



Excalibur Academies Trust
Revised Scheme of Delegation 2025/2026

Version	Author	Created	Updated
01.2025	Cathryn Poole	June 2025	

Date of approval	Approved by	Last Review date	Next Review date
July 2025	Trust Board	July 2025	July 2026

Document Control Page

Revision	Date	Change	Origin of Change
Amended tables	December 2025	Changed financial tables	Scheme of financial delegation updated and approved December 2025

Other Policies and Documents Associated

Contents

1. Introduction.....	1
2. The Trust's Values	1
3. Terminology	1
4. Governance with the Trust.....	2
5. Executive Leadership Team.....	4
6. The Academy Committee.....	5
7. Review	6
Appendix A: Matters Reserved to the Board	7
Appendix B: Operating principles for the Trust Board.....	9
Appendix C: Operating Principles for the Academy Committees.....	14
Appendix D: Academy Committees' Chairs Forum Terms of Reference 2024-26	21
Appendix E: Admissions Panel Terms of Reference 2024-26	24
Appendix F: Audit & Risk Committee Terms of Reference 2024-26	28
Appendix G: Christian Distinctiveness Committee Terms of Reference 2024-26.....	34
Appendix H: Education Scrutiny & Student Wellbeing Committee Terms of Reference 2024-26.....	37
Appendix I: Finance, Property and ICT Committee Terms of Reference 2024-26.....	41
Appendix J: Staffing Committee Terms of Reference 2024-26	45
Delegated Responsibilities	49
Delegated Financial Limits.....	58

1. Introduction

Founded in 2012, **Excalibur Academies Trust** has grown from two schools in Marlborough, Wiltshire, to 20 schools reaching from Bristol to Reading along the M4 corridor, providing high quality education to 10,000 children from age 2 to age 18. Our vision is to provide an all-through education in local hubs, with a focus on the best teaching, a broad and exciting curriculum and an outward-facing global perspective. We believe in investing in our staff to ensure we attract and retain talented, dedicated people who are committed to changing children's lives for the better. With a strong track record of raising the achievement of disadvantaged pupils across the trust, it is our mission to promote social mobility and personal fulfilment through the transformative power of education. Our growth strategy is based on our hub model and building the capacity to provide strong support and opportunities to other schools who share our vision.

The Trust is a single financial and legal entity, and the Trust Board is responsible. In legislation, where the term "Proprietor" is used, this refers to the Trust Board.

2. The Trust's Values

The Trust's values are set out below:

Ambitious

High expectations and aspirations for everyone; learning from the best and thinking big; an optimistic outlook

Empowering

Believing and investing in our people; developing talent and potential; celebrating diversity and individuality; working collaboratively and celebrating achievement

Ethical

Doing what is right and challenging what is wrong; showing kindness and compassion; promoting wellbeing and sustainability

3. Terminology

All references to academies includes all schools regardless of whether or not they use the term academy in their name.

All references to Principal includes Head Teachers. We respect the use of either term by our school leaders.

At academy level our governance function is known as "Academy Committees" or ACs. These are referred to in our Articles of Association as Local Governing Bodies.

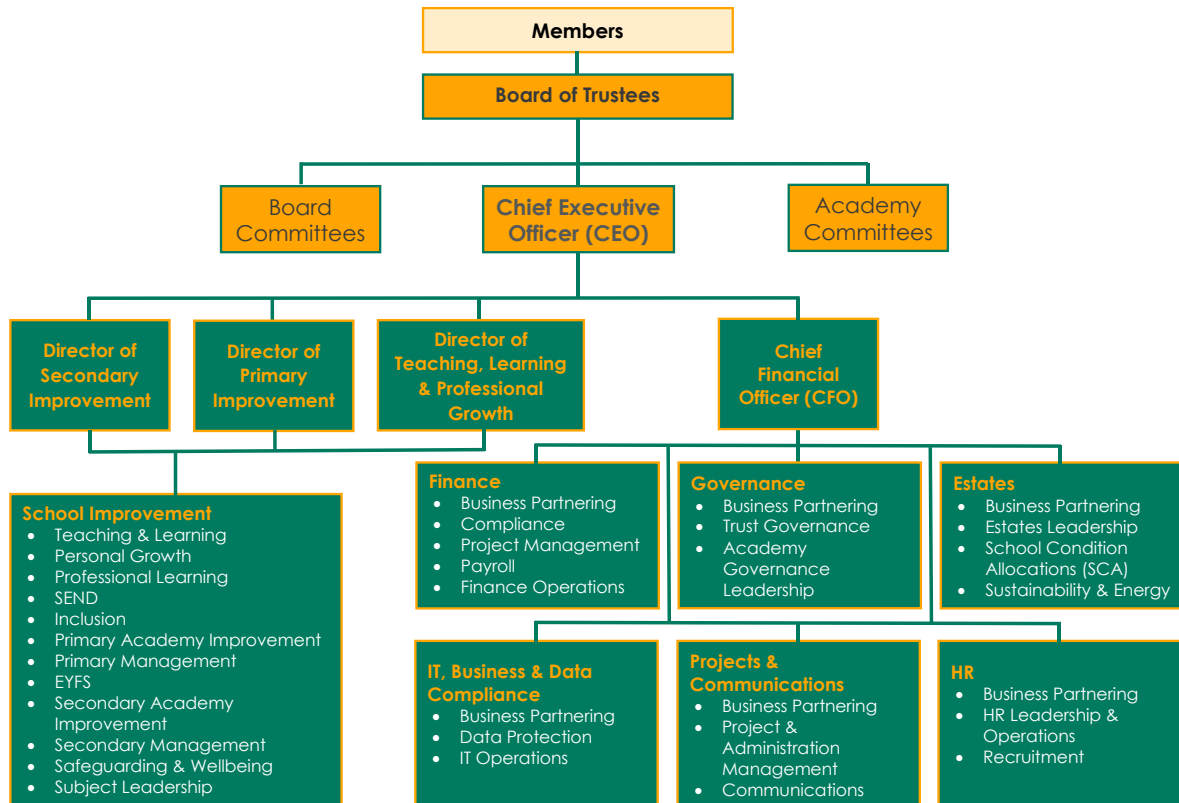
Members of these ACs are known as Governors.

4. Governance with the Trust

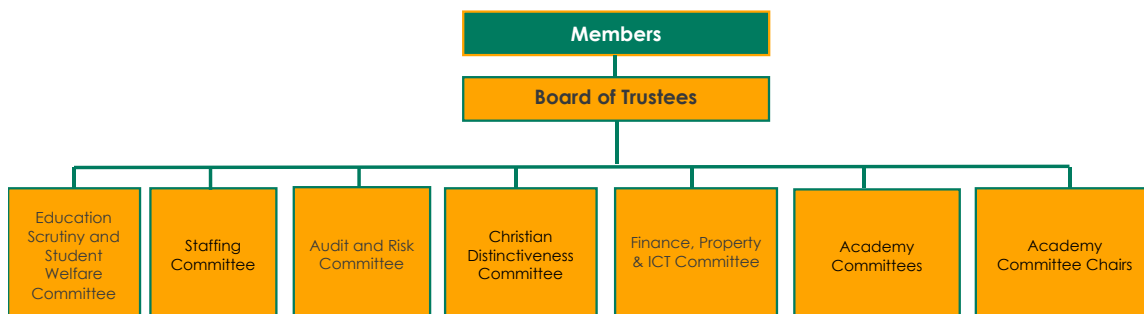
The purpose of governance within a Multi Academy Trust (MAT) is to provide:

- Strategic Leadership
- Accountability and Assurance
- Strategic Engagement

The governance structure of the trust is detailed below:



The structure of the Board Committees is set out below:



Members

The Members of the Trust include the Chair of Trustees, the Diocesan Corporate Member and two persons appointed by the Members. There must be a minimum of three Members. The role of the Members is to hold the Trust Board to account for the effective governance of the trust.

Members have some very specific responsibilities:

- Members determine the name of the trust
- Members appoint members and trustees as set out in the Articles of Association
- Members can remove any or all serving trustees in accordance with the Companies Act 2006
- Members appoint and remove the auditors
- Members are entitled to receive a copy of the annual report and accounts
- Members approve the trusts Articles of Association
- Members meet once a year at an annual general meeting. At this meeting they receive the trust's annual accounts.
- Members dissolve the trust
- Members must ensure that the religious character of the church academies is preserved and developed as part of ensuring the charitable objects of the academy trust deed are met.

Trust Board and Trustees

The Trust Board is legally responsible for the effective running and financial oversight of the trust. It has collective accountability and strategic responsibility for the trust. It is made up of trustees (often known as directors).

The Trust Board delegates responsibility to its committees including the Academy Committees. The terms of reference for each of the committees are included as Appendices D to J. The responsibilities of the Academy Committees are set out at point 6 and full details are contained within the Academy Committee Handbook.

The Department for Education (DfE) Academy Trust Governance Guide sets out:

The board **must**:

- Apply the highest standards of governance, taking full ownership of their duties
- Ensure compliance with the trust's charitable objects, regulatory, contractual and statutory requirements, company and charity law, and with their funding agreement
- Provide members with sufficient information to enable them to assure themselves that the board is exercising effective governance

The board also has strategic and statutory responsibility for:

- Safeguarding and Special Educational Needs and Disabilities (SEND) arrangements within and across the trust
- Promotion of pupil welfare
- Keeping the trust's estates safe and well-maintained

- Making sure that it delivers its commitment to other schools and academies

Trustees **must** comply with the following duties under charity law:

- Ensure the charity is carrying out its purposes for the public benefit
- Comply with the charity's governing document and the law
- Act in the charity's best interests
- Manage the charity's resources
- Act with reasonable care and skill
- Ensure the charity is accountable

They **must** also comply with their statutory duties as company directors, which are described in [Chapter 2 of the Companies Act 2006](#), and are broadly to:

- Act within their powers
- Promote the success of the company
- Exercise independent judgment
- Exercise reasonable care, skill and diligence
- Avoid conflicts of interest
- Not to accept benefits from third parties and
- Declare any interest in proposed transactions or arrangements

Trustees always work to ensure that the children and their education is at the heart of everything that we do.

Trustees must always follow the Code of Conduct.

