The Aylesbury Vale Academy

RESPECT | ASPIRATION | RESILIENCE

The Aylesbury Vale Academy Trust

GOVERNING BOARD SCHEME OF DELEGATION 2026 – 2027

1. This Scheme of Delegation is established by the Governing Board, which for the purpose of this document is also the Board of Trustees, under its powers contained in the Articles of Association of The Aylesbury Vale Academy Trust 2008 (as amended).

2. In the academic year 2026-2027, the Governing Board will form committees, including the statutory ones, detailed in paragraphs 3 and 4 below.

3. The following Standing Committees, is established to exercise the functions set out in Annex B and C and this scheme respectively:
    - Resources including Finance Committee
    - Education Committee

4. The following Occasional Committees are established to exercise the functions set out in Annexes C D E F and G to this Scheme respectively:

    - Admissions Committee
    - Staff Discipline/Dismissal Committee
    - Staff Discipline/Dismissal Appeal Committee
    - Pupil Discipline Committee
    - Pay Review Appeals Committee

5. The powers set out in Annex H to this Scheme are delegated to the Principal.

6. In accordance with the Articles of Association, the establishment, terms of reference, constitution and membership of any committee of the governors shall be reviewed at least once in every twelve months, usually at the first meeting of the Governing Board in the academic year. The membership of any committee of the governors may include persons who are not governors, provided that a majority of members of any such committee shall be governors. The governors may determine that some or all of the members of a committee who are not governors shall be entitled to vote in any proceedings of the committee. No vote on any matter shall be taken at a meeting of a committee of the governors unless the majority of members of the committee present are governors.

MEETINGS AND PROCEEDINGS OF COMMITTEES

7. Any member of the Governing Board may attend any Committee meeting (even if not a member) and, with the consent of the Chair of that Committee, speak but not vote.

8. The quorum for a meeting of a Committee shall be three voting members in each case (unless otherwise determined by the Governing Board) members of the Committee who are not members of the Governing Board shall not be entitled to vote, unless otherwise determined by the Governing Board.

9. Every question shall be decided by a majority of votes of the eligible members present and voting on that question save that where there is an equal division of votes, the person who is acting as Chairman of the meeting shall have the casting vote. No vote on any matter may be taken at a meeting of any Committee unless the majority of the members of the Committee present are members of the Governing Board.

10. Any Committee shall report to the Governing Board in respect of any action taken or decision made with respect to the exercise of its functions at the meeting of the Governing Board immediately following the

taking of the action or the making of a decision except that the Staff Dismissal and the Pupil Discipline committees will only report their decisions without statements or reasons of evidence, so that the Governors who may form an Appeal Committee are not involved and any appeal is not prejudiced.

11. In the event of the person appointed by the Governing Board to act as clerk to a Committee failing to attend a meeting of that Committee, the Committee shall appoint one of their number to act as clerk for the purposes of that meeting.

12. The agenda for any meeting of a Committee shall be prepared by its Chair in consultation with the Principal and they will have regard to the advice from the Chair of Governors. Each meeting shall be convened by the Clerk of that Committee who shall give each member (and the Principal) at least seven clear days' notice in writing thereof and a copy of the agenda for the meeting save in cases of emergency.

13. The minutes of the proceedings of each meeting of a Committee shall be drawn up, recorded, and duly approved. Minutes should record decisions and other main points together with such brief explanations as may be necessary, together with emphasising areas of governor questioning/challenge. Confidential matters shall be recorded as Part 2 items and, as such, subject to restricted circulation (in case of doubt to be resolved by the Chair). The Clerk to the Governing Board (Governance Professional) shall arrange for such minutes to be circulated to all members of the Governing Board and for them to be included as an item on the Agenda at the next meeting of the Governing Board.

14. If the persons appointed as Chair and Vice Chair of a Committee are absent from any meeting of the Committee, the members of the Committee who are present shall, before proceeding to any other business, appoint any of their number (not being an employee of the Academy or a registered pupil or a person who is not a member of the Governing Board) to be Chair of the meeting.

ANNEX A - Terms of Reference - Governing Board

To agree the terms of reference for all Committees

To receive the minutes from all Committees, except those which are confidential

To determine the Admissions Policy annually

ANNEX B – Terms of reference for the Resources including Finance Committee

1. Resources including Finance

1.1 Apply robust governance and effective financial management in order to comply with the requirements of the Trust's Funding Agreement and Academies Handbook.

