

The Minerva Learning Trust

Governance Handbook

Incorporating the Scheme of Delegation



An outline of the way in which The Minerva Learning Trust is governed, with details of the roles, responsibilities and accountabilities of those involved in governance.

Clive Bath, Chair of Board of Trustees
Andrew Lovett, Executive Principal

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WELCOME

Dear Committee Member

The success of the Trust is linked to the quality of Governance within our Academies. We value highly your input in ensuring success.

Trustees have a key role to play in bringing about significant increases in the standards of attainment and achievement at The Minerva Learning Trust and in safeguarding the values and ethos of the Academies as set out in the Memorandum of Understanding.

Good governance at all levels within the organisation is vital if the MLT is to realise its core Aims.

We hope you will find this handbook useful and informative.

Clive Bath
Chair of the Board of Trustees

Andrew Lovett
Executive Principal



The Vision of our Academies: Core Aims

The Trust seeks to provide an education which is broad and balanced. It encourages an emphasis on understanding the needs of all children from diverse backgrounds and recognises the key importance of a high quality education in developing the skills and attitudes appropriate for life in modern Britain. Every child within the Trust matters and all within the Trust accept their responsibility for ensuring the safety, health and wellbeing of those within their care.

The Trust will create an outstanding, inspirational and inclusive learning community that meets the needs of all young people. This will be achieved through:

- Working together to design and deliver an inclusive, innovative and stimulating 4-19 curriculum;
 - Raising the aspirations of ALL within the partnership;
 - Developing and nurturing a collective approach to raising achievement through appropriate challenge and support and a commitment to early intervention;
 - Providing a learning and teaching environment and culture where all feel safe to take risks in order to learn and grow.
- (From the Memorandum of Understanding)



A CODE OF CONDUCT FOR TRUSTEES AND GOVERNORS OF THE MINERVA LEARNING TRUST

1. Attend meetings regularly	Give the chairperson as much notice as possible on those occasions when you are unable to attend.
2. Prepare for meetings by	<ul style="list-style-type: none"> • Reading the papers sent to you • Getting your thoughts together on the things you need to ask about and the things you want to say
3. Be a "team player"	<ul style="list-style-type: none"> • Abide by all the decisions of the MLT or LGB whether you agree or not. • Agree not to disagree in public with the MLT or LGB after a decision has been taken. • If you want the MLT or LGB to reconsider a decision you must ask for it to be put on the agenda of the next meeting.
4. Follow proper procedures in meetings	<ul style="list-style-type: none"> • Do not interrupt others when they are speaking. • Signal to the chairperson when you want to speak then wait your turn. • Do not dominate the discussion or hark back to matters about which a decision has been taken. This only wastes time and causes bad feelings.
5. Remember that, as an individual, you have no authority	You can only speak or act on behalf of the MLT or LGB when it has formally delegated the power to you. When you have something that you think needs saying or doing talk to the chairperson or Executive Principal or Headteacher and then ask for it to be put on the agenda of the next meeting.
6. Remember, "representative" governors on LGB's are not delegates	If you are a staff member you have a responsibility to ensure that the views of those you represent, if ascertained, are heard by the LGB. Parent members cannot "represent" the views of all parents. As a

	parent or staff member you should vote the way your conscience directs, after you have heard all the arguments. Any operational matters that are directed to you should be referred to the Headteacher.
7. Declare any personal interest	Declare any personal interest you have in the outcome of decisions the MLT or LGB is about to take. If your interest is pecuniary, either directly or indirectly, you should withdraw from the meeting whilst the matter is discussed.
8. Remember, the business of the Trust Board and LGB is confidential	The minutes of meetings are not for public view until they have been adopted and signed by the chairperson. Trustees and Governors should also be discreet about the detail of discussion that takes place in meetings.
9. Get to know your Academy	Get to know the Academy by <ul style="list-style-type: none"> • visiting during the normal working day - you should liaise with the Headteacher prior to visiting the Academy. • assisting with special events • attending social events
10. Think about the contributions you make as a Trustee/Governor	Think about the contributions you make. <ul style="list-style-type: none"> • Are you making the most of the skills you have to offer? • Are you doing all you can to help get business done? • Would you benefit from training?

This code of conduct has been developed in line with guidance from the NGA – see their “Model Procedures: Code of Conduct”



The Nolan Principles The Seven Principles of Public Life

The Seven Principles of Public Life, known as the Nolan Principles, were defined by the [Committee for Standards in Public Life](#).

They are:

- **Selflessness**
Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **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.
- **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.
- **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.
- **Openness**
Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **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.
- **Leadership**
Holders of public office should promote and support these principles by leadership and example.



Conflicts of Interest Policy

It is the policy of The Minerva Learning Trust that all Trustees and Governors of the Trust must keep to the absolute minimum all unavoidable conflicts of interest between the interests of the Trust on the one hand, and the personal, professional and business interests of the individual concerned on the other. This includes avoiding as far as possible perceptions of conflicts of interest, as well as potential and actual conflicts of interest.

The purposes of this policy are:

- to protect the integrity of the decision making process;
- to enable all outside parties dealing with the Trust to have confidence in its integrity; and
- to protect the integrity and reputations of the Board of Trustees and Local Governing Bodies.

From the adoption of this policy, or upon being appointed, whichever is later, all Trustees and Governors will be required to make a full written disclosure of their interests, gifts or hospitality received, relationships and holdings that could potentially result in a conflict of interests. A declaration of interests form is provided for this purpose. These written disclosures will be kept on file and all Trustees and Governors will be required to update their disclosure as and when their circumstances change. All disclosures will be reviewed on an annual basis at the beginning of each fiscal year. The register will be accessible to Trustees, Governors and the auditors.

Related Parties

The MLT has a policy NOT to enter into transactions or arrangements with related parties if it can be avoided. Trustees understand and comply with their statutory duties as company directors to avoid conflict of interests and not to accept benefits from third parties and to declare interests in proposed transactions and arrangements.

The Trust's register of interest is maintained and updated by the Clerk to the Trustees and captures relevant business and pecuniary interests of members, Trustees, Local Governors of Schools with the MLT and senior employees. The register is published on the Trust's and Schools' websites.

If a situation were to arise where goods or services had to be procured from a related party the Executive Principal/Finance Director would inform the ESFA in advance of the transaction taking place and ensure that the principles and procedures set out in the Academies Financial Handbook were followed.

Data Protection/GDPR:

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that Committee Members act in the best interests of the Trust. The information provided will not be used for any other purpose.

In the course of meetings and all other activities (for example, procurement of legal or accountancy services) all Trustees and Governors will be required to disclose any interests they have in a transaction or decision where they, their family, their employer or their close associates will or may receive a benefit or gain. If there is a failure to declare an interest that is known to the Chair of the Trust and/or the Chair of any such meeting/person responsible for organising such activities, the Chair of the Trust or other such person will declare that interest. After disclosure of any such interest, in the case of a meeting, the Trustee or Governor and/or staff member concerned will be asked to leave the room whilst the matter is discussed (unless expressly invited to remain, possibly in order to provide information on the matter in hand). They will not be counted in the quorum for that part of the meetings, and will not be permitted to vote on the question. In the case of all other activities, the Trustee, Governor or staff member concerned will not be permitted to comment on the matter other than to disclose his or her conflict of interest.

All decisions under a known conflict of interest will be reported in the minutes of the meeting. The report will record:

- the nature and extent of the conflict;
- an outline of the discussion;
- the actions taken to manage the conflict.

Where a Trustee or Governor benefits from any such decision, this will (if the auditors advise this to be necessary) be reported in the annual report and accounts in accordance with relevant accounting requirements.

This conflict of interest policy will be reviewed on a bi-annual basis at the beginning of each financial year or more frequently should circumstances change.