5. Executive Leadership Team

The Trust Board works in partnership with the Chief Executive Officer and the executive leadership through:

- setting, agreeing, communicating and reviewing a clear vision and strategy, focussing on high quality inclusive education and school improvement
- taking reasonable steps to ensure the wellbeing of the senior executive leader and their executive team
- supporting sensible health and safety management

The Trust Board will always consider the advice and guidance of the Chief Executive Officer, Executive Leadership team and the governance professional.

The role of the Academy Committees

The purpose of the Academy Committee is to support and advise both the Board and the Principal.

In particular, the Academy Committee monitors for the Board, and supports the Principal to deliver, effective welfare, behaviour, and extra-curricular provision. The Trust's professional Academy Improvement Team is responsible for monitoring and improving educational outcomes.

In all its work, the Academy Committee looks at the Academy through the lens of the child, asking: "What it is like to attend this Academy?"

6. The Academy Committee

6.1 Supports and advises the Board by:

6.1.1 Helping the Board understand welfare, behaviour and extra-curriculum provision in the Academy (Responsibilities 2-5).

6.1.2 Helping shape a vision for each Academy (Responsibility 1).

6.2 Supports and advises the Principal by: (Responsibilities 2-6)

6.2.1 Supporting and challenging the Principal to deliver effective welfare, behaviour and extra-curriculum provision.

6.2.2 Supporting the Principal to build links with the local community including parents, commerce, industry and others.

6.2.3 Providing specialist volunteer skills or knowledge e.g. construction, sustainability, etc.

6.3 Provides input to statutory processes e.g. complaints, exclusions, recruitment, etc. (Responsibility 7)

To fulfil the above functions, the Academy Committee has the following responsibilities:

1. **Culture, vision and ethos** – formulate with the Principal a culture, vision and ethos for the Academy in keeping with those of Excalibur and support/challenge the Principal to translate these into everyday experience.
2. **Personal development and welfare of the pupils and staff welfare** – support/challenge the Principal to ensure all activity effectively contributes to personal development and welfare, and report to the Board.
3. **Behaviour and Attendance** – support/challenge the Principal to ensure behaviour is effective in encouraging learning, inclusion and welfare, and report to the Board.
4. **Extra-Curricular provision** – support/challenge the Principal to ensure extra-curricular provision is appropriate and good quality, and report to the Board.
5. **Safeguarding** – monitor that the Academy is carrying out statutory duties and support/challenge the Principal to do so effectively.
6. **Engagement and promotion within local community** – promote and champion the Academy in the local community and help to build productive links between the Academy and community, including parents.

7. **Staffing, behaviour and complaints panels, and senior management recruitment and performance management** – provide external input in line with statutory guidance.

The Academy Committee Handbook further details the work of the local governance function.

7. Review

This Scheme of Delegation will be reviewed on an annual basis.

Appendix A: Matters Reserved to the Board

1. Strategy and Management

- Establishing the vision, values and ethos of the Trust and ensuring these are embedded in all of the Trust's activities.
- Setting the strategic priorities for the Trust, including the Trust's growth strategy.
- Providing strategic direction to the Trust and its academies through the creation of a strategic plan.
- Appointing the CEO, CFO, Principal, Company Secretary or Governance Professional.
- Appointments to the Executive Pay Scale.
- Approval of all Academy and central team leadership structures and subsequent changes
- Holding the CEO and Trust's Executive to account.
- Overseeing the strategic growth of the Trust and approving free school applications and schools/academies/trusts joining the Trust.
- Performance review of the CEO.

2. Governance

- Preparation and approval of this Scheme of Delegation and ensuring it is regularly reviewed.
- Establishing and setting the terms of reference of Board committees and appointing committee chairs.
- Arrangements for Board succession planning and presenting new trustees to Members for appointment.
- Ensuring that a suitable programme of internal scrutiny is in place.
- Ensuring the Trust remains compliant with all regulatory requirements including the Trust Funding Agreements and the latest Academy Trust Handbook.
- Undertaking a regular review of its own performance and structures and that of its committees and link trustees.
- Establishing and appointing to Board committees and link trustee roles.

- Setting up register of trustees' interests and ensuring these are published on the website and updated annually.
- Setting the risk appetite and overseeing the management of risk across the Trust.
- Setting the schedule of matters reserved for Board decision.

3. Finance and Capital

- Ensuring financial viability and the best use of the Trust's funds to ensure it delivers its purpose.
- Strategic and financial planning for the Trust.
- Approval of three year and financial budgets for the Trust.
- Approval of the annual report and accounts.
- Compliance with the Academy Trust Handbook.
- Compliance with the financial and accounting requirements of the Trust.
- Approving the levels of organisation-wide financial delegations.

4. Communication

- Communicating with the Department for Education and the Trust's sponsor on key issues.
- Communicating and consulting with the Academies, including the ACs on key issues.
- Approval of the external advisor role for Education Scrutiny and Student Welfare Committee and the CEO performance review.

Appendix B: Operating principles for the Trust Board

1. Trust Board Membership

The size of the Trust Board is determined by the articles of association as no fewer than 5 trustees. A minimum of 3 must be appointed by the Members. The Trustees are permitted by the articles to co-opt trustees (under article 58). There is no maximum limit on the number of trustees.

2. Appointment of Trustees

When Trustees are appointed by the Trust's Members, this will be by majority vote at a Members' meeting or by written resolution, usually following a recommendation from the Trust Board. If Co-opted Trustees are appointed this is done by the Trust Board on the basis of a majority vote at a quorate board meeting. Other Co-opted Trustees do not have voting rights in this context. Trustees will be appointed on the basis of the relevant skills, experience and capacity which they offer to the role; they will be asked to outline this in advance of their appointment, usually via an interview with the Chair of the Board. Employees of the Trust will not be appointed as Trustees with the exception of the Chief Executive Officer.

3. Recruitment Checks

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

4. Term of Office

The term of office for all trustees, is four years. As long as they remain eligible, a trustee can be re-appointed at the end of their term of office for a maximum of two further terms. This means that the maximum length of time an individual can serve as a trustee is twelve years, other than in exceptional circumstances where an individual may be reappointed for a maximum of a further two years. Once a trustee has served for twelve years and left the Trust Board they are eligible for re-appointment once twelve months has elapsed.

5. Resignation

A trustee may resign their position at any time by writing to the Head of Governance or the Trust Board Chair, as long as at least five trustees remain in post.

6. Removal and Suspension of Trustees

Any appointed trustee can be removed from the Trust Board by the Members at any time; any co-opted trustee can be removed by the Trust Board, in line with Article 66. This would usually be for one of the following reasons:

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

The Academy Trust Governance Guide sets out:

The Articles of Association will set out who can remove trustees from the board. In summary:

- The board may remove any trustee it has appointed
- Trust Members have powers to remove any trustee (Companies Act 2006)
- Foundation trustees can be removed by the body that appointed them (for Excalibur this is Salisbury Diocese Board of Education)

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

7. Qualification as a Trustee

All Trustees must be at least eighteen years old and may not be a current pupil of any Excalibur academy. A Trustee will stop being a Trustee automatically if they become incapable by reason of mental disorder, illness or injury of managing their own affairs. A Trustee will be removed from the role if they are absent without permission from all the full meetings of the Trust Board as well as the meetings of any committee they are a member of, held within a period of six months, and the Trust Board resolves that they are removed. To be granted permission for absence the Trustee must have submitted apologies to either the Chair or the Trust's Head of Governance in advance of the meeting, and the meeting minutes must reflect that the Trustee's apologies were accepted by the meeting. An individual is disqualified from being a Trustee within Excalibur Academies Trust if any of the disqualification criteria relating to bankruptcy, disqualification as a company director or charity trustee, prohibited or restricted employment or criminal convictions apply, as detailed in Articles 71-78.

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

8.1 Appointment of Chair of Trust Board

The Chair will be elected at the first meeting of each academic year; nominations for the role of chair will be invited in advance of this meeting. The expectation that a Chair will serve a minimum of four years as Chair, re-elected on an annual basis. The Chair has particular responsibility for providing effective leadership on matters such as:

- formulating the Board's strategy for discharging its duties;

- encouraging high standards of propriety;
- representing the views of the Board externally and internally; and
- providing for the induction, training, objectives and assessment of individual Board members

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

8.2 Election of Vice Chair of Trust Board

The Vice Chair will be elected at the first meeting of the academic year. All eligible trustees will be asked by the Head of Governance in advance of the relevant meeting whether they wish to nominate themselves for the role of vice chair. Where more than one person has put themselves forward for the role of vice chair there will be a secret ballot at the meeting. The Vice Chair can resign from the role at any time by writing to the Chair or the Trust's Head of Governance. Where the position of chair becomes vacant the Vice Chair will act as Chair until the position is filled; where the position of vice chair falls vacant the Trust Board must elect a new vice chair at its next meeting. Self-nominations will be invited in advance of that meeting if time allows, otherwise self-nominations will be invited from all eligible trustees at the meeting. If the Chair is unable to attend a meeting the Vice Chair will act as chair for the purposes of that meeting. If the Vice Chair is also absent the Trust Board will elect a chair for the purposes of that meeting.

8.3 Appointment of Committee Chairs

Committee chairs will be appointed on an annual basis, within the committee. This will be ratified by the board at the following meeting.

9. Removal of the Chair / Vice Chair

The Chair may be removed from the role by the Members but, before the Chair is removed, the Members will consider representations from the Chair and consult with the Trust's Head of Governance. The Vice Chair may be removed by the Trust Board. Any decision to remove the Vice Chair must be a specified agenda item at a Trust Board meeting, and the Vice Chair must be given the opportunity to speak on their own behalf, before leaving the meeting while a vote is taken on the issue via secret ballot.

10. Conflict of Interest

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

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

determined by a vote of the other trustees present. If a trustee leaves the meeting in this context they no longer count towards the quorum.

11. Committees

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

Committee meetings will be normally be held virtually using MS Teams.