1.2 Permanently designate the Academy Principal as the Trust's Accounting Officer, who fully understands their role and responsibilities as designated in the Academies Handbook (AH).

1.3 Ensure an individual is in place to discharge the role of Chief Financial Officer (CFO), with appropriate qualifications and/or experience.

1.4 Establish a sound internal control framework that maintains segregation of duties, plans and oversees capital projects, manages assets, whilst all the time ensuring regularity, propriety and value for money.

1.5 Establish and maintain a three-year financial plan, taking into the account priorities of the Academy's Strategic Improvement Plan, pupil roll projection and signals from central government, within the constraints of available information.

1.6 Approve the annual budget prepared by the Principal and Business Manager, ensuring it takes into account the priorities of implementing the Strategic Improvement Plan, and is submitted to the DfE by the required deadline.

1.7 Ensure the relevant deadlines for submitting all financial and budgetary returns to the DfE and other relevant bodies, i.e. Auditors, are met.

1.8 Throughout the year, monitor the income and expenditure of all delegated and devolved funds against the annual budget plan.

1.9 Ensure management accounts are prepared every month setting out the Trust's financial position, including an income and expenditure account, variation to budget report, cash flows and balance sheet.

1.10 Ensure these accounts are shared with the Chair of Trustees every month and additionally carefully considered by Trustees at all Governing Board meetings – at least 6 times a year.

1.11 Be alert to potential problems or significant anomalies at an early date.

1.12 Review and approve annually the Trust's Finance Policy, which includes a written scheme of delegation of financial powers for spending and budgetary adjustments (virements) for the Principal and Business Manager (CFO) that maintains robust internal control arrangements.

1.13 Authorise purchases and contracts over £10,000.

1.14 Approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school, including ratifing virements of less than £10,000, initially approved by the Principal, to the approved annual budget following notification by the Principal or Business Manager.

1.15 Review, adopt and monitor all additional financial policies, including the Charging and Remissions Policy.

1.16 Ensure policies and procedures are in place for whistleblowing that are communicated to staff and which protect those who report individuals they believe are doing something wrong, illegal or inappropriate.

1.17 Ensure that sufficient funds are set aside for pay increments, as set out in the Pay Policy and as recommended by the Principal.

1.18 Use financial benchmarking to compare expenditure with similar schools/academies and to review value for money issues throughout the Academy.

1.19 Ensure all decision makers, including the trustees, members and senior employees complete the trust's register of business and pecuniary interests.

1.20 Ensure the appointment or reappointment of the independent auditors annually.

1.21 Ensure a programme of internal scrutiny is in place to deliver independent assurance to the Board that its financial and other controls, and risk management procedures, are operating effectively.

1.22 Prepare the Trustees Report to form part of the Statutory Accounts of the Governing Board and for filing in accordance with Companies Act requirements.

1.23 Receive auditors' reports and take appropriate actions to implement findings, recommendations, and/or actions from the external audit findings report, internal scrutiny reports and FMGS return.

2 Security of assets:

2.1 Review and oversee the Business Continuity Plan.

2.2 Review annually all insurance arrangements and significant contracts entered into by the Academy Trust.

2.3 Ensure the Trust is a member of DfE's risk protection arrangement (RPA) and it has adequate insurance cover.

2.4 Make decisions in respect of leases and service level agreements.

2.5 Ensure a process is in place to manage risks, including investment risks, underpinned by a risk register, to ensure its effective operation.

2.6 Ensure annual individual checks of assets and the asset register.

2.7 Authorise the disposal of individual items of equipment and materials which have become surplus to requirements, unusable or obsolete, with an original purchase value of up to £5000, and report such authorisations to the Governing Board.

3 Premises

3.1 Provide support and guidance for the Principal on all matters relating to the maintenance and development of the premises and grounds, and Health and Safety.

3.2 Review, adopt and monitor the Health and Safety Policy, ensuring the Academy and its staff meet all statutory requirements concerning Health and Safety.

3.3 Ensure that termly inspections of the premises and grounds take place and a report is received, identifying any issues.

3.4 Arrange professional surveys and emergency work as necessary.

3.5 Review emergency planning and its implementation.

3.6 Establish and keep under review an Accessibility Plan and a Premises Development Plan, setting out a proposed order of priorities for maintenance and development, in line with the Strategic Improvement Plan.

3.7 Monitor and review external contracts, including cleaning, facilities management, grounds maintenance and catering provision considering proposals for renewal or otherwise as appropriate.

