Overseen by the SEAMAT Central Administration Team.
Appointment of staff or changes to contract below Headteacher level	Delegated Headteacher	Subject to agreed establishment and budget constraints, ensuring salary costs are fully included and in accordance with the Trust's recruitment and appointment policy. (See page 15 in Finance regulations) All appointments are to be made on SEAMAT contracts. Overseen by CEO.
Appointment of Headteacher	Not delegated	The Trust Board appoints Headteachers and CEO.
Pay and Conditions Policy	Not delegated	LSB ensures SEAMAT Pay and Conditions are adhered to. Overseen by CEO.
Staff overtime	Delegated to Headteacher and LSB	Headteacher can authorise up to the level agreed in the annual budget. Beyond this limit authorisation must be from the LSB. No overtime may be taken without the prior approval of the Headteacher. Overseen by CEO
Staff Expenses claims	Delegated to Headteacher	All staff expenses claims must be authorised by the Headteacher.

Headteacher Expenses claims	Not Delegated	All expenses claims must be authorised by the CEO.
Human Resources Policies	Not Delegated	Due to Equality legislation, HR Policy is not delegated but the LSB must ensure adoption of these policies. Overseen by CEO.
School Curriculum Vision	Delegated to CEO/Headteacher/LSB	LSB ensures the vision is delivered consistently and within the Trust vision. Overseen by CEO.
SEAMAT Charter, Strategic plan, Trust vision and values	Not Delegated CEO leads process	CEO works with the Board of Trustees to develop vision, values and strategic plan
Curriculum vision	CEO leads on behalf of Trust	Headteachers contribute to ensure vision and delivery are linked.
Curriculum Delivery	Delegated to Headteacher/LSB	LSB ensures the statutory requirements of curriculum are delivered and implemented effectively within the context of the Trust Strategic plan and Learner First vision. Overseen by CEO.
Quality System	Not delegated	LSB enforces the quality procedures outlined in the Trust Strategic Plan and Quality System. Overseen by CEO.

Ofsted visits and other regulatory decisions	Not Delegated	The CEO will determine whether schools are ready to opt for additional visits. He will ensure Trustee Board and LSBs are briefed.
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Section 3 – Appendices

Appendix 1

SEAMAT Board of Trustees

Terms of Reference for the Education and Standards Committee

The Board of Trustees is responsible for

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent. ● Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
- Ensuring the voices of stakeholders are heard.
- Manage risks to ensure effective operation of the Trust and to maintain a risk register.

The committee structure is designed to ensure that these duties are discharged effectively across all operations of the Trust. In addition, all members adhere to the 7 principles of public life through the Trustee Code of Conduct.

Constitution

The Trustee Board hereby resolves to establish a committee of the Trustee Board to be known as the Education and Standards Committee

Accountability

This committee shall report directly to the SEAMAT Board of Trustees, which will receive minutes, reports and recommendations from the Committee.

Authority

The Education and Standards Committee is an executive sub-committee of the Trustee Board. The committee is authorised by the Trustee Board to investigate any activity within its terms of reference, or specifically delegated to it by the Trustees and to seek any information it requires from staff, who are requested to cooperate with the Committee in the conduct of its inquiries.

These terms of reference will be reviewed annually by the Board of Trustees.

Purpose of the Education and Standards Committee

On behalf of the Board of Trustees, the committee purpose is to monitor that the highest standards of teaching, learning and learner care are being delivered consistently across the individual schools within the Trust. In addition, to monitor that all learners and staff are being given the opportunity to make individual progress and fulfil their potential through an ambitious curriculum that enables them to gain the knowledge, cultural capital, and skills to succeed in life.

Membership

The committee will have a minimum of two Trustees and a maximum of four Trustees plus the CEO in attendance. The committee may make recommendations to the governing body for the short-term co-option of non-Trustee

members who have relevant specialist skills.

The Headteachers of the membership schools will be invited to attend the committee meetings as appropriate to facilitate reporting on standards and the delivery of teaching and learning. They are not members of the committee and therefore do not contribute to the quorum.