12. Meeting Papers

At least seven days before each board and committee meeting all trustees will be provided with a copy of the agenda and all papers to be discussed at the meeting. Papers should only be tabled at meetings, or distributed less than seven days in advance of the meeting, in exceptional circumstances which are agreed as such by the Chair of the Board or the relevant Committee. Minutes of the meeting will be drawn up by the Clerk, in line with current Trust guidance, and shared with the Chair, usually within seven days of the meeting. Following review and approval by the Chair they will then be circulated to all trustees. In circumstances where the Clerk, or an appropriate substitute, has not been able to attend the meeting, a trustee or other attendee may be nominated to act as minute-taker for that meeting. The minutes will be approved at the next meeting of the Board, or, in the case of committee minutes at the next Committee meeting, and marked as signed on GovernorHub following the meeting. The agreed minutes of meetings will be made available, as soon as possible after each meeting, to all trustees. Governance colleagues can view Trust Board, Audit and Risk and Finance, Premises and IT Committees minutes. This does not apply to any minutes that the Board, or the Committee, has decided is confidential; confidential matters include anything relating specifically to a pupil or potential pupil of any academy and their family, a member of staff or a potential member of staff of any academy or of the central team. Minutes of the staffing and Education Scrutiny Committees remain confidential within the organisation and are not shared.

13. Trust Board Meetings

The Trust Board meets 6 times a year, once every short term. Meetings will be held face to face and will normally be scheduled to last 2 hours. Additional extraordinary meetings will be held online and will have a limited agenda, often restricted to one item. Meeting locations will rotate around trust schools which are able to accommodate the board. Meetings will usually be convened by the Chair, but any three trustees can put a request to the Clerk to the Board to convene a meeting and the Clerk must do so. When the Chair considers the issue(s) to be discussed to be urgent they can call an additional meeting with less than the usual notice, but

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

14. Trust Board Decisions

Every question to be decided at a Trust Board meeting, or one of its committees, will be decided by a simple majority of the trustees present; no votes can be cast by proxy. Other than in contested ballots for the role of vice chair, votes will usually be determined by a show of hands, unless a secret ballot is requested by the Chair or any trustee present. If there is an equal division of votes the chair of the meeting will have a second and casting vote. There may be pressing circumstances where decisions have to be taken outside Board meetings. Where decisions that would ordinarily be taken at Board meetings have to be made on an urgent basis, they may be taken by the Chair in consultation with the CEO of the Trust and will then be reported at the next Board meeting, with an explanation of the urgency. This will only be used in very limited circumstances where the timeframe for a decision is so limited that wider collaboration cannot be achieved in the available time. The decision will be recorded in the minutes of the Board meeting. In between meetings the Board is also allowed to make a decision by way of a resolution in writing. This is a document signed by every trustee. This will usually be through a Microsoft Form but could take another form including email. Decisions made in this way will be minuted at the next Board meeting. Committees may also use the resolution in writing for decisions between meetings. These decisions would require approval by all trustees who are members of the committee.

Appendix C: Operating Principles for the Academy Committees

Full details of the operating principles for the Academy Committees are found in the Academy Committee Handbook.

These have been extracted below:

Composition

Whilst most Academy Committees are related to one Academy only the Trust Board may establish a committee related to two or more Academies. The Governors of such a committee will be drawn from the communities of all relevant Academies.

Academy Committees will have between 8 – 12 Governors.

Whilst parents of children attending the Academy can be appointed as Community, Foundation or Staff Governors, parents must not exceed 60% of the total membership. Parents employed to work more than 500 hours/annum in the Academy are not eligible to stand for election as a Parent Governor of that Academy.

Employees of the Academy must not exceed 33% of the total membership.

	Secondary	Primary	Primary (Church)
Principal (ex officio)	1	1	1
Parent	At least 2	At least 2	At least 2
Staff (support)	1	0/1	0/1
Staff (teaching)	1	1	1
Community	No more than 50%	No more than 50%	No more than 50%
Foundation			25%

- The Principal is a member of the Academy Committee 'ex-officio'.
- Parent Governors are elected from and by the Academy's parents. Any parent or registered carer of a pupil is eligible to put themselves forward for the role, and any election where more than one person puts themselves forward will be decided by a secret ballot of all parents and carers, administered by the academy.
- Where the role of Parent governor has been advertised at least once and nobody has put themselves forward for the role, the AC is permitted to appoint someone as a parent governor. This person must be the parent of a school-aged child, but the child doesn't have to be a pupil at the academy. A decision to appoint a parent governor in this way should be agreed at an AC meeting
- Staff Governors are elected from and by the Academy's staff. All staff employed by the Trust to work at the Academy, are eligible to put themselves

forward for the role(s), and any election where more than one person puts themselves forward will be decided by a secret ballot of all staff, administered by the academy. A staff member stops being a member of the committee if they leave the employment of the Trust or move to a role not based at that academy.

- Community Governors are approved by the Academy Committee. The Committee should advertise vacancies as widely as is practical. Community governors are likely to be part of, or have links with, the geographical or student community served by the academy, but an individual from outside this community may be appointed where they are considered to bring valuable skills and experience not present elsewhere within the AC. It will be important for all ACs to include governors who have lived experience of the communities served by the academy and this should be considered an important factor in appointing Community governors. Prospective Community Governors must complete a nomination form so that safer recruitment checks can take place. Community governors must supply two satisfactory references before appointment.

On occasion, members of staff at Excalibur Academies trust may be appointed as a community governor at one of the academies. Their appointment will be on condition of their employment with Excalibur. If they leave Excalibur employment, they will cease to be a governor.

- Foundation Governors are appointed in conjunction with the Diocesan Board of Education. Applications must follow the Diocesan process details of which can be found on the website of the relevant Diocese. The expectation of the Diocese is that Foundation Governors will:
 - Bring regard for the Church nature of the Academy's foundation to the Academy Committee.
 - Ensure that the Academy's Christian ethos is preserved and developed.
 - Ensure that religious worship reflects the tradition of the Church of England.
 - Encourage links between the Academy and local churches.
- The term of office for Governor is four years. Many Governors are happy to serve more than one term of office and any Governor who is eligible may be reappointed for further term(s) of office. Elected Governors may stand for re-election. The maximum number of reappointments is two further terms, meaning the maximum length of time an individual can serve as a governor is twelve years. The term of office for Governors of Academies joining the Trust will be that of the predecessor school. Once a governor has served for twelve years and left the Academy Committee they are eligible for re-appointment once twelve months has elapsed.

- A good Academy Committee will have a mixture of new and longer serving Governors. All Academy Committees are encouraged to consider diversity when recruiting Governors and each Academy Committee will ideally represent their students and community.
- All appointments to Academy Committees must be approved by the Academy Committee. The clerk of the Academy Committee will record the proposer, seconder and vote to appoint the new governor (subject to suitability checks).
- All governors must sign the Trust's code of conduct (Appendix 2) and must complete an application for a disclosure and barring service (DBS) check within six weeks of their appointment or election. The DBS requirement does not apply to staff members who will already have a valid DBS check carried out by the academy. DBS checks completed for roles outside the Trust cannot be re-used. Failure to complete the DBS application within the agreed timeframe will result in the governor being removed from the AC

See Academy Committee Handbook - **Error! Reference source not found..**

A clerk will be appointed by the Trust to support the Academy Committee. If the clerk is absent from any meeting, the Academy Committee should elect a replacement for the meeting.

A governor may resign their position at any time by writing to the academy's clerk or to the chair of the Academy Committee.

The office of a Governor will be terminated if:

1. Anything occurs which would disqualify them from the office of a Trustee of Excalibur Academies Trust under the Articles were they to hold such office.
2. They have, without the consent of the Academy Committee, not attended Academy Committee meetings for a continuous period of six months, starting from the first meeting they did not attend. This applies to both elected and appointed Governors.
3. They resign their office by giving notice to Excalibur Academies Trust. Foundation Governors should also give notice to the Diocesan Board of Education.
4. In the case of a Foundation Governor, they are removed by the Diocesan Board of Education.
5. They have acted in a way that is inconsistent with the ethos of the trust
6. They have brought or are likely to bring the academy or the trust or the Academy Committee into disrepute
7. They are in breach of the duty of confidentiality to the trust, the academy or to

8. They are in breach of the trust's code of conduct for governance colleagues in some other way

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

Before making a decision to remove or suspend a governor, the Chair of the Trust Board will consider anything the individual governor wants to say about the issue, and will consult the chair of the Academy Committee. A staff member who is suspended from their paid role in an academy will, without any further action being needed, also be suspended as a staff governor, for the same period of time. This will also apply to a staff member who is appointed as a community governor at any academy.

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

An individual is disqualified from being a governor on an Academy Committee if any of the disqualification criteria relating to bankruptcy, disqualification as a company director or charity trustee, prohibited or restricted employment or criminal convictions apply, as detailed in Schedule 4 of The School Governance (Constitution) (England) Regulations 2012, or any regulations which replace these.

Election of Chair and Vice Chair

The Chair and Vice Chair are elected by the Academy Committee annually at the first meeting of the autumn term. Staff Governors (and Community Governors who are Excalibur employees) are not eligible to serve as Chair or vice chair.

The clerk chairs the part of the meeting at which the Chair is elected. Any contested election of the Chair or Vice Chair shall be held by secret ballot.

The Board may appoint a Chair who is not a not a Governor of the Academy Committee.

The Board can remove the Chair at any time.

The Chair or Vice Chair may resign their office by giving notice to the clerk. The Chair or Vice Chair will cease to be Chair or Vice Chair if they:

- Cease to be a Governor.
- Are employed by Excalibur Academies Trust.
- Are removed by the Board of Trustees.
- In the case of the Vice Chair, are elected to be Chair.

If the office of Chair or Vice Chair becomes vacant, the Governors elect one of themselves at their next meeting to fill the vacancy until the next scheduled election.

If, at any meeting, the Chair is absent or the office of chair is vacant, the Vice Chair chairs the meeting. If the Vice Chair is also absent or the office of Vice Chair is vacant, the Governors elect one of themselves (Staff Governors excepted) to chair the meeting.

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

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

See The Academy Committee Handbook Academy Committee Handbook Appendix 4 – Procedure for election of Chair **and Vice Chair** which is detailed at the end of this section.