3.8 Review annually the Academy's Letting Policy and oversee arrangements for the use of the Academy premises.

3.9 Monitor the Academies Sustainability and Climate Action plan

4 Staffing

4.1 Ensure that the Academy is staffed sufficiently for the implementation of the Strategic Improvement Plan and the effective operation of the Academy.

4.2 Establish and oversee the operation of the Performance Management Policy - including the arrangements and operation of the Performance Management Procedures for the Principal and receive an annual report on Performance Management.

4.3 Establish a Pay Policy and to be responsible for the administration and review of the Pay Policy.

4.4 Ensure that staffing procedures (including recruitment procedures) follow Equalities legislation.

4.5 Ensure that staff selection procedures conform to safer recruitment practice and review these procedures as necessary.

4.6 Monitor and review procedures for dealing with staff discipline and grievances on an annual basis and ensure that staff are kept informed of these.

4.7 Ensure that appropriate opportunities for the continuing professional development are available in line with the Strategic Improvement Plan and receive reports on staff CPD.

4.8 Monitor the impact of continuing professional development on improving staff performance; establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.

4.9 To receive confirmation that the performance management of the Academy Principal and Senior Leadership Team has taken place.

4.10 To receive recommendations from the Performance Management Governors on any pay recommendations for the Academy Principal and pay recommendations by the Academy Principal for the Senior Leadership Team

ANNEX C – Terms of reference for the Education Committee

1. Educational provision

1.1 Review, monitor and evaluate the educational provision offered.

1.2 Approve the:

- Self-Evaluation Form (SEF)
- Strategic Improvement Plan (SIP)
- Targets for Academy improvement and milestones

1.3 Set priorities for improvement, and monitor and evaluate the impact of the Strategic Improvement Plan.

1.4 In light of the current Ofsted Framework, monitor and evaluate:

- The effectiveness of leadership and management
- The quality of education, including the curriculum, rates of pupil progress and standards of achievement
- Behaviour and attitudes of the pupils
- Personal development of the pupils

1.5 Monitor the provision for all groups of vulnerable children (e.g. those in receipt of Pupil Premium, Covid-Catch up funding and looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.

1.6 Regularly review and develop the policies relating to the Quality of Education to ensure they are fit for purpose.

1.7 Ensure that all pupils have equal opportunities.

1.8 Keep the Child Protection and Safeguarding procedures under review and ensure that the Child Protection Policy is reviewed on an annual basis and that an Annual Safeguarding Report is produced and submitted to the Local Safeguarding Board in a timely manner.

1.9 Monitor all matters of student discipline, racial and other bullying incidents and any subsequent exclusions.

1.10 Ensure that the Academy fully complies with requirements of the Equality Act and produces an Annual Equality Report.

1.11 Regularly monitor student attendance and review strategies for improvement.

1.12 Develop and review policies identified within the Academy's policy review programme and in accordance with its delegated powers.

1.13 Ensure that the requirements of children and young people with special needs and disabilities are met, as laid out in the Code of Practice, and receive termly reports from the Principal / SENCO and an annual report from the SEND Governor.

1.14 In conjunction with the Principal, oversee the arrangements for religious education and collective worship and ensure they are in accordance with the Academy's Memorandum and Articles of Association and the Funding Agreement with the DfE.

1.15 Monitor the expression and impact of the faith designation, undertaking an annual review of its effectiveness in consultation with the Principal.

1.16 Consider recommendations from external reviews of the Academy (e.g. Ofsted, ODBE), agree actions as a result of any reviews and evaluate regularly the implementation of the subsequent plans.

2. Engagement

2.1 Monitor the Academy's publicity, public presentation and relationships with the wider community.

2.2 Identify and celebrate pupil achievements.

2.3 Oversee arrangements for increasing cultural capital, including a range of additional opportunities, educational visits etc.

2.4 Ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way.

3 Policies

3.1 To review all policies as included in the policy framework and recommend them to the FGB for approval.

ANNEX D - ADMISSIONS COMMITTEE

Terms of Reference:

a. Exercise the power of the Governing Board to determine applications for admission to the Academy in accordance with Annex 2 to the Funding Agreement with the Secretary of State for Education and to discharge the functions conferred on it by relevant Education Acts and Regulations to deal with issues relating to admissions.

b. Ensure that the responsibilities of the Academy under Annex 2 in respect of the provision of information to the local authority (LA) are carried out.

c. Ensure that the Academy Trust reviews its admission policy on an annual basis.

d. The Principal will have delegated responsibility to apply the admission arrangements and agree admissions where places are available and there are sufficient places for all those applying. Decisions, which may result in a refusal, will need to be determined by the Committee.