SECTION 1: FREQUENTLY ASKED QUESTIONS

1. What is The Minerva Learning Trust (MLT)?

The Minerva Learning Trust (MLT) is a Company limited by guarantee (as opposed to a Company limited by shares), where instead of shareholders, the MLT has Members who have the power to appoint new Members and the Trustees. The Members as at April 2016 are:

- Peter Tompkins (Diocesan Corporate Member)
- Vacancy
- Deborah Smith
- Richard Wales

The meeting of Members is chaired by the Chair of the Trustees

The MLT Board of Trustees (the "Board") is as follows:

- Clive Bath (Chair)
- Sandra Brown (Diocesan Foundation Trustee)
- Peter Stones (Diocesan Foundation Trustee)
- David Jenkins (Vice-Chair)
- Anna Ledgard
- Alan Moss
- Keith Peraux
- Julian Piper (Diocesan Foundation Trustee)
- Martin Stones
- Mike Young
- Kristina Broughton
- Hilary Cunningham

The main role of the Board is to provide strategic leadership and guidance to the MLT and to ensure that the Company's governance is rigorous and effective across the organisation.

The MLT was incorporated on the 1st April 2016. The Company number is 8561222 and the Registered Office Address is The Sir John Colfox Academy, The Ridgeway, BRIDPORT, Dorset, DT6 3DT.

The MLT holds exempt charity status under the terms of the Academies Act 2010. The MLT is subject to charity law, as well as being governed by legislation and regulations applicable to companies and the Secretary of State for Education is the principal regulator.

The DfE is the main funding provider for the MLT and the Secretary of State reserves various powers over the Company by virtue of the Memorandum and Articles of Association (*a copy of which can be found on the MLT website at www.minervalearningtrust.org.uk* and through the Master Funding Agreement dated 1st April 2016 and supplemental funding agreements.

The MLT Head Office is located at The Ridgeway, BRIDPORT, Dorset, DT6 3DT. The Executive Principal, Trust Business Team and Head Office functions (finance, HR, legal and project management) and staff are located here.

N.B. Throughout this document each "school" is referred to as an Academy and students/pupils are referred to as students.

Contact details are:

- Main Switchboard: 01202 422291
- Website: www.minervalearningtrust.org.uk
- Email: office@minervalearningtrust.org.uk

2. What is the composition of the Board of Trustees?

As set out in the Articles of Association, the Board of Trustees has 12 Trustees and up to 4 co-opted members. 25% of the Trustees are appointed by the Diocese of Salisbury. DBS checks will be carried out on all members of the Board of Trustees and its committees (such as the Local Governing Body).

3. What is the relationship between the Board of Trustees and Local Governing Bodies?

Local Governing Bodies are committees of the Board of Trustees.

Each Academy has its own LGB. The LGB is established by the Board in accordance with the Articles of Association. Its meetings are formal meetings. The MLT's policy on conflicts of interest will be implemented for proceedings of the LGB and its committees. The LGB Clerk should maintain the relevant registers locally. Every LGB meeting should provide as a standing item for Governors to declare any interest.

The Board of Trustees has delegated appropriate powers and duties to the LGB (see Section 4 and Appendix 2). The LGB can delegate various functions to committees and/or an individual Governor and/or the Headteacher.

4. How often does the Board of Trustees and the Local Governing Body meet?

It is anticipated that the Board of Trustees will meet 6 times a year (each half term), and the Finance, Audit and Premises Committee 6 times a year (each half term) also. The HR/Health and Safety Committee and the Performance and Standards Committee will meet 3 times a year. The Local Governing Bodies will meet termly.

5. What are my duties as a Trustee or Governor in the MLT?

All those involved in the Governance of the MLT are expected to act in good faith and to act diligently. There is no presumption of expertise in any particular aspect of governance. Professionally qualified Trustees, Members or Governors should make clear in their dealings with the MLT that opinions or advice in an area of expertise (such as law or personnel) are offered without professional liability. The Academy procures indemnity insurance to cover the liability of individual Trustees and Governors in connection with any negligence, default or breach of trust or breach of duty. Details of the policy cover, exclusions and conditions are held by the Academy.

Those Members and Trustees who are appointed by the Diocese have a responsibility to ensure that the LBG's of the Church of England Academies are fulfilling their role with regard to promoting Christian values, belief and practice.

6. Is there training for Trustees and Governors?

The MLT will identify and secure the induction and ongoing training and development needs of Trustees and Governors. This will be through internal training where appropriate and external training as required. There is an expectation that Trustees and Governors undertake appropriate training and development to fill any gaps in the skills they have to contribute to effective governance.

The Trust has access to the National Governors Association which is very useful for support. This entitles every Governor to register with them and receive their weekly news briefing and for each Academy to receive three copies of their monthly newsletter.

Each Academy also has access to Governor Services at Dorset Council.

SECTION 2: THE STRUCTURE OF GOVERNANCE OF THE MINERVA LEARNING TRUST:

The MLT's governance model sets out the basis and responsibilities of the Trust. It refers to:

Members – who establish the trust and set out its constitution through signing the Memorandum and Articles of Association. They can appoint and dismiss up to 8 Trustees, the remainder are appointed by the Salisbury Diocesan Board of Education so as to represent 25% of the total number of Trustees. They appoint auditors and receive the end of year accounts.

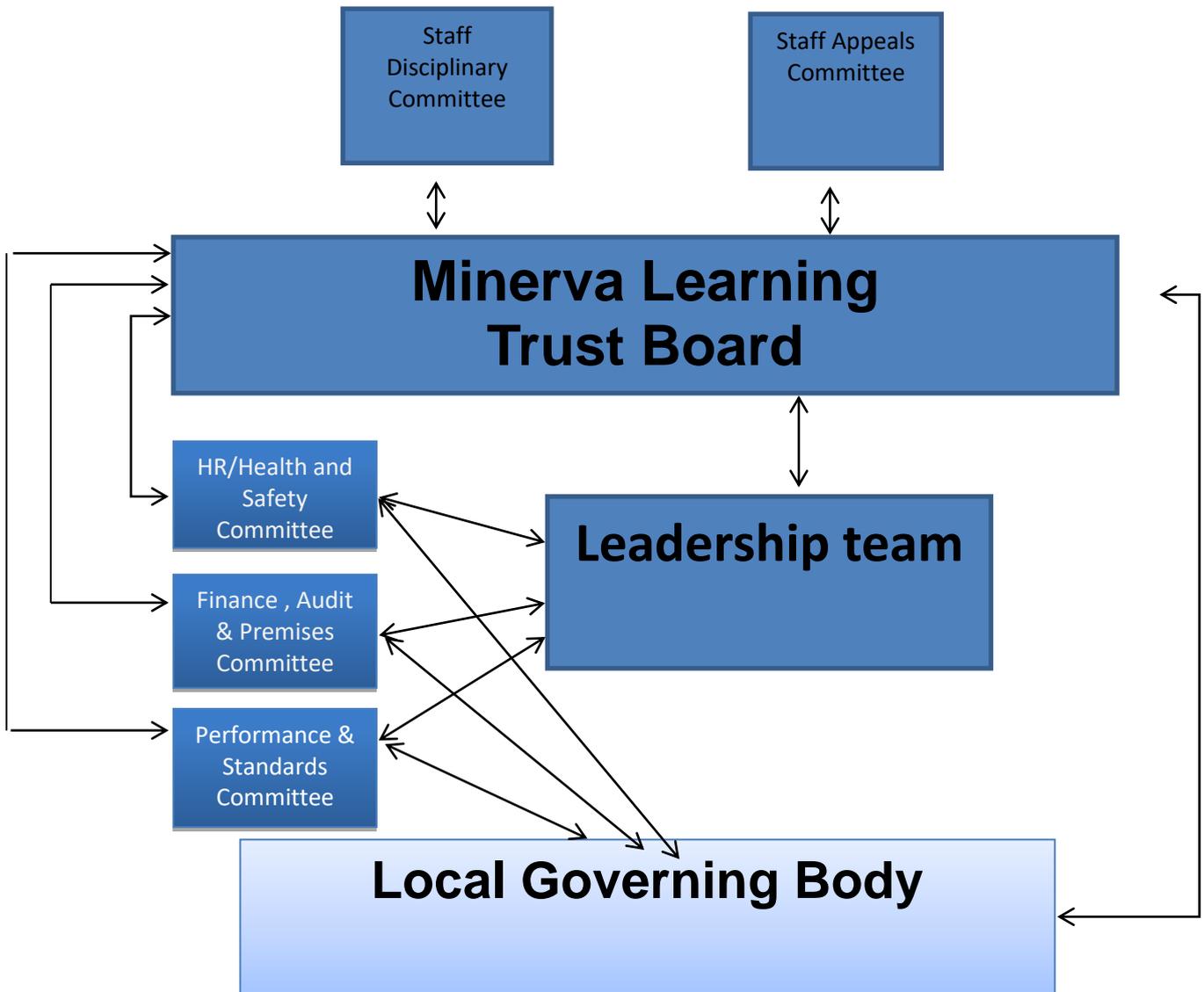
Trustees – who set the strategic direction for the Trust and are accountable to the Secretary of State for the performance of the Academies within it. They may also sit on Committees of the Board of Trustees and on the Local Governing Bodies.