Quorum - Not less than two Trustees as the CEO is in attendance and does not contribute to the quorum. **Meetings**

The committee will meet at least once a term prior to the main full Trust Board meeting and otherwise as required. The committee will receive reports no later than 7 clear days prior to a meeting and in sufficient detail to enable it to undertake its strategic responsibilities for planning, monitoring and evaluation.

Dealing with complaints

The committee will follow the SEAMAT complaints procedure in dealing with complaints within its remit. **Key responsibilities**

The Committee will exercise responsibility for and oversight of the following areas of the MAT. The Committee will also consider areas of risk and how they might be mitigated in these areas."

- There is an integrated approach to curriculum and financial planning that decision making around resources and finance is *curriculum-led*;
- The Trust Charter is enacted in practice in our schools;
- The school curricula meet statutory requirements *and* meet the principles that the Trust deem essential in providing a holistic education for its learners;
- Each phase is given due and special consideration ensuring there is clear progression through the phases from Early Years to KS2
- There is a zero risk culture around safeguarding and that there is a culture of safeguarding across our organisation;
- There is an equitable approach for children with additional needs and barriers to learning; • All children are made to feel welcome and have a place in our schools communities - that there are no outsiders;
- All children have the opportunity to achieve highly and broadly - the teaching of core skills is important, as is the need to provide opportunities to explore and develop particular interests;
- Spiritual, moral, social and cultural development is embedded in the curriculum as is personal and relationship education (PSHE and RSE);
- That pedagogy is at the heart of school improvement - teaching and learning is the main focus; • There are plans and strategies for succession planning, in particular for schools leadership; • Schools are aspirational for all children and activity is not solely driven by external accountability measures such as SATS results;
- Children are provided with rich opportunities to connect with local, national and global communities and cultures.
- Learning loss as a result of successive lockdowns is given due consideration in development and curriculum planning.

The committee will do this by:

- Receiving reports on pupil attainment and progress;
- Scrutinising the data dashboard which will include information on attendance, exclusion, complaints, school mobility and other key indicators;

- Engaging a link trustee for each school and receiving regular updates;
- Evaluating curriculum models and curriculum approaches;
- LSB visit notes and LSB papers;
- Receiving information on training and development for all our staff.
- Monitoring stakeholder engagement and voice including staff and pupil questionnaires and attending pupils/parent discussion groups;
- Receiving specialist reporting and project briefings, via the CEO and key portfolio holders e.g. a lead Senco or assessment lead;
- Receiving reports and key documentation from Headteachers;
- Reviewing the risk register and engaging with the ICFP process;
- Reviewing and scrutinising school budgets in terms of the support for curriculum delivery and integration with the SIP
- Monitoring that there is an equitable approach to Trust support for schools - that support is targeted where it is needed most;
- Being ambassadors in the local community to strengthen networks, listen and to build the reputation of the Trust
- Supporting the CEO's and Headteachers' wellbeing so that schools are well-led.

Reviewed September 2023

SEAMAT Board of Trustees

Terms of Reference for FINANCE and RESOURCES Committee

The Board of Trustees is responsible for

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent.
- Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
- Ensuring the voices of stakeholders are heard.
- Manage risks to ensure effective operation of the Trust and to maintain a risk register.

The Committee structure is designed to ensure that these duties are discharged effectively across all operations of the MAT. In addition, all members adhere to the 7 principles of public life through the Trustee Code of Conduct. The Committee will ensure that there is an integrated approach to curriculum and financial planning. The Committee will ensure that the MAT complies with its charitable objects.

Constitution

The Trustee Board hereby resolves to establish a committee of the Trustee Board to be known as the Finance, and Resources committee. The Committee will be supported by a trained governance professional.

Accountability

This Committee shall report directly to the SEAMAT Board of Trustees, which will receive minutes, reports and recommendations from the Committee. The Committee is responsible for ensuring the Trust's financial stability and ability to operate as a going concern.

Authority

The Committee is a subcommittee of the Trust with the delegated authority to review and approve expenditure in accordance with the Trust Finance Regulations and Scheme of Delegation as approved by the Trust from time to time.