e. The Committee will also be responsible when applying the criteria for making judgements about those who in their judgment fulfil the admission criteria for special medical or social circumstances.

f. The Committee will annually review the school's admission policy, including the published admission number and the area served by the school and present a draft of the policy to the Governing Board for approval for statutory consultation.

g. The Committee will review responses from the consultation period and make a recommendation to the full Governing Board for final determination having regard to the comments received.

h. The Committee will receive reports from the Principal about the need to remove from the roll students who have taken and exceeded the leave of absence agreed and the relevant checks, which have been carried out to ascertain the whereabouts of the students in question.

i. Where the Committee refuse a request from a parent for admission of their child, the Committee will ensure that the parent is informed of their right of appeal against that decision and how that appeal may be made.

j. The Committee will have full regard to the School Admissions and School Admission Appeal Codes and comply with all of the mandatory provisions of the Codes.

Membership - The Admissions Committee shall consist of not less than two governors, one of which will normally be the Principal or Primary Head.
Quorum - The quorum of the committee shall be two governors.
Meetings - Meetings will be held on an as-and-when-needed basis. Minutes will be taken which show the basis of the decisions reached. Decisions will be reported to the full Governing Board.

ANNEX D - STAFF DISCIPLINE/DISMISSAL COMMITTEE

Terms of Reference: To hear and determine cases involving staff discipline, grievance and competency matters; the termination or non-renewal of contracts of employment, where not suitable to be dealt with by the Principal
Membership – The Staff Dismissal Committee shall consist of not less than 3 Governors, who will be selected by the Clerk to Governors
Quorum - The quorum of the committee shall be three governors.
Meetings - Meetings will be held on an as-and-when-needed basis, confidential minutes will be taken but not shared outside of the Committee. The Committee will report to the FGB when a meeting has taken place.

ANNEX E - STAFF DISCIPLINE/DISMISSAL APPEAL COMMITTEE
Terms of Reference: To hear and determine any appeal in respect of a decision of the Staff Dismissal Committee.
Membership – The Staff Dismissal Appeals Committee shall consist of not less than 3 Governors, who will be selected by the Clerk to Governors, who have had no previous involvement with the disciplinary matter.

Quorum - The quorum of the committee shall be three governors.
Meetings - Meetings will be held on an as-and-when-needed basis, confidential minutes will be taken but not shared outside of the Committee. The Committee will report to the FGB when a meeting has taken place.

ANNEX F - PUPIL/STUDENT DISCIPLINE COMMITTEE
Terms of Reference: To discharge the functions of the Governing Board set out in the Academy Trust's Behaviour and Discipline and Exclusions Policies.
Membership – The Pupil/Student Discipline Committee shall consist of not less than 3 Governors, who will be selected by the Clerk to Governors
Quorum - The quorum of the committee shall be three governors.
Meetings - Meetings will be held on an as-and-when-needed basis, confidential minutes will be taken but not shared outside of the Committee. The Committee will report to the FGB when a meeting has taken place.

Offsite Direction

1. To ensure the Local Authority have been informed of the placement. The Local Authority will maintain oversite of sufficiency and safeguarding.
2. To ensure the School is maintaining regular contact with the provider and the student and that there are clear procedures to exchange information, monitor progress and provide pastoral support
3. To ensure the alternative provision is providing appropriate reports on any issues or concerns, attendance and progress
4. To ensure the parents have been notified in writing of the placement and have been provided with information about the placement
5. The Committee must meet to review the placement for as long as the requirement is in place, and must decide following each review meeting as to whether the requirement should continue to have effect, and if so, for what period of time
6. The Committee must give written notification of their decision as to whether the requirement to continue the placement should continue and if so, for what period of time, including reasons for it to the parent no later than six days after the date of the review meeting.
7. If requested by the Local Authority, for a student with an EHC Plan, the Committee must hold a review meeting as reasonably practical, unless there has been a review meeting in the previous 10 weeks.

ANNEX G – PAY REVIEW APPEALS COMMITTEE
Terms of Reference: To hear and determine any appeal at Stage 3 of the Pay Review Appeals Process.

ANNEX H- POWERS OF THE GOVERNING BOARD DELEGATED TO THE PRINCIPAL

1. Strategic Leadership

1.1 Provide professional and visible leadership and take overall responsibility for all phases of Aylesbury Vale Academy – Pre-School to Sixth Form, so that staff feel motivated, supported and empowered to offer the very best in terms of educational provision.