Proceedings

The Academy Committee will meet six times during the year:

- Term 1 – Academy Committee meeting
- Term 2 – Academy Committee meeting
- Term 3 – Academy Committee visit day in Academy
- Term 4 – Academy Committee meeting
- Term 5 – Academy Committee visit day in Academy
- Term 6 – Academy Committee meeting

It is intended that all meetings are face to face. It is recognised that on occasion a meeting may need to be online and this is acceptable so long as all governors can participate fully. If governors are unable to attend a face to face meeting on occasion, participation electronically may be available providing that they can participate fully.

The Trust has a duty of care to its employees and their wellbeing, and the timing of meetings must take this into consideration, starting as early as is practical, lasting no more than two hours and ending by 20:00.

The Chair, in conjunction with the Principal and clerk agree each agenda. The Excalibur Academies Trust's agenda planner provides the structure. Governors may suggest items for inclusion in the agenda for consideration by the Chair.

AOB items should only be accepted in exceptional circumstances.

Quorum is one half of Governors in office (rounded up to the nearest whole number).

The agenda and papers for the meeting must be available five school days before the meeting.

Attendance and challenge are recorded as written minutes by the Clerk, approved by the Chair and sent to the Head of Governance for inclusion in Board and subcommittee papers.

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

Academy Committee Handbook Appendix 4 – Procedure for election of Chair and Vice Chair

The Chair and Vice Chair shall be elected each school year, appointment is therefore for a one-year term of office.

Should the appointee's term as a Governor end during that period they would stand for re-election/appointment as a Governor as appropriate.

Should the appointee resign during their term of office a successor will be elected for the remainder of the term.

Elections will therefore be held in Term 1 of every school year irrespective of the period the incumbent has been in office. This ensures that all Governors are aware of the opportunity to stand for the office of Chair or Vice Chair and facilitates succession planning.

The procedure for the election of Chair and Vice Chair will be as follows;

At the meeting prior to that at which the appointment is to be made (i.e. the final meeting of the school year) the clerk will notify all Governors that they have the opportunity nominate themselves as Chair or Vice Chair; there is no requirement for nominations to be proposed or seconded.

An employee of the Academy or a pupil at the Academy is not permitted to be Chair or Vice Chair of the Academy Committee.

If only one nomination is received:

- Clerk opens (or ends) the meeting and Governors vote on whether they accept that Governor as Chair (that Governor leaves the room). The vote is based on a simple majority.
- Nominee is accepted by a majority vote.

- Chair is duly elected and the new Chair takes control of the meeting (including election of Vice Chair).

If more than one nomination is received:

- Note on agenda (no other names to be put forward at meeting).
- Short written election addresses to be provided prior the meeting.
- Clerk opens (or ends) the meeting and a secret ballot is held for the election of Chair.
- Clerk counts the votes with the candidates present and announces the result.

There is a majority vote;

Chair is duly elected and the new Chair takes over for the duration of the meeting (including election of Vice Chair).

Where there is not a clear majority

(When there are three or more nominees and numbers voting are low).

The two candidates with the highest votes from the first ballot will stand again and another secret ballot will be held.

Votes are equal (clerk does not have casting vote)

- Ballot is carried out again.
- Clerk counts the votes and announces the result.

Board Intervention

Academy Committees are committees of the Board established under Articles 100, 101A and 101B of its Articles of Association. If an Academy Committee is not performing effectively the Board will implement a performance improvement plan.

Appendix D: Academy Committees' Chairs Forum Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST ACADEMY COMMITTEES' CHAIRS FORUM Terms of Reference 2024 - 2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Academy Committee Chairs Forum (the Chairs Forum). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the Chairs Forum shall be reviewed at least once every two years.

DELEGATION

The Chairs Forum is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility, and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of the academy trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the Chairs Forum, the Chairs Forum shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DUTIES OF THE CHAIRS FORUM

- Share matters concerning each Academy Committee
- Share effective practice
- Offer an opportunity for Chairs to support one another and provide support and guidance for new Chairs
- Provide a mechanism for two-way communication between the Trust Board and the Academy Committees
- Through the trustee representative, provide a direct link to the Excalibur Board
- Review the effectiveness of governor roles, visits and reporting
- Share approach relating to the areas of responsibility of the Academy Committees:
 - Culture, Vision and Ethos
 - Personal development and welfare of the pupils and staff welfare
 - Behaviour and Attendance
 - Extra-curricular provision
 - Safeguarding

- Engagement and promotion within local community
- Staffing, behaviour and complaints panels and senior management recruitment and performance management
- Share approach and best practice of the mandatory governor roles:
 - Safeguarding
 - Health & Safety
 - SEND
- Provide relevant updates on local and national issues through the central team
- To ensure appropriate training opportunities are made available to local governors

COMPOSITION

- The membership will include the Chair of the Individual Academy Committees (or their nominated deputy).
- The CEO and members of the executive team shall be invited to attend the Chairs Forum meetings to provide information and participate in discussions.
- A trustee will attend each meeting
- The membership of the Chairs Forum will be agreed by the Board of Trustees
- A Chair will be appointed from within the meeting attendees at each meeting.
- Excalibur Academies Trust will appoint a clerk to co-ordinate the meeting set up.

PROCEEDINGS

- There is no set quorum for the Chairs Forum.
- The Chairs Forum will meet a minimum of four times during each academic year in terms 1, 2, 4 and 6. Additional meetings in terms 3 and 6 may be scheduled if required.
- The clerk to the Chairs Forum will circulate an agenda for each meeting and papers at five days before the Chairs Forum meeting.
- There will be no formal meeting record of the Chairs Forum. The 4 meetings will be recorded and the meeting recording made available to all members of the forum and the trust board. The recording will be deleted after one calendar year.
- The trustee attending the Chairs Forum will be responsible for giving an oral summary of the Chairs Forum's deliberations if necessary, at meetings of the trustees.
- The Chairs Forum is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff.
- Any trustee may attend meetings of the Chairs Forum in an observational capacity only

Date approved by the Trustees: February 2025
Date to be reviewed by the Trustees: December 2026

Document change record

Date	Change description	By whom
July 2022	New terms of reference created	Clerk
December 2024	Mandatory governor roles updated Amendments made to new format of forum – including trustee attendance, recording of meetings, removal of role of chair of the forum and associated references	Head of Governance

Appendix E: Admissions Panel Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST ADMISSIONS PANEL TERMS OF REFERENCE 2024-2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Admissions Panel (the panel).

These are its terms of reference.

The establishment, terms of reference, constitution and membership of the panel shall be reviewed at least once every two years.

PURPOSE

To assist the decision making of the trustees, by enabling more detailed consideration of admissions related issues within Excalibur Academies Trust.

To make appropriate comments and recommendations on admissions matters to the trust board on a regular basis.

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility, and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of Excalibur Academies Trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the panel, the panel shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DELEGATED FUNCTIONS

- To act as the Admissions Authority for Excalibur Academies Trust and ensure compliance with the requirements of the School Admissions Code and other statutory guidance relating to School Admissions.
- To scrutinise, review and recommend for approval (determination) the Excalibur Academies Trust Admissions Policies including in year admission application forms, supplementary information forms and the appeals timetable for each Academy on an annual basis.

- To determine and publish the Published Admission Number (PAN¹) for each Academy; including any change of PAN for the routine admission round.
- To manage the process of consultation and determination for Admissions Policies in accordance with relevant legislation.
- To withdraw an offer of admission due to fraudulent application.
- To ensure all Academies have procedures in place to enable Admissions Appeals to be held by an Independent Appeals Panel in accordance with the relevant legislation.

COMPOSITION

- The membership shall include a minimum of three (3) Trustees including the CEO.
- The membership of the panel will be agreed by the Board of Trustees.
- Only trustees may be voting members of the panel.
- The chair of the panel shall be a trustee and shall be elected by the trustees at each meeting.
- Excalibur Academies Trust will appoint a clerk. In the absence of the appointed clerk, the panel will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the panel is fixed at three (3) trustees.
- The panel will conduct the majority of its business by online voting using Microsoft Forms.
- The panel will meet as often as is necessary to fulfil its responsibilities.
- The clerk to the panel will circulate an agenda for each meeting and papers at least a week before the meeting.
- Attendance at each panel meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the panel to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next Board meeting. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the panel will be responsible for giving an oral summary of the panel's deliberations if necessary, at meetings of the trustees.

- The panel is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff who are not Trustees.
- Any trustee may attend meetings of the panel in an observational capacity only.
- Only panel members may vote at panel meetings. Where necessary, the elected chair of the panel may have a second or casting vote.
- The panel chair may instigate a working party for project purposes where any decisions will be referred back to the panel.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the panel, the Chair of Excalibur Academies Trust, in consultation with panel members will take appropriate action on behalf of the panel. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the Board of Trustees.

Date approved by Trustees December 2024

Date to be reviewed by Trustees: December 2026

Date	Change description	By whom
July 2022	Addition of delegated function: To act as the Admissions Authority for Excalibur Academies Trust and ensure compliance with the requirements of the School Admissions Code (May 2021) Change of title from Clerk to Excalibur Academies Trust to Head of Governance. Update to May 2021 version of Admissions Code – including review of all areas of responsibility	Clerk
October 2024	Change of title from Director to Trustee. Updated in line with revisions to scheme of delegation. Specific changes are highlighted in red below <ul style="list-style-type: none"> • to act as the Admissions Authority for Excalibur Academies Trust and ensure compliance with the requirements of the School Admissions Code (September 2021) and other statutory guidance relating to School Admissions • to scrutinise, review and recommend for approval (determination) the Excalibur Academies Trust Admissions Policies including in year admission application forms and supplementary information forms and the appeals timetable for each Academy on an annual basis; 	Clerk

	<ul style="list-style-type: none"> • to determine and publish the Published Admission Number (PAN²) for each Academy; including any change of PAN for the routine admission round • to withdraw an offer of admission due to fraudulent application <p>The chair of the panel shall be a trustee and shall be elected by the trustees at each meeting.</p> <ul style="list-style-type: none"> • The panel will conduct the majority of its business by online voting using Microsoft Forms. • The panel will meet as often as is necessary to fulfil its responsibilities. 	
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Appendix F: Audit & Risk Committee Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST AUDIT AND RISK COMMITTEE Terms of Reference 2024 - 2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Audit and Risk Committee (the committee). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the committee shall be reviewed at least once every two years.