Local Governing Bodies – who oversee the functions of each Academy within the Multi Academy Trust depending on the responsibility delegated to them by Trustees.

Executive Principal – who provides the professional leadership of the Trust and is responsible for the strategic development and vision of the MLT.

Headteachers – who are responsible for the day-to-day running of each Academy in the Trust and who are accountable to the Executive Principal and the Board of Trustees and Local Governing Bodies, depending on where responsibility is delegated within the Trust.

Organisational Structure:



2.1 Members

Members of a company limited by guarantee, are equivalent to shareholders of a company limited by shares.

They are the “guarantors” of the company and promise to pay £10.00 towards debts of the company in the event the Trust is wound up. Their powers include the right to amend the Articles of Association, change the name of the Trust, appoint other members and appoint or remove one or more Trustees. Their key role is to uphold the original vision of the Trust.

2.2 The Role of the SDBE Corporate Foundation Member

First and foremost the Corporate Foundation Member is the representative of the Salisbury Diocesan Board of Education for the Trust. The foundation member represents the interests of the Church of England and must therefore be a regular communicant member of the Church of English.

The SDBE Corporate Member, together with Foundation Directors and Foundation Governors collectively, must ensure that the Trust has robust and validated self-evaluation processes relative to their academies in:

- educational performance
- Christian distinctiveness and effectiveness
- financial sustainability and
- safeguarding

The SDBE Corporate Member also has responsibility for appointing the Foundation Trustees.

2.3 Trustees

The term of office for any Board Trustee is four years. Subject to remaining eligible to be a Trustee, any Board Trustee may be re-appointed or re-elected.

A Board Trustee will cease to hold office if s/he resigns her/his office by notice to the Company but only if at least three Board Trustees will remain in office when the notice of resignation is to take effect.

Where a Board Trustee resigns from his/her office or is removed from office, those removing her/him shall give written notice thereof to the Clerk to the Board of Trustees.

2.4 The Role of the Board Trustee

The role of the Trustees appointed to the Board is an important one as it requires them to represent all of the Academies. The Board of Trustees is, in legal terms, the Governing

Bodies of all the Academies within the Trust even though they may delegate certain functions to the Local Governing Body in each Academy. They must have in place systems and structures to ensure they can hold their LGB's to account and provide appropriate support and challenge.

The Board of Trustees of the MLT has the following responsibilities in relation to the Academies:

- a) It will approve a budget and Improvement plan for each Academy every year which is recommended by the LGB's. The business plan will incorporate estimates of the income and expenditure of the Academy for the year in question and the Improvement Plan will include performance targets to be achieved by the Academy in that year.
- b) It will exercise its powers and functions with a view to fulfilling a largely strategic role in the running of the Academies and will consider any advice given by the Executive Principal.

The Board of Trustees of the MLT has the following powers:

- a) To expend the funds of the Company in such manner as it shall consider most beneficial for the achievement of the aims and objectives (see Memorandum and Articles of Association, on the MLT website) and to invest in the name of the Company such part of the funds as it may see fit and to direct the sale or transposition of any such investment and to expend the proceeds of any such sale in furtherance of the Company's Objects.
- b) To enter into contracts on behalf of the Company.
- c) Any bank account in which any money of the Company is deposited shall be operated by the Board of Trustees in the name of the Company. All cheques and orders for the payment of monies from such an account shall be signed by at least two signatories authorised by the Board of Trustees.

2.5 The Role of the SDBE Foundation Trustee

As our Trust is established with schools where they had previously a voluntary controlled designation, at least one of the foundation Trustees must be a regular communicant member of the Church of England; remaining foundation Trustees may be regular communicant members of the Church of England or practising members of other mainstream Christian churches, that is, those belonging to Churches Together in Britain and Northern Ireland.

The Foundation Trustee will liaise with the Foundation Governors on the Local Governing Board to ensure the ethos of Church of England schools is protected. See 4.2g for further details of the core aims for Church of England schools.

SECTION 3: THE EXPECTATIONS OF A GOVERNOR ON THE LOCAL GOVERNING BODY (LGB)

3.1 The Role of a Governor

The MLT places a great deal of emphasis on the role of Governors in achieving educational excellence in the Academies. The Local Governing Body collectively provide both a challenge and a support function to the Headteacher and the Senior Leadership Team. The setting of rigorous and clear targets and the frequent detailed monitoring and questioning of progress, is fundamental to providing the educational aspirations that the MLT desires for all its students.

The LGB guides the strategic direction of each Academy under the overall vision and leadership of the Trust and is responsible for ensuring that it is run to promote high standards and achievement and that there is support for the personal development and welfare of all students. The LGB duties include:

- Adopting the Academy budget;
- Supporting the values, aims and objectives of the Academy established by the Trust as laid out in the Memorandum of Understanding;
- Monitoring the implementation of the Trust's policy framework for achieving those aims and objectives;
- Agreeing statutory targets with the Trust;
- Challenging and supporting the Academy by monitoring, reviewing and evaluating the work of the Academy;
- Assessing progress towards targets;
- In conjunction with the Executive Principal and the Board of Trustees, appointing, challenging and supporting the Headteacher;
- Adopting MLT policies and monitoring compliance and operations of these policies;
- Agreeing policies for their Academy in line with their ethos and values, for example, Teaching, Learning and Assessment Policies.

The role of Governor is rewarding and developmental. It is an opportunity to use existing professional and intellectual skills in a new setting whilst having the chance to interact with people from other professional backgrounds and to learn from and with them.

3.2 Expectations of Trustees and Governors

The MLT fully endorses the Nolan principles and expects its Trustees and Governors to abide by these principles in their actions.

The MLT will require all Trustees and Governors to implement Board policies and be the face of the MLT in the community and with partners. Governance of the Academies is a key lever to drive forward improvement.

To provide a strategic plan for the Academies' drive to improve outcomes for students/pupils, all Academies will be asked to produce a School Improvement Plan (SIP), which will detail its priorities, objectives, the delivery framework and the key milestones. We expect all Trustees and Governors to argue the case for the Academy to set challenging, though realistic, targets.

We also look to Trustees and Governors to demand high standards of behaviour. Some standards are simple.

- All students will attend school regularly and be punctual, both at the beginning of the day and at the beginning of each lesson.
- All members of the Academy will treat all others with respect and politeness so that a culture which is respectful and tolerant will be developed and maintained;
- The principles and values of the UNCRC and Rights Respecting Schools will be embedded including the right to learn and a focus on listening to young people;
- Encouraging an emphasis on understanding the needs of all children from diverse backgrounds and supporting their personal development, health and wellbeing;
- The Church of England schools will promote Christian values, beliefs and practice.