The Committee is authorised by the Trustee Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are required to co-operate with the Committee in the conduct of its inquiries.

KEY RESPONSIBILITIES

The Committee will exercise responsibility for and oversight of the following areas of the MAT. The Committee will also consider areas of risk and how they might be mitigated in these areas."

1 Finance

- a) To recommend to the Full Trustee Board approval of the annual budget plan and cash flow forecasts

for the forthcoming financial year presented by management in accordance with the timescales dictated by the ESFA.

- b) To review and monitor management budget projections / medium term financial plans to ensure the Trust's budget is both realistic and balanced and any financial decisions are sustainable. To include a termly review of pupil number projections raising any challenges and reporting to the Trust Board to ensure adequate and robust review and monitoring of budget projections.
- c) To receive monthly management reports, to facilitate the monitoring of the Trust's actual financial performance compared with budgeted priorities and cash flow, and to take remedial action as necessary. Any remedial action will be reported to the Trustee Board.
- d) To ensure that management accounts are provided to the Trustee Board six times throughout the academic year together with a brief written report so that the Trustee Board can consider the same at their next meeting.
- e) To ensure that management have robust systems in place to monitor **all** spending and income received in the MAT and ensure that funding from the ESFA and other sources is used only in accordance with any conditions attached and the purpose intended.
- f) To review annually the MAT's Financial Regulations and Scheme of Delegation and ensure appropriate internal financial controls are in place across the constituent schools.
- g) To ensure the MAT's financial priorities are reflected through the constituent Schools' Development Plans (SDP) and the MAT Asset Management Plan (AMP).
- h) To ensure that management have a proper fixed assets register, which is maintained in accordance with current financial regulations.
- i) To ensure each school adheres to the policies and procedures as specified by the Department for Education and the ESFA. That all financial controls are adhered to via regular testing and management checks in order to protect against fraudulent or improper use of public money and assets and enable satisfactory completion of the statement of Internal Control (SIC from the Financial Regulations)
- j) To make decisions on and advise the Trustee Board on the appropriateness of virements within agreed budgets, within the Committee's delegated powers, and authorising any budgetary adjustments made.
- k) To make decisions on expenditure within the Committee's delegated powers.
- l) To review annually all on going contracts including the various leasing agreement schemes and options available to the constituent schools. To award contracts by tender up to a specified limit.
- m) To make decisions on requests from other Committees that will have an impact on the MAT's financial position.
- n) To review appropriate financial benchmarking data, in order to compare the MAT's financial performance with other similar organisations.
- o) To review monitor and ensure that the key financial performance indicators set by the Trustee Board are being measured regularly.
- p) To ensure that the day-to-day financial management of each constituent school is delegated to the Headteacher, subject to exceptions contained within the scheme of delegations , in the absence of the Headteacher the Senior Teacher will assume responsibility for the financial management.

2 Premises

- a) To ensure management develop, maintain and comply with a Trust estate plan in accordance with good estate management and planning and in accordance with Health and Safety together with the Trust's estate management team.
- b) To ensure that the CEO provides a Health & Safety update to the Committee at each meeting c) To make recommendations on premises-related expenditure following submission of competitive quotes from each school when expenditure exceeds the delegated limits in the scheme of delegation. This is currently in excess of £5000.
- d) In consultation with the CEO and CFO, oversee premises-related funding bids

3 Human Resources

- a) To determine the Pay Policy for SEAMAT through an annual review of pay for all personnel employed by the MAT including the CEO in line with current legislation.
- b) To ensure that the Trust is publishing and keeping up to date on a yearly basis, on its website, the number of employees whose benefits exceed £100,000, in £10,000 bandings for the previous year ended 31 August.
- c) To advise the Trustee Board on pay levels and staffing needs
- d) To approve annual pay progression for the CEO (by 31 December of each year at the latest), taking account of the recommendation made by the CEO's Performance Review Panel, following the annual review.
- e) To ratify annual pay progress for teachers (by 31 October each year at the latest) as set out in the Pay Policy, taking account of any recommendations made on the Performance Management review statement, in accordance with the approved Pay Policy and the impact on the MAT budget.
- f) To review the scheme of delegation to ensure that it works with the pay policy and delegates the appropriate authorities to the CEO.
- g) To monitor and report to the Trustee Board on the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
- h) To monitor any Staffing Restructures to ensure that they are legally compliant and procedurally correct.
- i) To receive regular reports on the effectiveness of the staffing structures, policy and practice within the MAT including the impact on effective staff retention and succession planning
- j) Consider, approve and keep under review conditions of service for all employees and arrange for any necessary consultation to take place.
- k) To approve the procedures for the recruitment and appointment of staff.