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility, and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of the academy trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the committee, the committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DUTIES OF THE COMMITTEE

In line with the requirements of the Academy Trust Handbook, the committee **MUST**:

- Oversee and approve the trust's programme of internal scrutiny.
- Ensure risks are being addressed appropriately.
- Report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and the management of risk.
- Monitor and review procedures for ensuring the effective implementation and operation of financial procedures on a regular basis, including the implementation of bank account arrangements, Gifts and Hospitality, measures to prevent fraud, theft and irregularities and where appropriate to make recommendations for improvement.

- Ensure information submitted to DfE that affects funding, including pupil number returns and funding claims completed by the Trust and by constituent academies, is accurate and in compliance with funding criteria.
- Ensure the trust is complying with the overall requirements for internal scrutiny as specified in the Academy Trust Handbook.
- Review, approve or recommend to the trust board statutory policies in line with the delegations in the Scheme of Delegation.

Internal Audit

- Appoint an Internal Auditor; this appointment will be reviewed at least every three years.
- Review and agree the annual programme of work with the Internal Auditor and ensure that it is completed to the agreed schedule.
- Review the internal auditor findings and monitor the implementation of action agreed by the trust's executive team in response to these findings.
- Following advice and reports received from the Internal Auditor, make appropriate comments and recommendations on financial management to the trust board.
- Monitor and review regulatory issues as advised by the Internal Auditor.
- Receive an annual summary report outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.
- With the assistance of the Internal Auditor, review the risks of internal financial controls and the management of risks across the whole of the Excalibur Academies Trust.

External Audit

- Review the External Auditor's annual programme of work.
- Review the external auditor findings and monitor the implementation of action agreed by the trust's executive team in response to these findings.
- Receive and review the Annual Report and Financial Statements and recommend to the Board of trustees.
- Recommend to the Members the appointment or reappointment of the auditors of the Academy Trust.

Risk Management

- Oversee the risk management process, including consideration of the major risks to which Excalibur Academies Trust is exposed.
- Monitor and review the trusts risk management policy, process and procedures for the identification, assessment, evaluation, management and reporting of risks.
- Review the risk registers and liaise with other committees on their oversight of area specific risks such as finance, HR and educational outcomes.
- Review the ratings and responses on the risk register to inform the programme of work.
- Oversee the preparation of the statement on risk management for the annual return and accounts.
- Report to the Board of trustees on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.

Health and Safety

- Ensure that appropriate Health and Safety policies and procedures are in place and adhered to.
- Monitor and review health and safety issues on a regular basis, drawing any matters to the attention of the Board of trustees.

GDPR

- Monitor and review data protection measures and compliance with the GDPR.

Governance

- Monitor and oversee the implementation of local governance by the Academy Committees.
- Encourage a culture within the trust whereby each individual feels that they have a part to play in guarding the probity of the trust, and are able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the board of trustees.

COMPOSITION

- The membership shall include a minimum of four (4) trustees. The Academy Trust Handbook states that employees of the Trust cannot be members of the committee.

- Executives who are required to attend each meeting:
The Chief Financial Officer
The CEO who is also the Accounting Officer
Other officers will attend by invitation.
- The membership of the committee will be agreed by the Board of trustees.
- Only trustees may be voting members of the committee.
- The chair of the committee shall be a trustee and shall be elected by the trustees on each school year. In the absence of the chair, the committee will elect a temporary replacement from among the trustees present at the committee meeting. Neither the chair of the Finance, Premises and ICT committee nor the chair of the trust board can be the chair of the audit and risk committee.
- Excalibur Academies Trust will appoint a clerk. In the absence of the appointed clerk, the committee will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the committee is fixed at three (3) trustees.
- The committee will meet as often as is necessary to fulfil its responsibilities and at least three times during each financial year.
- The clerk to the committee will circulate an agenda for each meeting and papers at least a week before the committee meeting.
- Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next meeting of the trustees. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the trustees.
- The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff who are not trustees.
- Any trustees may attend meetings of the committee in an observational capacity only.
- Only committee members may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.

- The committee chair may instigate a working party for project purposes where any decisions will be referred back to the committee.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the chair of the trustees, in consultation with chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the Board of trustees.

Date approved by the trustees: December 2024

Revised October 2024

Date reviewed by the trustees: December 2026

Document change record

Date	Change description	By whom
December 2016	Changes made to composition of committee in accordance with the Academies Financial Handbook 2016	Clerk
	Appointment of internal auditor changed to annually rather than specific date	
August 2017	Receive the Annual Report and Financial Statements and recommend to the Board	KD/AP
	Recommend to the trustees the appointment or reappointment of the auditors of the Academy Trust – added on advice of auditors	
June 2018	Health and Safety removed from the delegated duties of the Finance, Premises and ICT committee and added to the delegated duties of the Audit committee	Clerk
	GDPR added to the delegated duties of the Audit committee	
July 2020	Correction – auditors appointed by Members	Clerk
	Change job title FD to Head of Finance & Compliance	
July 2022	Remove action: Conduct an annual financial risk assessment	Clerk
	Addition of Head of Business Operations to composition	
	Gifts and Hospitality, measures to prevent fraud, theft and irregularities added to financial controls	
	Change job title clerk to academy trust to Head of Governance	
	Internal audit reappointment amended to every 3 years not annually	
Amend action Ensure GDPR compliance to: Monitor and review data protection measures and compliance with the GDPR		

	<p>Add the following: Ensure information submitted to DfE that affects funding, including pupil number returns and funding claims completed by the Trust and by constituent academies, is accurate and in compliance with funding criteria</p> <p>Receive an annual summary report outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress</p> <p>Report to the Board of trustees on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks Monitor and oversee the implementation of local governance by the Academy Committees</p> <p>Review the External Auditor's plan each year along with their findings and actions taken in response to those findings</p> <p>Produce an annual report of the committee's conclusions to advise the Board of trustees and Members</p>	
<p>October 2024</p>	<p>Change of name to Audit and Risk Committee</p> <p>Change of title from directors to trustees</p> <p>Removal of references to ESFA</p> <p>Significant reconfiguration of the areas of responsibility to ease understanding of work areas</p> <p>Inclusion of delegation of policy review work</p>	<p>Head of Governance</p>

Appendix G: Christian Distinctiveness Committee Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST CHRISTIAN DISTINCTIVENESS COMMITTEE Terms of Reference 2024 - 2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Christian Distinctiveness Committee (the Committee). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the committee shall be reviewed at least once every two years.

PURPOSE

Excalibur Christian Distinctiveness Committee's function is:

- To support the Diocesan Corporate Member, Foundation Trustees and Foundation Governors to fulfil their roles by facilitating sharing of good practice, promotion of training and support and networking.
- To facilitate communication between the layers of Foundation Governance, including Principals within Church of England schools, within the Trust.
- To report to the Trust Board on compliance with the requirements of the Articles of Association and the Memorandum of Understanding with Salisbury Diocese Board of Education (SDBE).

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility, and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of Excalibur Academies Trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the committee, the committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DELEGATED FUNCTIONS

- To support the Diocesan Corporate Member, Foundation Trustees and Foundation Governors to fulfil their roles by facilitating sharing of good practice, promotion of training and support and networking.
- To facilitate communication between the layers of Foundation Governance, including Principals within Church of England schools, within the Trust.
- To report to the Trust Board on compliance with the requirements of the Articles of Association and the Memorandum of Understanding with Salisbury Diocese Board of Education (SDBE).

COMPOSITION

- The membership shall include all Foundation Trustees, Foundation Governors, the SDBE Corporate Member, Principal's of Church of England schools.
- The membership of the committee will be agreed by the Board of Trustees.
- The chair of the committee shall be a trustee and shall be elected by the trustees at each meeting.
- Excalibur Academies Trust will appoint a clerk. In the absence of the normal clerk, the committee will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the committee is fixed at three (3).
- The committee will meet once during each academic year.
- The clerk to the committee will circulate an agenda for the meeting and papers at least a week before the committee meeting.
- Attendance at the committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next meeting of the trustees. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the trustees.
- The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents, representatives of the Diocese and members of the academy staff who are not trustees.
- Any trustee may attend meetings of the committee.

- Only committee members may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.
- The committee chair may instigate a working party for project purposes where any decisions will be referred back to the operations committee.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the chair of the trustees, in consultation with chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the board of trustees.

Date approved by the Trustees: December 2024

Date to be reviewed by the Trustees: December 2026

Document change record

Date	Change description	By whom
May 2024	Creation of Terms of reference	Head of Governance

Appendix H: Education Scrutiny & Student Wellbeing Committee Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST EDUCATION SCRUTINY & STUDENT WELLBEING COMMITTEE Terms of Reference 2024 - 2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Education Scrutiny & Student Welfare Committee (the Committee). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the committee shall be reviewed at least once every two years.

PURPOSE

Excalibur Education Scrutiny & Student Welfare Committee's purpose is to ensure that the highest possible standards are set and maintained across the trust in relation to quality of education, including safeguarding, SEND and Equality, Diversity and Inclusion. Its function is to scrutinise the educational and safeguarding performance parameters, systems and procedures for Excalibur Academies Trust ensuring that the mission to deliver the very best outcomes for students is met. The committee agrees the performance targets for the Trust as a whole and approves individual academy targets; it holds the Executive to account for all outcomes and the overall performance of Excalibur academies. The committee will identify and monitor any operational risks in respect of standards and performance.