The MLT wants all of its students to have high aspirations and to be proud of the fact that they are members of their community. We look to all within the MLT to give students opportunities that will help them to raise their own aspirations.

The MLT aspires for their Academies to demonstrate all of the following:

- They excel at what they do, not just occasionally but for a high proportion of the time;
- They prove constantly that disadvantage need not be a barrier to achievement, that speaking English as an additional language can support academic success and that Academies really can be learning communities;
- They put students first, invest in their staff and nurture their communities;
- They have strong values and high expectations that are applied consistently and never relaxed;
- They fulfil individual potential through providing outstanding teaching, rich opportunities for learning, and encouragement and support for each student;
- They are highly inclusive, having complete regard for the educational progress, personal development and well-being of every student;
- Their achievements do not happen by chance, but by highly reflective, carefully planned and implemented strategies which serve these Academies well in meeting the many challenges which obstruct the path to success;
- They operate with a very high degree of internal consistency;

- They are constantly looking for ways to improve further; and
- They have outstanding and well-distributed leadership.

SECTION 4: ROLE OF THE ACCOUNTING OFFICER, THE BOARD OF TRUSTEES AND LOCAL GOVERNING BODIES

4.1 The Role of the Accounting Officer

The accounting officer is personally responsible to Parliament for:

- Ensuring regularity
- That public money is spent for the purposes intended by Parliament
- Ensuring propriety
- That expenditure and receipts are dealt with in accordance with Parliamentary intentions - developing and maintaining appropriate standards of conduct, behaviour and corporate governance in the application of funds
- Ensuring value for money
- The economic, efficient and effective use of available resources
- Keeping proper financial records and accounts
- Risk management and ensuring that opportunities are not overlooked.
- The accounting officer must assure the Trust board of the Academy's compliance with the requirements of the Academies Financial Handbook, the EFA issues, its Funding Agreement and all relevant aspects of company and charitable law.

4.2 The Role of the LGB

The main responsibility of the LGB is to ensure that standards of attainment and progress by the students of the Academy are high. The LGB will account to the Board of the MLT at least annually or as required by the Board on the Academy's performance through the Executive Principal.

The LGB will agree its aims and objectives, monitor and review policies, targets and priorities for the Academy. It will be accountable to the Board of Trustees through the Executive Principal for its decisions.

To carry out its role the LGB will:

- Shape the vision and direction of the Academy;
- Encourage the highest standards of leadership and management at all levels within the school through establishing the strategic direction, setting the vision, values and objectives for the school and agreeing the School Improvement strategy;
- Ensuring accountability by monitoring progress towards targets;
- Engaging with stakeholders;
- Contributing to school self-evaluation;
- Ensuring financial security by setting the budget and monitoring spending;
- Supporting, advising and holding the Headteacher to account; and
- Supporting and challenging the leadership team;
- Organise its own work with the support of the Clerk.

The LGB will systematically and regularly monitor and evaluate the work of the Academy in relation to:

a) Student Performance:

The LGB will:

- Agree targets for student performance;
- Monitor and evaluate progress against those targets;
- Monitor and evaluate the effectiveness of the curriculum;
- Agree policies which will enhance the quality of teaching and learning within the Academy;
- Monitor and evaluate the attainment and progress of different groups within the school including those in receipt of Pupil Premium funding.

b) Self evaluation:

The LGB will:

- Work closely with the Headteacher and Executive Principal to prepare the Academy for formal inspection including preparation of the Academy's Self-Assessment documentation.

c) Improvement:

The LGB will:

- Consider and, where necessary, amend the School Improvement Plan submitted by the Headteacher; and
- Approve the Plan and recommend it to the Board for formal adoption.

d) Budgeting:

The LGB, working with the Executive Principal, Headteacher and Director of Finance will:

- Adopt the Academy draft budget; and
- Recommend it for formal adoption to the Board of MLT.
- Monitor and evaluate the use of funds for Pupil Premium pupils and the Sports Grant to ensure the extra funding is appropriately used and has an impact.

e) Inclusion and Safeguarding:

The LGB will:

- Ensure that the school fulfils its statutory duties in relation to Special Educational Needs ("SEND") and Safeguarding;
- Appoint a governor to take lead responsibility for SEND and Safeguarding;
- Ensure that the Academy fulfils its statutory duties with regard to disability;
- Ensure that the Academy fulfils its statutory duties with regard to racial discrimination and the development of social cohesion.

f) The LGB will also:

- Promote each student's spiritual, moral, social and cultural development;

- Follow all Trust policies and procedures to hear appeals under disciplinary, capability and grievance procedures;
- Follow all Trust procedures to hear complaints from parents;

g) Ensure correct procedures for the HR Policies and in particular the Remuneration and Appraisal of Staff.

- A separate sub-committee should be established to review pay and performance of the Head and senior staff and this reports, through the Executive Principal, to the HR and Health and Safety Committee.
- The LGB Pay Committee will recommend pay progression to the HR and Health and Safety Committee who have the delegated authority to approve pay progression.
- They should ensure appraisal arrangements are fit for purpose and in line with MLT policies.

h)The Ethos of Church of England schools:

- The Governors of those schools with a Church of England ethos have a responsibility to preserve and develop the religious character of their schools in accordance with the principles of the Church of England and in partnership with the churches at parish and diocesan level.
- These Academies aim to support children and their families by providing an education of the highest quality within the context of Christian belief and practice. This should be reflected in the planning and overall strategy that the LGB and leadership adopt.
- The LGB should ensure that the Academies encourage an understanding of the meaning and significance of faith and promote Christian values through the experience the Academy offers.
- The LGB will work in partnership with the Diocese and SIAMS inspectors to monitor these aims and ensure the culture and values of the school are in line with these expectations.
- The SDBE Foundation Governors have particular responsibilities to evaluate this aspect of the school and to report to the SDBE Foundation Trustee annually or if they have specific concerns.

4.3 Terms of Reference for the Local Governing Body

The LGB shall:

- a) Agree the adoption of policies and procedures relating to the governance of the MLT including procedures where the LGB has discretion;
- b) Review and approve the MLT policies and approve and put in place procedures to implement policies;
- c) Arrange for the recruitment and election of Governors to the categories of parent, teaching and support staff;
- d) Establish any other committees deemed appropriate and agree their Terms of Reference with the Board of Trustees;

- e) Determine the agenda and calendar of meetings and notify the Executive Principal;
- f) Appoint the Chairs of any sub-committees and receive minutes of meetings;
- g) Recommend the annual budget in each financial year for approval to the Board of Trustees;
- h) Receive an annual report on the performance of the Headteacher from the Headteachers Pay and Review Committee
- i) Appoint a clerk;
- j) Recognise and celebrate achievement.

The Executive Principal and the Chair of the Trust Board or his/her representative is an ex-officio member of all Committees and LGB's.

4.4 The membership of each LGB is drawn up from but not restricted to:

Elected:

The LGB will aim to have:

- Two Parent/Carer Committee Member
- Two members of staff in the Academy (preferably one teaching and one support staff)

The rest of the LGB will be made up of community, co-opted or Diocesan/Foundation Governors (in the Church of England Academies). The Trust Board will approve the membership of the LGB's and the Diocese will appoint appropriate Governors. The Chair of the LGB will be elected by the Governors and approved by the Trust Board.

The Headteacher will attend the LGB and have the same voting rights as previously.

4.5 The Role of the Chair of the LGB:

- To meet regularly with the Headteacher;
- To forge a sound and professional relationship with the Headteacher;
- To preside over efficient Governor meetings;
- To represent the LGB when dealing with other parties;
- To ensure that the LGB:
 - Meets its legal obligations;
 - Focuses on agreed plans;
 - Is familiar with the Self Evaluation Form (SEF) and other relevant documentation; and
 - Receives in timely fashion all inspection reports and responds appropriately.