Membership and Organisation

- a) The Committee shall have a minimum of three members and a maximum of five members. A majority of Committee members must be directors on the Trust Board.
- b) The Board shall elect a Chair and Vice-Chair of the Committee at the first meeting of the academic year. In the absence of the Chair at any meeting, then the Vice-Chair will act as Chair for that meeting. In the absence of both the Chair and Vice-Chair at any meeting, then the Committee will appoint one of the members present to act as Chair for that meeting.
- c) The CEO in their role as Accounting Officer and the Chief Finance Officer will normally attend meetings of the Committee.
- d) The Committee may co-opt persons for their specialist skills who are not members of the Trustee Board, subject to a maximum of 2 members. Such co-optees may not vote on any matter.
- e) The committee shall meet at least three times per annum and prior to the full Board of Trustees meeting but may meet more frequently as required. The external auditor may request a meeting if he or she considers one necessary
- f) Agendas for meetings will be received with at least seven days notice.
- g) Minutes of meetings will be taken by the governance professional and sent to the Chairperson for approval within ten working days and then circulated to Committee Members thereafter. The Committee Minutes will be circulated with the agenda to all Trustees at least 7 days in advance of Full Trust board meetings.
- h) The minutes relating to staff pay and performance will be confidential
- i) The Chair of the Committee will report the work of the Committee to the Full Trustee Board.
- j) The Committee will liaise with such other Committees and invite members of other Committees

to attend its meeting as should be deemed appropriate.

- k) Any matters that may be in conflict with the work of another Committee must be referred to the Board of Trustees.

Quorum

The quorum of the Finance and Resources Committee meeting shall be any 3 members. It does not include the CEO who is in attendance.

Managing conflict of interest

The Committee will keep the register of business interests under annual review and ensure that it is available for inspection by governors, staff and parents. All Committee members will be given the opportunity to verbally declare previously undeclared interests, and any previously declared interests that may be relevant to the agenda, at every Committee and Trustee Board meeting

Reporting responsibilities - The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

Appendix 3

SEAMAT Board of Trustees

Terms of Reference for Audit and Risk Committee

The Board of Trustees is responsible for

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent.
- Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
- Ensuring the voices of stakeholders are heard.
- Manage risks to ensure effective operation of the Trust and to maintain a risk register.

The Committee structure is designed to ensure that these duties are discharged effectively across all operations of the Trust. In addition, all members adhere to the 7 principles of public life through the Trustee Code of Conduct. The Committee will ensure that there is an integrated approach to curriculum and financial planning. The Committee will ensure that the MAT complies with its charitable objects.

Constitution

The Trustee Board hereby resolves to establish a committee of the Trustee Board to be known as the Audit and risk committee. The Committee will be supported by a trained governance professional.

Accountability

This Committee shall report directly to the SEAMAT Board of Trustees, which will receive minutes, reports and recommendations from the Committee. The Committee is responsible for the oversight of the trust compliance with all relevant policies and procedures within the regulatory environment and oversight of risk.

Authority

The Committee is authorised by the Trustee Board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are required to co-operate with the Committee in the conduct of its inquiries.