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility, and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of Excalibur Academies Trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the committee, the committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DELEGATED FUNCTIONS

- To receive regular reports from the trust executive regarding standards and performance of schools within the trust.
- To review the outcomes for each academy at the end of the academic year measured against targets set and national comparative data. Agree the performance measures for the forthcoming academic year, focussing on national priority measures e.g. progress, attainment, pupil premium.
- To hold the Executive to account for ensuring the curriculum is broad and balanced and considers any statutory requirements and reflects the values of the trust. This will include setting operational targets, implementing appropriate actions, and achieving intended impact within agreed timescales.
- To review progress towards targets at regular intervals analysing trends in the data, actions taken, and outcomes achieved from each academy. Identify areas for improvement and adjust targets when appropriate to ensure that they are achievable and measurable.
- To ensure effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and sharing of good practice across the trust
- To receive reports from internal and independent reviews of academy performance on achievement, progress, quality of teaching, learning, safeguarding, SEND and Equality Diversity and Inclusion. This will include Ofsted reports, DfE adviser visits, RSC interventions, committee special reports and be supported by executive team monitoring processes and reports.
- To receive reports on the quality of leadership and management across the Trust academies and central team performance.
- To support the Executive in taking decisive action to eradicate poor performance when it is identified.
- To monitor and review safeguarding reports.
- To monitor the impact of the Child Protection and Safeguarding policy and procedures.
- To monitor the provision for SEN pupils including the impact of the SEND policy.
- To ensure effective arrangements are in place across the schools for pupil wellbeing and engagement, for monitoring pupil attendance and behaviour (including suspensions and exclusions) and to hold the executive to account for the effective implementation of the associated policies.

- To scrutinise and review statutory policies for recommendation to the trust board.

COMPOSITION

- The membership shall include a minimum of four trustees including the CEO. The Directors of Education for Primary and Secondary Education and Head of Safeguarding shall be ex officio attendees.
- The membership of the committee will be agreed by the Board of trustees.
- Only trustees may be members of the committee.
- The chair of the committee shall be a trustee and shall be elected by the trustees each school year. In the absence of the chair, the committee will elect a temporary replacement from among the trustees present at the committee meeting.
- Excalibur Academies Trust will appoint a clerk. In the absence of the normal clerk, the committee will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the committee is fixed at three (3) trustees.
- The committee will meet as often as is necessary to fulfil its responsibilities and at least four times during each academic year.
- The clerk to the committee will circulate an agenda for each meeting and papers at least a week before the committee meeting.
- Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next meeting of the trustees. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the trustees.
- The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff who are not trustees. The education performance governor at a PRI school will attend the meeting when required.
- Any trustee may attend meetings of the committee.

- Only committee members may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.
- The committee chair may instigate a working party for project purposes where any decisions will be referred back to the operations committee.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the chair of the trustees, in consultation with chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the board of trustees.

Date approved by the Trustees: December 2024

Date to be reviewed by the Trustees: December 2026

Document change record

Date	Change description	By whom
July 2020	Minor edits – changes to job titles etc delegated functions revised	Clerk Committee
July 2022	Minor edits – changes to job titles etc Incorporated changes from the governance review – education performance governor from PRI school to attend committee as required and removal of LGB from monitoring process	Clerk
October 2024	Minor edits – changes to titles etc Incorporated changes from the External Review of Governance Incorporated Student Welfare committee into ESC committee	Head of Governance

Appendix I: Finance, Property and ICT Committee Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST FINANCE, PROPERTY AND ICT COMMITTEE Terms of Reference 2024-26

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Finance, Property and ICT committee (the committee). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the committee shall be reviewed at least once every two years.

PURPOSE

To provide independent oversight of and advice to the Trust Board on the adequacy and effectiveness of the organisation's financial control and reporting systems

To scrutinise the trusts financial strategy, plans and policies including the annual budget, annual reports, Estates Management and ICT.

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees.

The trustees acknowledge that they hold a personal office of trust and responsibility and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of Excalibur Academies Trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the committee, the committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

Finance

- To consider and recommend acceptance/non-acceptance of Excalibur Academies Trust's budget, prior to the start of each financial year.
- To monitor and review the financial health and resources of Excalibur Academies Trust to ensure that the trust remains a going concern and financially sustainable.

- To monitor and review expenditure through monthly management accounts and ensure compliance with the overall financial plan for Excalibur Academies Trust with The Academy Trust Handbook and financial regulations of the DfE, drawing any matters of concern to the attention of the trustees.
- To review the financial information provided in the statutory report and accounts, ensuring this is a true reflection of the organisation's performance.
- Approve statutory financial policies including a Scheme of Financial Delegation and the policies for holding and managing reserves and investments.
- Oversee the School Condition Allocation programme within the trust including approval of bids in line with the approved policy.
- To oversee the commercial activities of Excalibur Academies Trust and ensure that appropriate business plans are evolved.
- To ensure that our schools are meeting the procurement basics as per the Academies Trust Handbook and that Value For Money is achieved.

Information & Communications Technology (ICT)

- Oversee the ICT management, innovation and development programme, ensuring the trust meet the requirements of the digital and technology standards in schools, including cyber security standards.

Estates Management

- Oversee the trust's estates management to ensure the trust's estate is maintained in a safe working condition through strategic and effective estates management.
- Review and approve to the trustees a rolling five-year estate management plan that is included within the academy budget plans.
- Approve the distribution of capital funding provided to the Trust.

COMPOSITION

- The membership shall include a minimum of four (4) trustees including the CEO. The Chief Finance Officer, the Head of Finance and Compliance and the Head of Business Operations shall be ex officio members.
- The membership of the committee will be agreed by the Board of Trustees.
- Only trustees may be voting members of the committee.
- The chair of the committee shall be a trustee and shall be elected by the trustees each school year. In the absence of the chair, the committee will elect a temporary replacement from among the trustees present at the committee meeting.

- Excalibur Academies Trust will appoint a clerk. In the absence of the appointed clerk, the committee will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the committee is fixed at three (3) trustees.
- The committee will meet as often as is necessary to fulfil its responsibilities and at least four times during each financial year.
- The clerk to the committee will circulate an agenda for each meeting and papers at least a week before the committee meeting.
- Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next meeting of the trustees. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the trustees.
- The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff who are not trustees.
- Any trustee may attend meetings of the committee in an observational capacity only
- Only committee members may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.
- The committee chair may instigate a working party for project purposes where any decisions will be referred back to the operations committee.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the chair of the trustees, in consultation with chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the Board of Trustees.

Date approved by the Trustees: December 2024

Date to be reviewed by the Trustees: December 2026

Document change record

Date	Change	By whom
September 2017	Following advice from the auditors the terms of reference of the Finance, Premises and ICT and Audit committees have been redrafted to remove operational responsibilities and delegate strategic and statutory duties appropriately. The terms of reference are congruent with the scheme of delegation	Chair and CFO
June 2018	Health and Safety removed from the delegated duties of the Finance, Premises and ICT committee and added to the delegated responsibilities of the Audit committee	Clerk
June 2018	Title changed to reflect above	Clerk
July 2020	Monitoring of accounts changed from quarterly to monthly	CFO
June 2022	Change Academies Financial Handbook to Academy Trust Handbook; add in Head of Business Operations as ex officio member; change Clerk to trust board title to Head of Governance	Clerk
September 2024	Amendments made in line with Academies Trust handbook 2024 including updating purpose of committee Redefined ICT oversight	Head of Governance

Appendix J: Staffing Committee Terms of Reference 2024-26

EXCALIBUR ACADEMIES TRUST STAFFING COMMITTEE TERMS OF REFERENCE 2024-2026

INTRODUCTION

The trustees of Excalibur Academies Trust have established a committee of the trustees under Articles 100 and 101 of its Articles of Association to be known as the Staffing Committee (the committee). These are its terms of reference.

The establishment, terms of reference, constitution and membership of the committee shall be reviewed at least once every two years.

PURPOSE

To assist the decision making of the trustees, by enabling more detailed consideration of staffing related issues within Excalibur Academies Trust.

To make appropriate comments and recommendations on staffing matters to the trustees on a regular basis.

DELEGATION

The committee is authorised to perform any of the powers or functions delegated to it by the trustees. The trustees acknowledge that they hold a personal office of trust and responsibility and every act of delegation is only a delegation of powers and does not relieve the trustees themselves of responsibility. However, in order to ensure the proper management of Excalibur Academies Trust, the trustees are able to delegate specific tasks to assist them in carrying out their duties and obligations.

Where any power or function of the trustees is exercised by the committee, the committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.

DELEGATED FUNCTIONS

- To advise the Board on organisational change, HR compliance and risk management issues, in particular in relation (not exclusively) to terms and conditions of employment, recruitment & retention, remuneration, performance, training and professional development including ECTs and apprenticeships and wellbeing for teaching and support staff.
- To review and approve updates to the trust's pay policy providing the board of trustees with assurance that the organisation meets required policies and standards in particular reducing gender and ethnicity pay gaps and regulatory requirements.

- To scrutinise, review and monitor staffing policies and strategies making recommendations to the Board as necessary, this includes the approval of the Whistleblowing Policy, Support Staff Pay Awards, Teaching Staff Pay Awards and other policies.
- In accordance with government guidance, keep Executive Pay under review and approve any appointment to the Executive Pay Scale and report to the Board annually.
- To have oversight and ensure that the pay progression of principals and senior leaders is in accordance with their contracts of employment. Receiving monitoring report annually. (in November)
- To consider and approve all Leadership structures for Academies including the Central Team and any subsequent changes (for support staff this is posts above SCP41).
- To have oversight of the approval of all TLR structures and subsequent changes, receiving a monitoring report annually.
- To be represented on the selection panel for Principal recruitment and to be part of the recruitment and selection process of leadership/senior staff as and when required by the CEO or Board.
- To scrutinise and monitor key performance indicators in respect of the performance, health and wellbeing of all staff to ensure the effective use of staff resources.
- To consider staffing issues in respect of discipline conduct and grievance procedures, allegations of abuse against staff procedures, retirement and redundancy and taking decisions as appropriate in accordance with employment law.
- To ensure appropriate working relationships with the unions on staffing matters and giving direction as required.
- To have oversight and monitor the impact of the Staff Professional Learning & Development Framework
- To have oversight of the Early Careers Framework and receive a monitoring report annually.
- To have oversight and approval of any large-scale change and restructure within the trust.

COMPOSITION

- The membership shall include a minimum of five (5) Trustees including the CEO.
- The membership of the committee will be agreed by the Board of Trustees.

- Only trustees may be voting members of the committee.
- The chair of the committee shall be a trustee and shall be elected by the trustees every school year. In the absence of the Chair, the committee will elect a temporary replacement from among the Trustees present at the committee meeting.
- Excalibur Academies Trust will appoint a clerk. In the absence of the appointed clerk, the committee will elect a replacement for the meeting.