4.6 The Role of the SEND and Disadvantaged Pupils Trustee and Governor

The Board of Trustees and the LGB should both appoint a SEND Governor to make sure students with SEND receive the help to which they are entitled to access the curriculum and to participate fully in the life of the Academy. The Trust Board should appoint a Trustee who will have oversight of the progress and participation of disadvantaged students.

The SEND and Pupil Premium Governor on the LGB is the link between the Academy and the Trust Board in relation to students with SEND and disadvantaged students. It is their role to:

- help raise awareness of SEND and Pupil Premium issues at the LGB meetings and give up-to-date information on SEND and Pupil Premium provision within the Academy.
- help review the Academy's policy on provision for students with SEND or Pupil Premium and ensure that parents have confidence in this provision;
- monitor and review the progress, performance and participation of SEND and disadvantaged students.

There is certain basic information that every SEND Governor should know and do:

- How the Academy identifies children with SEND;
- How SEND money from the LA is allocated and spent;
- The Academy's SEND policy and the local offer;
- Develop good relationships in the Academy - developing good relationships with the key people involved in the Academy is essential. It is particularly important to get to know the Headteacher and the SEND Co-ordinator ("SENCO");

Anna Ledgard is the Trustee with responsibility for Pupil Premium and she and Clive Bath are the Trustees responsible for SEND. In relation to disadvantaged students the named Trustee and Governor should:

- Monitor the use and impact of Pupil Premium funding;
- Ensure appropriate policies and practices are in place to support disadvantaged students and that each Academy recognises and acts on its responsibilities in this area;
- Monitor the progress, performance and participation of disadvantaged students termly.

The SEND Trustee has similar responsibilities to the SEND Governor. They should:

- Understand the SEND policy, provision and practice in each Academy;
- Liaise with the SEND Governor when appropriate;
- Monitor and review the provision of SEND across the Minerva Learning Trust;
- Keep the Board informed of any pertinent issues with regard to SEND Policy or the performance of students with SEND.

Further information on SEND policy can be found on the websites of each school. The SENCO will also be able to suggest information packs that can be ordered to provide a full description of the information required to complete the role.

4.7 Safeguarding

Safeguarding is an umbrella term that covers many more aspects than just child protection. The Trust Board has responsibility for Safeguarding across the Minerva Learning Trust.

There are statutory requirements for safeguarding which include:

- having clear policies, strategies and procedures to ensure the safeguarding and welfare of pupils including those relating to behaviour, bullying, health and safety, harassment and discrimination and statutory duties such as those relating to Female Genital Mutilation and the Prevent Duty;
- having a named designated child protection person who is a member of the SLT;
- ensuring that there is training at an appropriate level for staff.

The Role of the Safeguarding Trustee and Governor

The Safeguarding Trustee has a key role in keeping a focus on safeguarding. They are responsible for ensuring that safeguarding matters are kept on the agenda at the Trust Board and the LGB meetings and that Trustees and Governors are kept informed about new legislation and the effectiveness of the practice in the MLT.

Activities that the Safeguarding Governor might be involved in include:

- Academy “learning walks” focusing on agreed agendas;
- Meeting with and talking to students, e.g. attending a School Council meeting;
- Keeping an overview of any consultations that take place, for instance questionnaires for students, staff and parents/carers;
- Attendance at courses including in-house training;
- Discussions with members of staff, including support staff throughout the Academies on their views about the Academies safeguarding procedures;
- Meeting with staff and relevant external agencies to audit Academy practice.

Activities that the Trustee responsible for Safeguarding should undertake:

- Check the Single Central Record
- Liaise with Governors responsible for Safeguarding in the Academy
- Attend the annual audit meeting with Senior Leaders and consultants in each school;
- Monitor the work of the Safeguarding Governor and LGB in ensuring the Minerva Learning Trust Safeguarding Policy is implemented and embedded in the culture of each Academy
- Keep the Trust Board informed of any pertinent issues with regard to Safeguarding Policy and practice.

Clive Bath is the Trustee with specific responsibility for Safeguarding.

4.8 The Role of the Health and Safety Governor

The Health and Safety Trustee (Keith Peraux) has overall responsibility for ensuring that each Academy complies with the relevant Health and Safety guidance and that procedures are in place to reduce the risk of accidents and to keep staff and students safe. Most of this role will be fulfilled through the HR and Health and Safety Committee.

The Role of the Health & Safety Governor on the LGB

This member of the LGB is responsible for:

- participating in a site inspection at least once a year;
- reporting to the HR and Health and Safety Committee or Trust Board as appropriate;
- inspecting the accident/incidents books at least once a term;
- Ensuring that local health and safety procedures are in line with the MLT's Health & Safety policy;
- Ensuring health and safety are standard items on LGB meetings;
- Ensuring that the Headteacher takes into account the views and recommendations of the MLT relating to health and safety;
- Ensuring that there is a system across the Academy for appropriate risk assessments to be carried out, recorded and regularly reviewed in line with the MLT policy;
- Ensuring that appropriate standards of welfare are established and maintained for staff, students and visitors;
- Ensuring that staff are trained in Health & Safety as appropriate;
- Providing adequate resources to enable the Health & Safety policy to be carried out;
- Monitoring the implementation of health and safety procedures through the Academy's health and safety management system, and ensuring that it is used effectively in the Academy;
- Making and reviewing regularly specific health, safety, welfare and security arrangements for implementing this policy;
- Considering accident, incident and ill health records and statistics;
- Considering reports of any internal and external inspections;
- Considering risk assessment and the management of risks.

The Role of the Health & Safety Trustee

Considering the efficiency of emergency procedures in the Academy; The MLT Trustee ensures the implementation of a corporate Health and Safety policy.

The nominated Health & Safety Committee Trustee will liaise with each Academy's Headteacher/ Site Manager/Caretaker and with the PFI provider at The Sir John Colfox Academy on all health and safety matters and will be a member of the Trust's Audit and Health and Safety Committee.

Keith Peraux is the Trustee with responsibility for Health and Safety and chairs the HR and Health and Safety Committee.

SECTION 5: REQUIRED COMMITTEES OF THE BOARD OF TRUSTEES

5.1 Committees

The MLT will set up the following committees as required:

- Finance, Audit and Premises committee
- HR and Health and Safety Committee
- Performance and Standards Committee
- Staff Disciplinary Committee
- Staffing Appeals Committee
- Local Governing Bodies are committees of the Trust. Any committees set up by the LGB are sub-committees,

The MLT may convene other committees as it deems appropriate after taking advice from the Executive Principal on their Terms of Reference.

5.2 Membership of the Trust Committees

The membership of the committees will be determined by the chair of the Trust Board/ LGB. The quorum for each committee will be three Trustees who are members of the committee unless the committee determines a greater number. If a meeting of the committee is not quorate, the committee will not be empowered to take decisions but may prepare recommendations for the next meeting of the committee or the Board.

The Headteachers may attend any committee meeting when invited or by request, unless prevented from doing so by the provision for withdrawal from meetings. The Chair of the Trust Board and the Executive Principal are ex officio members of all committees.

A clerk will be appointed to each committee. If the clerk fails to attend a meeting of the committee, the committee may appoint one of its number to act as clerk for the meeting. The clerk will convene meetings of the committee; attend meetings and ensure minutes are drawn up; and perform such other functions in relation to the committee as is determined. The clerk to each committee will be responsible for ensuring that appropriate arrangements are made for reporting decisions taken by the committee to the Board of Trustees/LGB at their next meeting.

The Board of Trustees may determine the schedule of routine meetings for each committee, subject to the requirement that each committee will meet at least once each term, although

this provision does not apply to the Staff Discipline Committee or Staff Appeals Committee, which will only meet as needed. Additional meetings may be convened from time to time by the Chair of the Committee to enable the Committee to discharge its functions effectively.