1.2 Together with the Governing Board, establish a common vision, ethos and shared sense of identity across the Academy Trust; communicate the vision and drive the strategic leadership, empowering all pupils and staff to excel.

1.3 In conjunction with the Senior Leadership Team, draw up the Strategic Improvement Plan for approval by the Governing Board.

1.4 Be aware of, and act in accordance with all relevant policies including Safeguarding processes, Health & Safety, Equality, Data Protection legislation and procedures, current Employment Law and financial processes.

2. Finance

As the accounting officer of The Aylesbury Vale Academy Trust:

2.1 Be responsible for the day-to-day organisation, staffing and management of the Academy.

2.2 Act with financial probity and set high standards of financial management, ensuring that these are communicated to staff.

2.3 Take personal responsibility for ensuring the Governing Board of the Academy's compliance with the requirements of the Academy Trust Handbook, its Funding Agreement and all relevant aspects of company and charitable law, ensuring that Governing Board members receive the information that they need to perform their roles effectively

2.4 Complete and sign a statement on regularity, propriety and compliance each year and submit this to ESFA with the audited accounts. The accounting officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts.

2.5 Ensure, as the Trust's accounting officer on the Governing Board, that the Academy acts within its powers and that its policies reflect legislative requirements, national policies and local requirements.

2.6 Advise the Governing Board in writing if any action it is considering or has taken is incompatible with the Articles, Funding Agreement or Academy Trust Handbook

2.7 Enter into contracts on behalf of the Academy, up to a limit of £10,000. For contracts above £10,000, the authorisation of the GB is required.

2.8 Have oversight of financial transactions, by:

- ensuring the Academy Trust's property and assets are under the Trustees' control, and measures exist to prevent losses or misuse
- ensuring bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support their annual accounts

3. Management - Staffing, Structures, Systems & Educational Standards

3.1 Ensure that the Academy's systems, organisation and processes are well-considered, efficient and fit for purpose.

3.2 Provide a safe, calm and well-ordered environment for all pupils and staff, focused on safeguarding pupils and developing exemplary behaviour throughout the Academy and in the wider society.

3.3 Be responsible for the day-to-day running and operations of the secondary phase of Academy

3.4 Be responsible for the appointment of all academy staff.

3.5 Appoint secondary staff and all Academy SLT positions, within approved staffing structures. For the Primary Headteacher, Vice Principals, Primary Deputy Head & Business Manager, at least one Governor must be present at interview. The Principal will obtain the Chair's approval to any urgent changes required to the staffing structure, where it is not possible to do this through the normal Governing Board programme.

3.5 Establish rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any under-performance, supporting staff to improve and valuing excellent practice.

3.7 Monitor standards of teaching and learning across the Aylesbury Vale Academy Trust, intervening, as and when necessary.

3.8 Deal with discipline and grievance of employees, including members of the Senior Leadership Team and other staff at the formal stages of the Discipline and Capability or Grievance processes, with the power to recommend dismissal to the Governing Board, other than those expressly delegated by the Governing Board to Committees under this Scheme or otherwise.

3.9 Develop excellent relationships within the Aylesbury Vale Academy, working in partnership with other Senior Leaders to create a climate of mutual challenge, to champion best practice and to secure excellent achievements for all pupils.

3.10 Establish strong and professional relationships with the Academy's Sponsors, the Governing Board and members of the Academy's Senior Leadership Team, staff, volunteers, parents and external contacts.

3.11 Maintain constructive relationships with the Governing Board, to enable it to fulfil its statutory responsibilities effectively, in particular its function to hold the Principal to account for pupil, staff and financial performance.

3.12 Model excellence in school self-evaluation and Strategic Improvement Planning, leading to sustained improvement.

3.13 Be responsible for admissions to the Academy.

3.14 Ensure that the website is kept up-to-date, meets all statutory requirements and is a highly effective form of communication.

3.15 Promote the Aylesbury Vale Academy Trust to the wider community and relevant partners.

3.16 Identify future needs of the Aylesbury Vale Academy Trust.

4. Premises, Health and Safety

Take responsibility for all staff and activities under their control and ensure that the requirements of relevant safety policies and procedures are implemented and are complied with. In particular, the Principal will:

4.1 Ensure that the Academy is following its Health and Safety Policy and has effective arrangements for managing the health and safety risks at the school.

4.2 Be fully committed to the Governing Board Statement of Intent - Part 1 of the Academy Health and Safety Policy - ensuring that a positive health and safety culture is demonstrated and promoted through their leadership.