PROCEEDINGS

- The quorum for the committee is fixed at three (3) trustees.
- The committee will meet as often as is necessary to fulfil its responsibilities and at least four times during each financial year.
- The clerk to the committee will circulate an agenda for each meeting and papers at least a week before the committee meeting.
- Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be forwarded by the clerk to the committee to the Head of Governance in sufficient time for its inclusion on the agenda and papers of the next Board meeting. This is to meet statutory requirements, to provide information to the trustees and to seek ratification of decisions and recommendations.
- The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the trustees.
- The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including local governors, parents and members of the academy staff who are not Trustees.
- Any trustee may attend meetings of the committee in an observational capacity only.
- Only committee members may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.
- The committee chair may instigate a working party for project purposes where any decisions will be referred back to the operations committee.
- The committee may establish Staffing Panels constituted from trustees for staffing matters. The CEO will not be permitted to be on the panel.
- In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the Chair of Excalibur Academies Trust, in consultation with Chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the

reasons for urgency will be explained fully at the next meeting of the Board of Trustees.

Date approved by Trustees

February 2025

Date to be reviewed by Trustees:

December 2026

Document change record

Date	Change description	By whom
July 2020	Revision of delegated duties and alignment with Scheme of Delegation Clarification of delegation of recruitment to a selection panel	Chair
June 2022	Revisions in line with review of local governance arrangements. Inclusion of role of Head of Business Operations and change of title from Clerk to Excalibur Academies Trust to Head of Governance	Clerk
December 2024	<p>Revised wording for pay policy: To review and recommend updates to the trust's pay policy to the board of trustees providing them with assurance that the organisation meets required policies and standards in particular reducing gender and ethnicity pay gaps and regulatory requirements. Removal of list of policies – policies related to the committee contained within the policy matrix on the agenda. Change of terms relating to delegations within the Scheme of Delegation, removing:</p> <ul style="list-style-type: none"> • To consider and approve the recommendation of the CEO in respect of pay progression of the Principals and other senior leaders within the performance management framework. • To review all Leadership structures, annually (in November) and as part of the overview of recruitment & retention compare established budgeted posts with the remuneration of the postholder. Also for Finance, Premises & ICT Committee. • To consider and approve all TLRs structures and subsequent changes and monitor their application across the Trust. <p>And replacing with:</p> <ul style="list-style-type: none"> • To oversee the trust's approach to executive pay and reward and ensure this is in line with trust policy and any expectations or requirements set by the DfE • To monitor the pay progression of principals and senior leader pay increments. • To monitor the staff development strategy <p>Change of appointment of Chair to annual basis in line with Articles of Association</p>	Head of Governance

Delegated Responsibilities



Monitor	Review and oversight – receive regular updates
Responsible	Delivering the responsibility
Accountable	Overarching accountability to ensure that those responsible deliver as required. Provide direction and support to those responsible.
Contribute	Provide input to, are consulted on, review
Informed	Provided information on/kept updated/discuss
Approve	Agree or decline a request e.g. approve a policy for use
Review	Read and understand, be aware of and consider

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Curriculum Assessment and Outcomes					

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Provide a balanced and broadly based curriculum		Monitor	Responsible	Contribute	Informed
Standards of teaching and learning		Monitor	Accountable	Responsible	Informed
Pupil achievement against set targets.		Monitor	Accountable	Responsible	Informed
Make provision for SEN pupils, with or without a statement		Monitor	Accountable	Responsible	
Make provision for a daily collective act of worship				Responsible	
Assess pupils as per other schools and comply with any guidance from the Secretary of State				Responsible	
To set the times of Academy sessions, the dates of Academy terms and holidays; and ensure each Academy meets for 190 days (380 sessions) in an Academy year, including Inset Dates and Closure of schools where required for use as polling stations for election purposes			Approve	Responsible	
To decide which subject options should be taught having due regard to resources, and provision for flexibility in the curriculum (including activities outside Academy Day)				Responsible	Contribute
To ensure that only approved external qualifications and syllabuses are offered to pupils of compulsory school age.				Responsible	
Written policy on Relationships & Sex Education				Responsible	Contribute
To prohibit political indoctrination and ensure the balanced treatment of political issues			Responsible		
SEND policy	Approve	Monitor	Responsible		
Annual SEND Information Report				Responsible	
To determine whether education of individual students should be delivered by an external provider				Responsible	
Early Years Foundation Stage policy		Approve	Responsible	Contribute	
Careers guidance				Responsible	Contribute
Student Welfare					
Academy student behaviour policy				Responsible	Contribute

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Academy exclusion policy		Approve	Responsible	Contribute	
To exclude a pupil for one or more fixed terms (not exceeding 45 days in total in a year) or permanently				Responsible	
To review the use of exclusions and to decide whether to confirm all permanent exclusions (and fixed term exclusions where necessary)					Responsible
To direct reinstatement of excluded pupils					Responsible
To direct a pupil off site to Alternative Provision as per the statutory guidance			Approve	Responsible	Monitor
To review the overall pattern and use of exclusions within the Academy.	Responsible	Monitor (Trust)			Monitor
Pupil attendance	Accountable	Monitor (Trust)	Monitor	Responsible	Monitor
Pupil Attendance policy	Accountable	Approve	Monitor	Responsible	Contribute
Appoint member of staff as responsible officer for Looked After (and previously looked after) pupils				Responsible	Monitor
Maintain register of pupils' attendance				Responsible	
To provide meals if requested by any pupils				Responsible	
Ensure policy and procedure for looked after children are consistent with the measures set out in the statutory guidance				Responsible	
To appoint a designated trustee and governors for Safeguarding Children	Responsible (trustee)				Responsible (governor)
Safeguarding and Child Protection policy and procedures	Approve	Monitor	Responsible		
Statement of procedures for dealing with allegations of abuse against staff			Responsible		
To maintain the Single Central Record at each school				Responsible	
School Uniform policy				Responsible	Contribute
Change of school uniform			Contribute	Responsible	Contribute

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Children with health needs who cannot attend school policy		Approve	Responsible		
Supporting pupils with medical conditions policy				Responsible	
First aid policy		Approve		Responsible	
Appoint a designated trustee for SEND and governors for SEND	Responsible (trustee)				Responsible (governor)
Digital & technical standards for filtering and monitoring		Monitor	Responsible		
Finance					
To sign off the Annual Accounts and Report	Responsible				
To appoint external auditors	Members - Responsible				
To approve the budget and any interim budget	Responsible				
To approve level of Top Slice	Responsible				
To manage budget at academy level			Monitor	Responsible	
Income, expenditure cash flow & balance sheet.		Monitor	Responsible		
Financial Scheme of Delegation, including levels of delegated authority		Approve	Responsible		
To inform the DfE of any financial irregularities	Responsible				
To set a charging and remissions policy		Approve	Responsible		
To appoint the Internal Auditor		Responsible			
To receive, and where appropriate respond to reports from the Auditors	Responsible	Monitor			
To ensure the Academy is properly audited	Responsible	Monitor			
To ensure that the Academy meets Financial Management Standards and complies with the Academy Trust Handbook		Responsible			
To establish an appropriate mechanism for the receipt and procurement of donations			Responsible		

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Risk management & risk register	Approve	Monitor	Responsible	Contribute	Review
Register of business interests	Approve	Monitor	Responsible		
Pupil premium funding use and impact				Responsible	Monitor
Sports premium funding use and impact (primary schools)				Responsible	Monitor
Appoint directors to subsidiary trading companies	Responsible				
Going Concern Assessment	Responsible				
Planning					
Trust Strategic Plan	Approve		Responsible		
To ensure that recommendations following an Ofsted inspection are incorporated into the Academy Improvement Plan			Responsible		
Academy Improvement Plan		Monitor	Approve	Responsible	
To make an application for a significant change	Approve		Responsible	Contribute	
Staffing					
Trust Pay Policy		Approve	Responsible		
Pay progression of Principals and senior leader pay increments (in accordance with employment contracts)	Responsible	Monitor	Approve		
Support Staff and Teaching pay increments (in accordance with employment contracts)	Responsible			Approve	
Levels of pay and conditions of service for all employees		Responsible			
Trust staffing model and budget		Approve	Responsible		
Approve all Academy and the Central Team leadership structures and subsequent changes (for Support staff this is above SCP41)	Responsible	Approve			
Support Staff and Teaching Staff pay awards		Approve	Responsible		

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Keep Executive Pay under review and report to the Board annually	Approve	Responsible			
Appointments to the Executive Pay Scale	Responsible	Approve			
CEO pay range, awards and increments	Responsible				
Approve all TLR Structures and subsequent changes		Monitor	Responsible		
To appoint, suspend or dismiss CEO, CFO, Principal, Company Secretary or Governance Professional	Responsible				
To appoint the recruitment selection panel for CEO, Principal, Director of Educational phase and Head of School	Responsible				
To appoint, suspend or dismiss Vice Principal			Responsible		
To appoint, suspend or dismiss all other teaching and support staff				Responsible	
To appoint staff to leadership group				Responsible	
To implement the performance management of CEO	Responsible				
To evaluate the performance of the CEO	Responsible				
To implement academy staff disciplinary procedures, including dismissal				Responsible	
Disciplinary, capability and grievance procedures		Approve	Responsible		
To approve applications for secondment and leave of absence.				Responsible	
To approve applications for early retirement			Responsible		
To implement the performance management of academy staff				Responsible	
To implement the performance management of Academy Principal			Responsible		
Performance of the Professional Learning & Development Framework		Monitor	Responsible		
Early career teachers policy		Approve	Responsible		
Statutory and legislative updates to HR/Employment policies		Review	Responsible		
Key Trust HR Policies (as set out in the policy log for the committee)		Approve	Responsible		