Every question to be decided by the committee will be determined by a majority of votes of the members of the committee present and voting, except that no vote can be taken unless the majority of committee members present are Committee Members. If there are an equal number of votes, the Chair (or person acting as Chair at the meeting) will have a second or casting vote providing that the Chair, or acting Chair, is a Committee Member.

The Board of Trustees may from time to time establish working groups to consider specific issues (usually within a given timescale) and to make recommendations to the Board. Working groups will not have powers to make decisions on behalf of the Board. They may include non-Committee Members.

At the beginning of the academic year, and at other times as it may consider appropriate, the Board of Trustees will review its committees, their membership and their Terms of Reference

Members of committees will be required to withdraw from the meeting and not vote on any question with respect to any matters where they are required to do so under the provision of the appropriate regulations about conflicts of interest etc.

Each committee will review the sections of the Risk Register that is designated as their responsibility. The Finance, Audit and Premises Committee will review the full risk register.

Minutes of all committees will be sent to the Trust Board and Trust Board minutes will be distributed to Chairs of all committee to ensure good communication and liaison across all levels of Governance.

5.3 Financial Procedures – The role of the Trust Board, LGB and Finance and Premises Committee

The Trust Board will consider the MLT's indicative funding, notified annually by the ESFA and assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the Local Governing Bodies.

The Finance, Audit and Premises Committee will support the Trust Board by considering these issues in advance of Board meetings.

The Finance, Audit and Premises Committee will recommend to the Board the level of any contingency fund or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Improvement Plan.

The LGB's, working with the Executive Principal, Headteacher and Finance Director sets the annual budget and forecasts for each Academy which will be received and scrutinized by the Finance, Audit and Premises Committee and the Board ensuring that they are:

- In accordance with the Funding Agreement, the Trust's Memorandum, Articles of Association and the ESFA Financial Handbook;
- Consistent with the Trust's Improvement Plan and the School's Improvement Plan.

If necessary the Trust will refer back to the LGB's for review. Approval/non-approval of the Academy's budget will be determined by the Trust Board.

In the event of non-compliance or failure of the LGB to demonstrate effective performance, the Board may withdraw or vary the delegated powers.

The Finance, Audit and Premises Committee will consider and monitor regularly the MLT's short term and long term revenue and capital budget and financial planning to ensure the MLT's long term sustainability and report to the Board.

The LGB's will monitor and review income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan for each Academy. The LGB will ensure compliance with the Trust's financial regulations. This will be monitored by the Finance, Audit and Premises Committee who will draw any matters of concern to the attention of the Trust Board.

The Finance, Audit and Premises Committee will review and approve any payments and other transactions requested by Academies or the Director of Finance in accordance with the Trust's Financial Regulations and Scheme of Delegation (see Appendix 1).

The Finance, Audit and Premises Committee will oversee tendering (where required) and make recommendations to the Board.

5.4 Audit (as a function of the Finance, Audit and Premises Committee)

The Minerva Learning Trust Board is responsible for the management and identification of risk, and the sound management and control of the Trust's finances and other resources. In order to fulfil these responsibilities the Trust delegates certain responsibilities to a Finance, Audit and Premises Committee. The responsibilities of this Committee are to:

- Recommend to the Members the appointment, re-appointment or removal of the external auditors and report to the ESFA;
- Review and consider the auditor's management letter in order to ensure it is based on a good understanding of the Academies business and to establish whether any recommendations have been acted upon;
- Review the findings of the external auditors and recommend to the Trust Board an action plan arising from it;
- Ensure that the audited accounts are filed with Companies House;
- Ensure that suitable accounting records are maintained and to provide publicly accessible accounts in line with the Statement of Recommended Practice (SORP) for Charities;
- Ensure that the MLT's accounts are published on the web site and are available to any one that requests a copy;

- Identify the risks to internal financial control across the Trust and agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors;
- Ensure there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified;
- Drive the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Trust's assets are in place and recommend the appointment, re-appointment or removal of Internal Auditors;
- Advise the Board on the minimum and optimum level of internal and external audit arrangements;
- Ensure regular audits cover the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews;
- Monitor internal audit reviews and to advise the board of Trustees accordingly. Investigate on behalf of the board any financial or administrative matter which may put the Trust at risk;
- Examine reports on special investigations and advise the board of Trustees accordingly;
- Consider the appropriateness of executive action following internal audit reviews and advise senior management on any additional or alternative steps to be taken;
- Ensure there is coordination between Accounting Officer, Finance Director, internal audit, external audit and any other review bodies that have been set up;
- Encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the chair of the audit committee or Chair of the Trust Board.

The Finance, Audit and Premises Committee is authorised to investigate on the behalf of the Board of Trustees anything that threatens or adversely affects the accomplishment of the Trust's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments, including Health and Safety.

5.5 Finance

The Trust Board will annually review and update all financial policies in accordance with the policy review schedule. These will include:

- The Trust's scheme of delegation and Governance Handbook
- Fees and charges for Academy (School) services, including but not limited to Academy (School) meals, music tuition and the hire of Academy (School) premises and facilities
- Individual Academy (School) financial contributions to the management and governance costs of the Trust
- Cross charging and transfer arrangements between academies
- Service charges to the academies and other parts of the Trust for centralised functions lettings;
- Gifts and hospitality;
- Donations;

- Preparation of the Trustees' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements.

The Finance, Audit and Premises Committee will explore and agree income generation for the Academies in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/Parents Associations/Friends in their fundraising activities.

The LGB's and the Finance, Audit and Premises Committee will oversee the preparation of a disaster recovery/business continuity plan for the Trust ensuring local plans exist in each academy which will then be approved by the Trust Board

5.6 Premises

The Minerva Learning Trust Board is responsible for the management of all Academies within the Trust. The Finance, Audit and Premises Committee will make recommendations to the Trust Board in the fulfilment of its responsibilities to:

- Make and review recommendations for the future premises provision and develop an Estates Strategy;
- Ensure the development and maintenance of an asset management plan to ensure the development, maintenance and replacement of all physical assets, equipment and facilities of all Academies in the Trust, including premises, equipment, land and depreciating assets are in line with the Vision Statement and School Improvement Plan, having regard to the Asset Register maintained by the Academy (School);
- Oversee the appointment of architects, builders, grounds maintenance teams, surveyors etc. and monitor all aspects of their work;
- Ensure support for those involved in premises management.
- Awarding contracts for premises compliance issues.

5.7 Membership of the Finance, Audit and Premises Committee

Members of the Finance, Audit and Premises Committee will have appropriate skills. The EP and Finance Director will also attend.

The committee will also include two representatives of the Board as chair and vice chair

5.8 The HR and Health and Safety Committee

HR

The Minerva Learning Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline.

The Trust has a Service Level Agreement with DCC for the provision of HR advice which will be sought as and when required, especially in the development of HR policies.

The role of the HR Committee will be to scrutinise policies, review performance and make recommendations to the Board in accordance with agreed Terms of Reference.

The Board has the following responsibilities with regard to HR:

- Approval of academy staffing structures within the academy's budget, including approval of any restructuring;
- The organisation of procedures for the appointment of senior staff at the Academies;
- The appointment of Headteachers (with the EP and the LGB);
- The appointment of the Executive Principal.

The strengths of the Minerva Learning Trust depend upon its staff. It is the responsibility of the HR Committee to ensure there is an appropriate work/life balance for staff, that staff are valued and consulted and that their views are heard and considered.