4.3 Act as the "Responsible Person" under the Fire Safety Order within the Academy.

4.4 Maintain effective communications with Governors, and the school workforce, and give clear information to pupils and visitors, including contractors, regarding the significant risks on site.

4.5 Nominate a senior leader as the Health and Safety Co-ordinator.

4.6 Undertake all relevant training appropriate to their role and ensure staff are given adequate information, instruction, training and supervision to carry out their duties, paying particular attention to new/inexperienced employees, returners to work and trainees.

4.7 Make sure that staff understand their responsibilities and know how to access support and advice to help them manage risks responsibly.

4.8 Ensure that appropriate risk assessments are undertaken by competent persons and that suitable control measures are taken on a risk basis to manage the health and safety risks to staff and any other people who may be affected by the school's activities.

4.9 Ensure that risk assessments are undertaken in relation to directly managed staff, for example, job based risk assessments, stress risk assessments, return to work risk assessments, pregnant women risk assessment and personal emergency evacuation plans.

4.10 Ensure safe systems of work and procedures are developed and are implemented.

4.11 Ensure prompt action is taken to resolve any situations that may adversely affect the health and safety of staff or other people.

4.12 Ensure that they seek timely assistance and advice where expert help is required from the LA Health and Safety Consultancy team.

4.13 Ensure that all plant and work equipment provided is: selected through a risk assessment process, suitable, properly maintained and subject to all necessary tests and examinations.

4.14 Ensure that accidents and incidents (including near misses and violence and aggression) are reported to the Governing Board and the HSE (where appropriate) and investigated and the findings acted upon without delay.

4.15 Ensure there are meaningful, effective arrangements in place for consulting employees and their trade union representatives on health and safety matters that affect them.

4.16 Ensure information that may assist safety representatives in their role is provided to them.

4.17 Participate and make recommendations to the Governing Board in relation to external independent audits carried out by the Buckinghamshire Council or other bodies.

4.18 Report to the Governing Board any health and safety issues which cannot be resolved.

4.19 Ensure the requirements of the Occupier's Liability Acts 1957/1984 are complied with to reduce risk to lawful and unlawful visitors.

4.20 Monitor and review health and safety performance through:

- termly health and safety inspections of work areas/practices
- setting health and safety targets and objectives through appraisals and other supervisory reviews
- reviewing incidents and accidents
- monitoring commissioned and contracted work for compliance
- ensuring that the management of health and safety considers the needs of anyone with a protected characteristic under the Equalities Act
- ensuring audit action plans are implemented
- reporting to the Governing Board at least annually on the school's health and safety performance

Governance structure and lines of accountability

The Board of Trustees of an Academy Trust delegates responsibility for delivery of the vision and strategy to the lead professional or Principal. The Board will hold the Principal to account for the performance of the Trust in both primary and secondary phases. The Principal in turn holds the Secondary Vice Principals and Primary Headteacher to account by line managing them.

This means that since the Principal is accountable to the Board for the performance of the Trust as a whole, the Principal will report to the Board of Trustees on the performance of the Trust including on the performance of the secondary and primary phases within the Academy Trust. The Principal is performance managed by the Board of Trustees. The Principal manages the performance of the Secondary Vice Principals and Primary Headteacher.

Roles and responsibilities

The members of the Trust have a different status to Trustees. Originally, they will have been the signatories to the memorandum of association and will have agreed the Trust's first Articles of Association (a document which outlines the governance structure and how the Trust will operate). The Articles of Association will also describe how members are recruited and replaced, and how many of the Trustees the members can appoint to the Board of Trustees. The members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

While members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the members and the Board of Trustees and in line with DfE expectations, not all members should be Trustees. Members are not permitted to be employees of the Academy Trust.

The Trustees are the Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Board of Trustees in accordance with the provisions set out in the memorandum and articles of association. The Board of Trustees is the accountable body for the performance of all phases of education within the Trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the Principal to account for the educational performance of the school and its pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees is permitted to undertake all governance functions for the academies within the Trust and can determine to delegate some decision making. The Trust has the right to review and adapt its governance structure at any time, which includes removing delegation.

The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Board of Trustees. However, these committees are not legally responsible or accountable for statutory functions – the Board of Trustees retains overall accountability and responsibility. The responsibilities of committees are set out in the Scheme of Delegation. The Board of Trustees may appoint committee members and committee chairs.

The Principal is the accounting officer so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run legally, and with financial effectiveness and stability, avoiding waste and securing value for money.