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Appoint a designated trustee for Whistleblowing	Responsible				
Whistleblowing policy		Approve	Responsible		
Premises					
To develop an Academy buildings strategy (including budgeting for repairs etc.) and Asset Management Planning arrangements		Responsible			
To procure and agree a maintenance strategy for buildings including developing a properly funded maintenance plan			Responsible		
Accessibility Plan				Responsible	Contribute
Health & Safety policy	Approve	Monitor Review	Responsible		
Health & Safety arrangements		Review		Responsible	Monitor
To monitor accident book and agree appropriate action				Responsible	
Health & Safety at individual academies				Responsible	Monitor
Estate management		Review	Responsible		
Admissions					
Provide education for pupils wholly and mainly from the area in which the academy is situated	Responsible				
Implement an admissions policy for each academy in accordance with the Admissions Code	Responsible	Review			
Determine Admissions Arrangements to include policy, in year admission forms and supplementary information forms publish appeals timetable, appeals & decisions	Responsible	Review			
To participate in the Fair Access Protocol	Accountable			Responsible	
Withdrawal of offer of admission due to fraudulent application		Responsible		Contribute	
Change to published PAN for routine admission round		Responsible		Contribute	

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Parent, Community & Stakeholder Relationships					
To ensure the Academy publishes all information as required on its website			Monitor	Responsible	
Concerns and Complaints Procedure	Responsible		Approve		
Freedom of Information Act (FOIA) publication scheme and access policy	Responsible	Approve	Responsible		
Ensure that employees at the academy are able to comply with requests for information under the FOIA and register annually with the Information Commissioner's Office			Responsible		
Data protection policy in line with the General Data Protection Regulation (GDPR)		Approve	Responsible		
Ensure the Academy shares facilities with other schools and the wider community and promote community cohesion				Responsible	Monitor
Manage relationships with parents				Responsible	Monitor
Receive updates on the perspective of parents across the Trust		Monitor		Responsible	
Manage relationship with local community and stakeholders				Responsible	Contribute
Equality, Diversity & Inclusion statement and strategy	Approve		Responsible		
Equality objectives statement				Responsible	Contribute
Equality information report				Responsible	Contribute
School information published on website				Responsible	
Foundation					
Appoint Foundation Trustees	Responsible + Diocese/ Corporate Member				
Preparation for SIAMS Inspection		Contribute	Contribute	Responsible	Contribute (Foundation)

Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Monitor progress against SIAMS Action Plan	Monitor (Foundation)		Review	Responsible	Contribute (Foundation)
Adhere to guidance from Diocesan Board of Education including Memorandum of Understanding	Monitor (Foundation)		Review	Responsible	Monitor (Foundation)
Provision of a Daily Act of Worship in accordance with the principles, practices and tenets of the Church of England				Responsible	Monitor
Provision of RE in accordance with the principles, practices and tenets of the Church of England and any directives from Diocesan Board of Education				Responsible	Monitor
Appoint and remove Foundation Governors					Responsible + Diocese /Corporate Member
Appoint trustees to School House Trust					Responsible-Lambourn
Area of responsibility	Trust Board	Board Committee	Executive Team	Academy Principal	Academy Committee
Governance					
Appointment of local Governors	Accountable				Responsible

Delegated Financial Limits

	Value	BH	FBP	HT / P	HoFP&A	DoF	CFOO	CEO	FP&I	TB
Informal VFM check required & within Budget (Low Value)	<£2,500	X								
	£2,500 - £5,000	X	X	X (Primaries only to this limit)						
VFM check and within budget plus 3 Quotes or Benchmarks required (Medium Level 2 Value)	£5,000 - £25,000	X		X (Secondaries only to this limit)	X (Primaries only)	X (Primaries Only)				
VFM checks, 3 quotes with written specification and business case/evaluation (High Value)	£25,000 - £50,000	X		X	X	X	X			
	£50,001 - £100,000 (£50,001 - £150,000 for Trips)	X		X			X	X		
	£100,001 - FTS Limit	X		X				X	X	
Formal Find a Tender Service (FTS) tender process (Very High Value)	In excess of FTS limit (£207,720 (incl. VAT at 20%) as stated in Procurement Act 2023)	X		X				X		X

Key: in order of delegation		
Abbreviation	Role	Current Post Holder
BH	Budget Holder	Various
FBP	Finance Business Partner	Various
HT / P	Headteacher / Head of School / Principal	Various
HoFP&A	Head of Financial Planning & Analysis	Janet Brandon
DoF	Director of Finance	Louise Kingscott
CFOO	Chief Finance & Operating Officer	Alex Richardson
CEO	Chief Executive Officer	Nicholas Lewis
FP&I	Finance Premises & ICT Committee	Various
TB	Trust Board	Various

X	Required Signatory
X	Any one of highlighted signatories required

Anyone that is higher in the order of delegation may sign in place of a person with delegated authority

Notes

- * Values are net of VAT.
- * Values are for full commitment of duration of contracts - not a single year.
- * In academies with a Head of School, authorisation limits are the same as Principal.
- * For guidance to financial transactions and delegated levels of authority that are not specifically referred to within the above table, reference is to be made to the Academy Trust Handbook.

EAT Bank Mandate Signatories: any 2 of:	CEO, CFOO, DoF, HoFP&A
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Other notes	
All Leases - DFE Guidance	Leasing guidance for academy trusts - GOV.UK
Operating leases	All leases must be signed in line with authorisation limits and pre-approved by CFOO/DoF. See DFE guidance link above.
Finance Leases	Must not be entered into without following DFE guidance (link above) which must be confirmed by the DoF
Land and Buildings transactions	DFE Approval Required, seek guidance from CFOO
Applications for Grant Funding from the DFE or elsewhere.	Any grant applications must be co-ordinated by the Central Finance Team, Please refer to DoF for guidance.
Novel and Contentious Transactions	DFE Approval Required. Seek advice from CFOO.
Approval for orders or invoices with existing Professional Advisors, Educational Services (e.g. LA Traded Services, Alternative Provision Providers) and embedded IT software & hardware and utilities	Procurement processes for provision of services undertaken by professional advisors do not always need to be followed for every subsequent order following an appropriate procurement process. Contact Central team to discuss. Examples are Legal Advisors, Renewal of MIS Licences, School Improvement Advisors, Education Service Providers.

Related Parties	
Any Value up to £40,000	Schools must not place orders or pay invoices with related parties without prior authorisation of CFOO. DFE MUST be informed of all transactions via on-line form.
Over £40,000	Prior approval from DFE required

Authority to write off bad debts	
Up to £5,000	CFOO/CEO
£5,001 - £10,000	FPI Committee
£10,001 - £45,000	Board of Trustees
Over £45,000	DFE Approval Required

Internal Transfer of Funds between trust bank accounts.	
All Transactions	CEO/CFOO/DoF/HoFP&A

Disposal of Assets	
	Discussion with HoFP&A and DoF or CFOO before any disposals. Records to be kept on central asset register.
Other than land, buildings and heritage assets, trusts can dispose of other fixed assets without DFE approval subject to achieving the best price that can reasonably be obtained, and maintaining the principles of regularity, propriety and value for money.	
NBV of up to £2,500	CEO / CFOO / HT / P
NBV of up to £2,500 - £10,000	FPI Committee
NBV of up to £10,000 - £45,000	Board of Trustees
NBV over £45,000	DFE Approval Required

Staff Severance or Compensation Payments	
Under £30,000 contractual	CFOO/CEO & Principal / Headteacher / Head of School
£30,000 - £50,000 contractual	Staffing Committee
Over £50,000 contractual	Board of Trustees
Under £30,000 non-contractual	Staffing Committee
£30,000 - £50,000 non-contractual	Board of Trustees
Over £50,000 non-contractual	DFE Approval Required

Ex- gratia Payments	
All Transactions	DFE Approval Required

Related Parties	Refer to ESFA Guidance
Any Value up to £40,000	Schools must not place orders or pay invoices with related parties without prior authorisation of CFO. ESFA MUST be informed of all transactions via on-line form.
Over £40,000	Prior approval from ESFA required

Raising Sales / Customer Invoices	
Up to £15,000	Finance manager and accounting staff. Refer to VAT guide when raising invoices.
Over £15,000	Finance manager and HFC / FBP / FBP or CEO or CFO. Notification required to CFO & CEO.

Authority to write off bad debts	Refer to ESFA Guidance
Up to £1,000	CEO & Principal / Headteacher / Head of School
£1,001 - £10,000	FPI Committee
£10,001 - £45,000	Board of Trustees
Over £45,000	ESFA Approval Required

Gifts	
All gifts over £40 must be notified to the HFC / FBP / FBP to be recorded on the register. Register includes details of reason for gift. Register to be scrutinised on an annual basis by audit committee. Gifts to staff are for individual transactions only and must not be combined for hospitality and entertainment purposes	
Gifts to individuals who are not employees: Up to £40	Principal / Headteacher / Head of School
Gifts to individuals who are not employees: £40 - £60	CEO & FPI Committee
Gifts to employees from Trust provided in exceptional circumstances (serious illness or significant contributions by individuals that are above and beyond their contract / job description): Up to £40	Principal / Headteacher / Head of School OR CEO
Gifts to employees from Trust provided in exceptional circumstances (serious illness or significant contributions by individuals that are above and beyond their contract / job description): £40 - £60 in any one transaction	CEO & FPI Chair
Gifts received by staff from parents and external organisations: Up to £100	Individual
Gifts received by staff from parents and external organisations: Over £100	Principal / Headteacher / Head of School OR CEO

Internal Transfer of Funds between bank accounts	
All transactions	CEO & CFO plus Principal / Headteacher / Head of School if taken from an academy

Disposal of Assets	Discussions required with SBM and / or HFC / FBP / FBP before any disposals. Record to be kept on central asset register.
Other than land, buildings and heritage assets, trusts can dispose of other fixed assets without ESFA's approval subject to achieving the best price that can reasonably be obtained, and maintaining the principles of regularity, propriety and value for money.	
NBV of up to £2,500	CEO / CFO / HT / Principal
NBV of up to £2,500 - £10,000	FPI Committee
NBV of up to £10,000 - £45,000	Board of Trustees

Staff Severance or Compensation Payments	Refer to ESFA Guidance
Under £10,000 contractual	CEO & Principal / Headteacher / Head of School
£10,000 - £50,000 contractual	Staffing Committee
Over £50,000 contractual	Board of Trustees
Under £10,000 non-contractual	Staffing Committee
£10,000 - £50,000 non-contractual	Board of Trustees
Over £50,000 non-contractual	ESFA Approval Required