KEY RESPONSIBILITIES

The committee will identify the reports/data it requires from management to enable it to fulfil its function in terms of the following audit areas of the Trust

Internal Scrutiny

- Through regular review, oversee and approve the trust's programme of internal scrutiny submitted by management
- Engage the services of an external auditor to conduct the internal audit of financial management, policies and quality assurance and report to the Committee who will then report the findings to the Board.
- Require management to ensure the internal scrutiny programme is delivered by suitably qualified/experienced people
- Require regular management assessment that risks are being addressed appropriately through internal scrutiny

- Require the CEO to provide a termly report to the committee
 - on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.
 - that evaluates the suitability of, and level of compliance with, financial and non- financial controls, assessing whether procedures are designed effectively and efficiently, and checking whether agreed procedures have been followed
 - evidences that all categories of risk are being adequately identified by the management and are reported on and managed including identifying on a risk-basis (with reference to its risk register) the areas it will review each year, modifying its checks accordingly. This will involve greater scrutiny where procedures or systems have changed.
 - Offers advice and insight on how to address weaknesses in the financial and non-financial controls, acting as a catalyst for improvement and strengthening the management's responsibility for day to day running of the trust
- Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations
- Keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, the Responsible Officer, the External Auditor and any other relevant independent assurances or reports (eg from the National Audit Office
- Review the Trust's policy and procedures for handling allegations from whistleblowers and that it published on the SEAMAT website.
- Review the Trust's policies and procedures for handling allegations of fraud, bribery and corruption.
- Receive reports on the outcome of investigations of suspected or alleged impropriety.
- Review the adequacy of Trust policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
- Work with the FR committee to monitor that any significant losses are investigated by management and reported to the DfE where required.
- Ensure the transparency of Trust's governance in accordance with the financial regulations and where required the requisite information is published as required.
- Review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.

External Audit

- Consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- Recommend the audit fees to the Trustee Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- Oversee the process for selecting the external auditor and make appropriate recommendations through the Trustee Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- Review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- Review the performance of the external auditor on an annual basis.
- Recommend to the Trust Board the appointment / re-appointment of the external auditor.
- Review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Membership and Organisation

- The Committee shall have a minimum of four members and a maximum of five members. A majority of Committee members must be directors on the Trust Board.
- The Board shall elect a Chair and Vice-Chair of the Committee at the first meeting of the academic year. In the absence of the Chair at any meeting, then the Vice-Chair will act as Chair for that meeting. In the absence of both the Chair and Vice-Chair at any meeting, then the Committee will appoint one of the members present to act as Chair for that meeting.
- The CEO in their role as Accounting Officer and the Chief Finance Officer will normally attend meetings of the Committee.
- The Committee may co-opt persons for their specialist skills who are not members of the Trustee Board, subject to a maximum of 2 persons. Such co-optees may not vote on any matter.
- The committee shall meet three times per annum and prior to the full Board of Trustees meeting but may meet more frequently as required. The external auditor may request a meeting if he or she considers one necessary
- Agendas for meetings will be received with at least seven days notice.
- Minutes of meetings will be taken by the governance professional , sent to the Chairperson for approval within ten working days and then circulated to Committee Members thereafter. The Committee Minutes will be circulated with the agenda to all governors at least 7 clear days in advance of Full Trustee Board meetings.
- The Chair of the Committee will report the work of the Committee to the Full Trustee Board.
- The Committee will liaise with such other Committees and may invite members of other Committees when necessary to attend its meeting as should be deemed appropriate.
- Any matters that may be in conflict with the work of another Committee must be referred to the Board of Trustees.

Quorum

The quorum of the Committee shall be any 3 Trustee members of the committee but may not include the CEO or CFO who are in attendance.

Managing conflict of interest

All Committee members will be given the opportunity to verbally declare previously undeclared interests, and any previously declared interests that may be relevant to the agenda, at every Committee and Trustee Board meeting

Reporting responsibilities - The Committee shall conduct an annual review of its work and these terms of reference and shall report the outcome and make recommendations to the Trust Board.

Appendix 4 ToR Template

South Essex Alliance Multi Academy Trust

Local School Board (name)

Terms of Reference

These Terms of Reference should be read in conjunction with the SEAMAT Scheme of Delegation and LSB handbook revised 2023

Purpose:

The Local School Board is responsible for promoting high standards of achievement in accordance with the Trust Scheme of Delegation, Trust Quality Procedures and Trust Charter.

They are responsible for ensuring that the strategic framework established by the board is implemented and that the internal organization, management and control of the academy works within the parameters set by the Board of Trustees to whom they are fully accountable.