The HR and Health and Safety Committee has responsibility for:

- Recommending the Pay Policy to the Trust Board for adoption;
- Approving the recommendations of the LGB with regard to annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy;
- Approving applications to be paid on the Upper Pay Range as recommended by the Pay Committee at the LGB
- Recommending to the Board the approval of any pay progression for the Executive Principal (by 31 December at the latest), taking account of the recommendation made by the Performance Review Panel, following the annual review
- Monitoring and reviewing the performance and pay of all Headteachers in the Trust.
- Monitoring the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils;
- Ensuring that the Appraisal Policy in each Academy is followed based on the report by the Executive Principal;
- Monitoring recruitment and staff attendance;
- Ensuring high quality training and CPD, including appropriate induction and support for career progression and this should be reviewed annually;
- Recognising and celebrating the good work of staff and keeping the Board informed in such circumstances;
- Ratifying all HR policies and recommending those to the Trust Board for approval;
- Ensuring consultation with recognised Trade Unions where appropriate;
- Reviewing risk assessments and risk management.

Health and Safety

- Monitoring the work of the LGB and their compliance with Health and Safety policies through their minutes and reports;
- Ensuring Health and Safety site inspections take place by monitoring these reports from the LGB;
- Receiving reports from the Finance Director on statutory health checks;
- Receiving reports on accidents and consider actions taken to mitigate these in the future
- Reviewing risk assessments and risk management;
- Monitoring that Health and Safety training is taking place and that LGBs have Health and Safety as regular items on tier agendas

5.9 Membership of the HR and Health and Safety Committee

The HR and Health and Safety Committee will comprise at least 3 Trustees, the EP and the Finance Director. A Trade Union representative from the MLT will be asked to attend for appropriate items on agendas.

5.10 Staff Discipline, Capability, Grievances and Redundancy Committee

The MLT will follow and adhere to policies approved by the Board which include:

- disciplinary rules and procedures for staff;
- rules and procedures for dealing with capability issues for staff;
- capability procedures for staff.
- procedures for addressing grievances or complaints by staff about their employment; and
- procedures to follow if a member of staff may be made redundant.

This Committee will be called as and when necessary to deal with issues when appropriate. A HR Adviser from DCC may attend as required.

5.11 Staffing Appeals Committee

A committee will be established to hear any appeals in relation to decisions taken by the HR Committee or the Staff Disciplinary Committee as appropriate. The membership of this committee will be drawn from Trustees who are not members of the Staff Disciplinary Committee or the HR Committee

A HR Adviser from DCC may attend as required.

5.12 Headteacher and Executive Principal and Pay and Review Committee

The Headteachers' Pay and Review Committee will be drawn from Governors on the LGB. They will:

- liaise with the Executive Principal in their role as School Evaluation Partner to agree Appraisal targets for the Headteacher;
- monitor and review progress towards meeting these targets and whether they remain appropriate in termly meetings with the Headteacher
- review the performance of the Headteacher in line with the Appraisal Policy and make recommendations to the HR committee and the Trust Board about pay progression.

The Executive Principals' Pay and Review Committee will be drawn from Trustees on the Board. They will:

- set appropriate Appraisal targets and review these throughout the year;

- monitor and review the progress towards meeting these targets and whether they remain appropriate

Each LGB will establish a Pay Committee which will make recommendations to the HR and Health and Safety Committee who have the delegated responsibility to approve pay progression annually. The Executive Principal will attend these meetings to ensure consistency across all Academies.

5.13 The Performance and Standards Committee

The role of the Performance and Standards Committee is to agree, monitor and review performance targets as set out in the MLT Improvement Plan. They have a crucial role in ensuring the success of the Trust and in supporting the Executive Principal and Headteachers in improving the quality of teaching and learning and outcomes for all the children across the Trust. Trustees need to develop a deep understanding of the context, cohort and capacity for improvement of each Academy.

The Performance and Standards Committee has responsibility for the sorting of:

- Approving realistic but challenging targets for each Academy set by the LGB in conjunction with the Executive Principal and the Headteacher. These targets will be approved by the Trust Board in the MLT Improvement Plan;
- Agreeing strategic plans to support Academies in meeting their targets and monitoring and reviewing the impact regularly;
- Monitoring and reviewing progress towards targets and outcomes.

The areas that the Performance and Standards Committee will be responsible for include:

- Attainment at all stages against national standards;
- Overall progress at all stages compared to prior attainment;
- Attainment and progress of groups (SEND, Disadvantaged, Gender, Ability, EAL);
- Attendance, punctuality and exclusions (inc vulnerable groups)
- Monitoring the quality of teaching and learning where concerns have been identified (NB the key responsibility lies with Local Governing Bodies)
- The quality of teaching and learning and its impact on outcomes and student learning;
- Reviewing risk assessments and risk management.

They will work closely with the Leadership Group and LGB's to ensure the MLT Improvement Plan reflects the needs of all Academies and all children.

To undertake this role the committee members will need to:

- Understand the curriculum of each Academy and its impact upon Performance and Standards;
- Understand the national accountability framework and any changes to this;
- Understand internal data and progress tracking systems in schools and be able to benchmark these against national and Dorset data;
- Rigorously focus on the performance of vulnerable groups;
- Ensure the needs of all children across the Trust are met;
- Support, and if necessary challenge LGB's in developing their School Improvement Plan and setting targets.

5.14 The Membership of the Performance and Standards Committee

The Committee will comprise at least 3 Trustees and the EP.

6. Other Responsibilities

Appointment of Staff

The senior leadership in each Academy will appoint their own staff but the Trust will be involved in the appointment of senior leaders.

If this is a Head of School post then as many LGB and Trustees will be involved over the 2 day appointment process as possible.

The Trust Board delegates responsibility for the final decision to a panel convened by the Chair of the Trust Board (or Vice-Chair in the case of unavailability). The panel should consist of the EP (unless there is a conflict of interest), the Chair or other representative of the LGB and a Trustee who is not a member of the LGB. Chairs of the LGBs in other Academies will be invited to be involved but not in the final decision making unless they are also Trustees.

- If this is a Senior Leader such as Deputy Head or Assistant Head the EP should be involved alongside the Head (as long as there is no conflict of interest). The panel will be led by the Chair or Vice –Chair of the LGB. Trustees can be invited to be involved if appropriate.
- In the case of the EP or Director of Finance, the chair or Vice-Chair of the Trust Board will lead the appointment process (with the support of the EP) and responsibility for the appointment will be delegated to the panel which will comprise Trustees and in the case of Director of Finance, the Chair or Vice-Chair of the Finance, Audit and Premises Committee. Chairs of the LGBs will be invited to be involved in the process but not the final decision making unless they are also Trustees.
- The appointment of Clerk to the Trust Board rests with the Trust Board and the Chair or Vice-Chair of the Trust Board who will convene an appropriate panel with delegated powers to make the decision.

Governance Model

	Trust Board			Local Governing Body	
Area of Responsibility	Matters for decision	Final Decision	Working Group /Committee	Role	Final Decision
Strategy	Develop overall mission, vision and values for the Trust	Board	EP/Leadership Group	Develop own distinctive vision & values consistent with the Trust	LGB
	Develop a strategic plan for the Trust	Board	EP/Leadership Group	Develop an annual SIP which supports the strategy/plan for the Trust	LGB
Finance	Strategic planning	Board	Finance	Annual budget plan	
	Consolidation of accounts	Board	Finance	Monitoring of actuals versus budget	
	Tendering and large contract renewal	Board	Finance	Contract monitoring	
	Setting financial standards, policies	Board	Finance	Compliance with standards, policies	
	Setting financial scheme of delegation	Board	Finance	Compliance with schemes of delegation	
	Annual and statutory reports to EFA and other third parties	Board	Finance		
	High level monitoring	Board		Monitoring of expenditure, virements, income and cash flow	
Audit	Commission audit and monitor implementation of Action Plans	Board	Finance		
	Audit of financial controls and risk management	Board	Finance		
HR	Setting and approval of all HR policies	Board	HR	Monitoring compliance with HR policies	
	Approval of staff structures and changes to these	Board	HR	Monitoring staffing within agreed structures. Recommend staff structures and/or reviews	
	Overall consideration of pay policies for MLT and effective appraisal practice across the Trust	Board	HR	Ensure appraisal of staff is conducted in accordance with policy and regulations and targets are linked to student achievement	LGB
	Ratification of pay awards and progression to UPR	Board	HR	Recommending pay progression and correlation with appraisal	HT/Pay Ctee
	Recruitment and Appraisal of Headteachers	Board	EP/External Advisor	Participation in appraisal for Headteacher – gathering evidence and setting new targets	Leadership Review Ctee

Admissions	Set the admissions policy	Board		Monitor admission numbers and compliance with policy	
Premises and resources	Development of strategic plans for the Trust estate	Board	Finance	Monitor the site development plan	
	Development of an Asset management plan	Board	Finance	Monitor the development of an asset register	
	Plan and monitor major site development	Board	Finance	Monitor ongoing site maintenance	LGB
	Collation of inventory checks for MLT	Board	Finance/ Director of Finance	Inventory check and reporting	School
ICT	Develop and implement an integrated ICT strategy	Board	Finance and Standards	Monitor effective use of ICT in the academy	LGB
Marketing & Communications	Develop strategies for the Trust	Board	EP	Monitor implementation and impact of strategies locally	LGB
	High level monitoring of complaints across the Trust and development of action plans to mitigate in future	Board	EP	Detailed monitoring of complaints and monitoring of Trust action plans to mitigate in future	LGB
Governance	Monitor performance and provide development and support (schools and Board with members)	Board	Working Groups	Self-review and skills audit. Training Plans and records	LGB
Community/ Membership	Develop strategy for membership/stake-holder engagement for the MLT	Board	EP	Monitor local engagement of stakeholders – report up to Board	LGB
School Improvement	Oversee and direct initiatives to support school improvement across the Trust	Board	Leadership Group/Performance and Standards	Monitor school performance and improvement using KPIs and SIP targets, dashboard.	LGB
	Set, agree and monitor pupil level targets across the Trust	Board	Performance and standards	Monitor progress towards pupil level/cohort targets and report to Board	LGB
	Monitor quality of teaching and learning across the Trust and agree strategies for improvement if required	Board	Performance and standards	Monitor quality of teaching and learning locally and suggest remedial actions if required	LGB
Safeguarding	Develop coherent policies applicable across the Trust	Board	EP/Safeguarding Gov	Monitor compliance and participate in audit	LGB
	Ensure training and legal compliance issues	Board	EP	Monitor local compliance with legislation	LGB
	Monitor implementation of policies across the Trust	Board	EP	Monitor implementation of policy in academy	LGB
Curriculum	Approval of policy development	Board	EP/Leadership Gp	Contribute to MLT curriculum policies	LGB
	High level monitoring of impact of curriculum plans and intervention strategies.	Board	EP/Leadership Gp	Monitoring of local impact of curriculum plans/schemes including intervention	LGB

	+			strategies	
SIAMS	High level monitoring of local frameworks for development in faith schools	Board		Local evaluation using SIAMS toolkit leading to action plans in faith schools	LGB
Health & Safety	Agreement of overall consistent MLT Health & Safety policies	Board	HR and Health and Safety Committee	Routine and regular H&S inspections	HT/LGB
	Monitoring of compliance and effectiveness of H&S issues	Board	HR and Health and Safety Committee	Local reporting of compliance concerns and incidents	LGB
SEND	Develop coherent policies applicable across the Trust	Board	Performance and Standards	Contribute to MAT policies and action plans	LGB
	Ensure training and legal compliance issues	Board	Performance and Standards	Monitor in school and ensure records kept	
	Monitor implementation of policies and practice across the Trust	Board	Performance and Standards	Monitor local compliance with policies and plans. Evaluate effectiveness of strategies	LGB
Well being	Collate local reporting of stress/well-being issues and take appropriate action	EP/Board	HR and Health and Safety Committee	Monitor local well-being and stress issues (H&S stress audit and PM) and recommend actions to Trust Board	HT/LGB
External review SIAMS/Ofsted/ SDC	High level responsibility for reporting and subsequent action plans	EP/Board	EP/Heads/ Performance and Standards	Contribute to external reviews and subsequent action plans	HT/LGB

Responsibility for Policy Development within the MLT

The Executive Principal and the Trust Board will develop and monitor the following policies.

- Acceptable use of ICT
- Access to Personal Files Policy
- Admissions Policy
- Allegations against Staff Policy
- Anti Fraud and Corruption Policy
- Appraisal and Capability Policy
- Attendance Management Policy
- Business Continuity Plans
- Charging Policies
- Code of Conduct Policies
- Complaints Policy
- Data Protection (GDPR)
- Disciplinary Policy
- Driving at work
- Educational Visits Policy
- Fairness and Dignity at Work Policy
- Financial regulation
- Fixed Term Contract Policy
- Flexible Working Policy
- Governors and Trustees Expenses Policy
- Grievance Policy
- Health and Safety Policy
- HR policies (eg Attendance, Personnel, Redundancies, Disciplinary etc)
- Manual Handling Policy
- Minibus Policy
- Mobile Tehcnologies Policy
- More Able
- Pay Policy and appraisal
- Personal Data Handling
- Pooled Funding Policy
- Probation Period for Support Staff
- Procurement Policy
- Recruitment and Selection Policy
- Reduncancy and Restructure Policy
- Remote Learning Policy
- Retirement Age Policy
- Risk Assessment Policy and Risk Register
- Safeguarding and Child Protection Policy
- Salary Protection Policy
- SEND Policy
- SMSC, the Prevent Strategy, Promoting British Values
- Social Media Policy
- Staff Absence Policy

- Stress Management Policy
- Supporting students with Medical Needs
- Violence at Work Policy
- Whistleblowing Policy

Each Academy will retain its own unique ethos and teaching and learning strategies. The Headteachers and LGB's will therefore be responsible for the development for the following policies if appropriate. The EP and Board of Trustees will monitor these.

- Accessibility Policy
- Anti-Bullying Policy
- Behaviour for Learning
- Charging Policies
- Collective worship
- Curriculum Policy
- Diocesan Policies (where appropriate)
- Drugs Education
- Exams
- Expenditure of Pupil Premium
- Lockdown Policy
- Single Equality Plan
- Sex and Relationships Education
- SMSC
- Social Networking Policy
- e-Safety
- Staff Dress Code
- Teaching and Learning and Assessment for Learning

Communication across the levels of governance in the Minerva Learning Trust

It is vital that all levels of Governance across the Minerva Learning Trust work closely together. Transparency and collaboration are the keys to effective working. The Chair of the Trust Board or the Executive Principal should be consulted about any difficult issues and kept informed of any matters of significant importance so they can attend relevant meetings.

Circulating Minutes

- Minutes of Trust Board, Committee meetings and LGB should be shared with the Chair of the Trust Board and Chair of the LGB and the Executive Principal as soon as they have been checked. Once approved they should be circulated with the agenda for the next meeting of the Trust Board and the LGB to allow any matters arising to be discussed or items raised for clarification.
- Minutes of the HR Committee are restricted and should not be shared by email. If a matter arises in the HR Committee that needs to be referred to the Board or the LGB then the Chair or Vice Chair of the HR Committee should present these. Records of these issues should be anonymised.
- Members should receive a copy of the draft Trust Board minutes one week after they have been sent to the Board following the meeting.

Specific Responsibilities

- Trustees responsible for specific issues eg Foundation Trustees, Safeguarding, SEN and Disadvantaged students, Health and Safety – should be copied into any minutes with reference to their areas.
- If there are events, reviews or meetings about issues which are relevant to named Trustees (eg Safeguarding or Health and Safety audits) they should be informed and can either attend or receive reports as appropriate.
- The Chair of the Trust Board and The Executive Principal are ex officio members of all committees and should receive for all meetings:
 - Agendas
 - Minutes
 - Reports from external consultants

If they wish to see the papers relevant to agendas or minutes they will request these from the Clerk.