They also enable the school to respond to and meet the needs of their pupils through the Learner First framework.

The Local School Board will ensure that the requisite levels of challenge, rigorous scrutiny and monitoring are implemented in a timely manner in accordance with the SEAMAT timetable and procedures outlined in the LSB handbook. They must also ensure that the Trust Financial Regulations 2023 are adhered to as outlined in the Trustee Board Scheme of delegation 2023 and the Financial Regulations 2023. The Chair of the LSB should also be familiar with the Academy Trust Handbook 2023.

The Local School Board has particular functions and responsibilities accorded to it by the Trustees of SEAMAT.

These echo the current Trustees' Committees of Finance and Resources, Audit and Risk, Education & Standards. The LSB governors may decide whether they wish to operate through a single Board structure delivering the required monitoring through focused agendas or to adopt a Board plus committees structure.

Membership:

Up to 8 Governors; comprising 2 Parent Governors, 2 Staff Governors, 4 Co-opted Governors.

The Headteacher will automatically be an ex officio member of the Local School Board and any committees formed. The Headteacher will be invited to attend the Trustee Education and Standards Committee.

The Link Trustee appointed to the Local School Board by the Board of Trustees will not become a member of the Local School Board and should not engage in debates nor make decisions on Local School Board matters but may observe meetings and comment by invitation. The Link Trustee may also ask for items to be included on the Trust Board agenda on behalf of the Local School Board. The full role description for the Link Trustee is at page 13 of the 2023 Scheme of Delegation.

Associate Governors may be appointed in the short term where their expertise is deemed valued for specific projects.

Any amendment to the constitution of the Local School Board must be approved by the SEAMAT Board of Trustees.

Term of Office:

A Chair and Vice Chair of the Local School Board will be elected by its members for a 1 year term of office at the first Business Meeting of the academic year.

No person may act as Chair if they are employed by the Trust.

SCo-opted Governors 4 Years
Staff Governors 1 Year
Parent Governors 3 Years

Quorum:

Minimum 4 Governors

The quorum for all business of the Local School Board is one half (rounded up to a whole number) of the total number of governors in place; not including any governor vacancies.

Meetings:

The Local School Board will meet as often as necessary to fulfil its responsibilities but at least every half term across the year with a minimum total of 6 meetings a year. Agendas and Minutes of the meetings will be shared with the Board of Trustees and made available to the public as appropriate through the school website.

The Chair or Vice Chair will lead the meetings.

The Headteacher will be required to attend meetings to ensure the Local School Board is able to effectively challenge any strategic decisions that have been made.

The CEO of SEAMAT and the Chair of Trustees may at their discretion attend any meetings.

Agendas will be circulated by the Clerk, seven clear days in advance of the meeting.

Meetings can be held in person or virtually via videoconference, to be defined by the Clerk, seven clear days in advance of the meeting.

Governor Declaration/ Code of Conduct/ Business Interests:

All governors will be required to sign the Code of Conduct /Governor Declaration / Business Interests Forms at the start of each academic year or at first appointment.

The LSB Clerk will provide the relevant documentation in line with the Board of Trustees documentation.

A register of Local School Board interests will be created and maintained by the Clerk and published on the school website.

Summary of Areas of Delegation:

The main areas within which delegation to the Local School Board occurs are: the school budget; curriculum planning and delivery; teaching and learning; staffing and human resources; safeguarding and health and safety. Specific delegations are in section 2 of the 2023 Scheme of Delegation.

School Policies and Procedures:

The (name) LSB has key responsibilities in relation to the delivery, implementation and compliance with SEAMAT policies and procedures. The LSB is also responsible for ratifying those policies that need to be school specific. The complete list of all SEAMAT policies and procedures that clarifies where the responsibilities lie will be updated as part of the annual policy/procedure review process.

Monitoring:

The committee will be responsible for:

- At least annual monitoring visits to the school, for each specific area of focus and completed by the aligned Governor. Governors are responsible for completing and sharing a record of the visit, as well as following up any actions recorded during that visit.
- Headteacher reports shared half termly at LSB meetings. The Headteacher report should include, as a minimum:
 - Assessment / Standards
 - Safeguarding
 - Attendance
 - Racist / Protected Characteristic Incidents
 - Accident Reports
 - Complaints
 - Behaviour / Bullying
 - SEND Report
- Management accounts must be shared with the Chair of the Local School Board every month and with other governors 6 times a year, even if they do not meet in each of those months. The Board must consider these when it does meet, and minute it.

Confidentiality:

- The Governors are not, and nothing within this document is intended to make them, charity trustees.
- Each Governor shall act in the best interests of the Academy at all times.
- The Governors must keep confidential all information of a confidential nature obtained by them relating to the Academy.

Approved by the SEAMAT Board of Trustees: Sept 2023

Adopted by the (name) Local School Board: [date]

Next Review Date: Sept 2024

Appendix 5

LSB Governor Role Description

September 2023

The SEAMAT Trust Board establishes the local tier and defines its functions. LSB governors should read the SEAMAT scheme of delegation in order to fully understand the responsibilities delegated to them. Governors should also refer to their terms of reference for procedural information relating to their LSB.

Role purpose

SEAMAT Trustees work together to carry out the following core functions:

1. Ensuring there is clarity of vision, ethos and strategic direction.
2. Holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. Overseeing the financial performance of the organisation and making sure its money is well spent.
4. Ensuring that safeguarding and promoting the welfare of children is the priority at all times, together with providing a safe environment in which children can learn.
5. Ensuring the voices of stakeholders are heard.
6. Managing risks to ensure effective operation of the Trust and maintain a risk register.

Responsibilities are delegated to LSBs to help the trust board fulfil this purpose and to strengthen MAT governance.

RESPONSIBILITIES

Safeguarding

- Ensure that the adopted safeguarding policies and procedures reflect the safeguarding challenges and context of the school.
- Monitor the implementation of safeguarding policies and the effectiveness of safeguarding arrangements.
- Foster a culture that prioritises the safety and wellbeing of all pupils and staff in the school.
- Work with the Designated Safeguarding Lead (DSL) to ensure that safeguarding procedures are effective.
- Monitor the school's estate, ensuring that appropriate policies are adopted and followed in order to keep pupils and staff safe.

SEND

- Ensure that the trust policy for pupils with special educational needs and disabilities (SEND) is implemented and adapted to the specific school context where necessary.
- Seek assurance that staff are trained to implement pupil strategies and support plans.
- Ensure pupils with SEND have the resources they need to succeed.
- Work in partnership with the Special Educational Needs Coordinator (SENCO) as well as other stakeholders and the wider MAT community to ensure that pupils with SEND are well-supported and included in all aspects of school life.
- Monitor the overall effectiveness of the school's SEND provision, referring to pupil outcomes and other relevant data.

Standards

- Ensure that the trust's vision, ethos and strategy is adopted and applied by school leaders.

- Work with senior leaders to identify areas for improvement and develop strategies to address them in line with the trust's strategic objectives.
- Monitor school performance and improvement through regular reviews of performance data, including exam results, attendance rates, and pupil progress, to ensure that the school is meeting its targets.
- Ensure that the trust's curriculum is being provided to pupils in an appropriate manner for the school's context.
- Ensure that the required policies and procedures are in place and that the school is operating effectively in line with these policies.
- Establish a strong relationship with the headteacher in order to provide effective support and challenge, including providing feedback to the headteacher's performance management process.

Stakeholder engagement

- Consult stakeholders such as parents, staff and pupils, and use these insights to inform decision-making.
- Help stakeholders to understand the trust's values and vision for the future.
- Provide the trust board with insight into the challenges and opportunities faced by the school's local community.

Panels and committees

When required, local governors may be expected to serve on panels in order to:

- hear staff grievances and disciplinary matters
- review decisions to exclude pupils
- deal with formal complaints in line with the trust's complaints procedure

Contribution to the academy committee

Local governors should ensure that they are making a positive and meaningful contribution to the committee by: ● attending meetings, reading papers, and preparing questions for senior leaders in advance ● establishing and maintaining professional relationships with senior leaders and colleagues on the committee ● getting to know the school, including visiting the school occasionally during school hours ● undertaking induction training and engaging in ongoing development

▪ Expenses

- SEAMAT has an expenses policy in place so that Trustees may receive payment to cover incidental expenses incurred in discharging their duties, such as travel and dependency care, but not loss of earnings.

Appendix 6

Local School Board Chair - Role description

The role and delegated functions of the LSB and are outlined in the following documents

SEAMAT scheme of delegation 2023

SEAMAT Financial Regulations 2023

Role purpose

To work with the CEO to provide leadership to the LSB , ensuring that it fulfils its functions well within the parameters set by the Trust Board. To work closely with the headteacher to support, advise and help shape proposals to be discussed at board meetings, ensuring the focus is strategic

Leading governance

- ensure the board and headteacher have a shared vision and sense of purpose
- ensure the board sets a clear vision and strategy for the school/trust
- lead the board in monitoring the implementation of the strategy
- set the culture of the board, balancing and valuing the support and challenge responsibilities, the generative and fiduciary modes of operation
- ensure the board acts as a team
- where required, represent the LSB in its dealings with external partners and be an advocate for the school
- attend school functions (performances/sports days/prize-giving) as appropriate and encourage other governors to do so

Leading and developing the team

- ensure the board has the required skills and commitment to govern well, and that identified skills gaps are filled
- ensure a diverse team that reflects the communities served with a mix of new and experienced members and a variety of backgrounds
- ensure all members of the board have a thorough understanding of their role and receive appropriate induction and training as required
- encourage the board, and individual board members, to conduct annual self-evaluation (and model this approach to others through a chair's 360 review)
- ensure that board members are involved and feel valued
- carry out a performance review of each board member (or delegate this to the vice chair)
- encourage the development of board members
- model and reinforce the board's agreed code of conduct
- develop a good working relationship with the vice chair, ensuring they are kept fully informed and delegating tasks as appropriate
- ensure that there is a plan for succession for the chair, vice chair and any committee chairs

Working with the headteacher

- build a professional relationship with the headteacher that allows for honest conversations, acting as a sounding board and ensuring there are no surprises at meetings
- meet regularly with the headteacher
- ensure all board members concentrate on their strategic role and hold the headteacher to account
- ensure that school leaders provide information that allows the board to fulfil its function
- contribute to the headteacher's appraisal with the CEO as identified in the SEAMAT performance management

policy

- ensure the workload and wellbeing of executive leaders is considered
- ensure the headteacher provides staff with an understanding of the role of the governing board and acts as link between the two

Leading improvement

- work with the CEO to ensure the board is involved at a strategic level with school's self-evaluation process and that this feeds into its key priorities
- ensure the board's business is focused on the strategic priorities
- ensure the board has the information it needs to monitor the progress of pupils and consider appropriate actions to improve outcomes
- ensure the board has good knowledge of the school
- ensure there are mechanisms in place to listen to the views of parents, pupils and staff

Leading governing board business

- ensure the governing board appoints a governance professional capable of advising the board on its functions and relevant procedure and that they are appraised and developed
- collaborate with the governance professional to establish effective working procedures and, where relevant, sound committee structures
- work with the governance professional and the lead executive to plan for board meetings, ensuring that agendas focus on the board's key responsibilities and strategic priorities and avoid unnecessary paperwork
- chair meetings effectively, promoting an open culture that allows ideas and discussion to thrive while ensuring clear decisions are reached as quickly as possible
- ensure that decisions taken at the meetings of the governing board are implemented
- *ensure that effective arrangements are in place for dealing with complaints made to the governing board under the adopted complaints procedure
- *ensure that effective arrangements are in place for dealing with employment matters, (for example, grievance, disciplinary, capability) under the adopted procedures of the school/trust

Appendix 7
Central Services
Structure

Name	Role
Leigh S	TBM
Megan T	PA, Marketing and Welfare
Elaine B	Payroll Manager
Lee F	CEO
Scott O	Estate Lead
Julie B	Attendance & Admissions
Donna W	FO support / cover / audit follow up (fixed term)