

TORCH ACADEMY GROUP TRUST

[Insert School Name]

SCHEME OF DELEGATION

EFFECTIVE DATE: [1st APRIL 2014]

1. INTRODUCTION

- 1.1 As a charity and company limited by guarantee, [name of multi academy trust] (the “Company”) is governed by a Board of Directors (the “Directors”) who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. [Name of the Academy] (the “Academy”) is one of the academies.
- 1.2 The Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3 In order to discharge these responsibilities, the Directors appoint people who are more locally based to serve on a board (the “Local Governing Body”) which has been established to ensure the good governance of the Academy.
- 1.4 The Directors shall delegate various functions to the Local Governing Body pursuant to clause 5 of this Scheme but the function of the Local Governing Body shall be to:
 - 1.4.1 have a monitoring role in connection with the Academy;
 - 1.4.2 consider budget monitoring information and make recommendations to the Head of School in relation to any potential overspending;
 - 1.4.3 act as a critical friend to the Head of School including advice in relation to annual budget proposals;

- 1.4.4 represent the views of the community in discussions on budget issues that relate to community engagement and activity and make recommendations to the Head of School; and
- 1.4.5 support the Head of School in recruitment and selection, grievance, disciplinary and exclusion processes where appropriate.
- 1.5 This Scheme of Delegation explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Directors and the members of the Local Governing Body and the commitments to each other to ensure the success of the Academy.
- 1.6 This Scheme of Delegation has been put in place by the Directors from the Effective Date in accordance with the provisions of the Company's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.

2. DIRECTORS' POWERS AND RESPONSIBILITIES

- 2.1 The Directors have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools and in particular the Academy. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct change where required.
- 2.2 The Directors have a duty to act in the fulfilment of the Company's objects.
- 2.3 Directors will have regard to the interests of the other academies for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.
- 2.4 Article 101 provides for the appointment by the Directors of committees to whom the Directors may delegate certain of the functions of the Directors. In further recognition of the Directors' power to delegate under Articles 102 and

105, responsibility for the running of the Academy from the Effective Date will be delegated to the committee established by this Scheme of Delegation and which shall be known as the Local Governing Body of the Academy.

- 2.5 The constitution, membership and proceedings of the Local Governing Body is determined by the Directors and this Scheme of Delegation expresses such matters as well acknowledges the authority delegated to the Local Governing Body in order to enable the Local Governing Body to run the Academy and fulfil the Academy's mission.

3. CONSTITUTION OF THE LOCAL GOVERNING BODY

3.1 **Members of the Local Governing Body**

3.1.1 The number of people who shall sit on the Local Governing Body shall be not less than three but, unless otherwise determined by the Directors, shall not be subject to any maximum.

3.1.2 The Local Governing Body shall have the following members:

3.1.2.1 [up to] [x] members, appointed under clause 3.2.1];

3.1.2.2 no less than one staff member, appointed under clause 3.2.2;

3.1.2.3 no less than **two parent members** appointed under clause 3.2.5

3.1.2.4 the head teacher of the Academy (the "Head of School");

3.1.2.5 any additional members, if appointed by the Directors at the request of the Secretary of State of Education (the "Secretary of State") pursuant to clause 102c) of the Master Funding Agreement entered into between the Company and the Secretary of State governing the affairs of the Company;

3.1.3 The Local Governing Body may also have co-opted members appointed under clause 3.3.

- 3.1.4 All persons in the above categories appointed or elected to the Local Governing Body are required to sign and to abide by the Torch Academy Group Code of Practice for the Governors.
- 3.1.5 The Directors (all or any of them) shall also be entitled to serve on the Local Governing Body and attend any meetings of the Local Governing Body. Any Director attending a meeting of the Local Governing Body shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the Local Governing Body.

3.2 Appointment of members of the Local Governing Body

- 3.2.1 The Directors may appoint persons to serve on the Local Governing Body, having regard to any recommendations and views of the Local Governing Body, in relation to ensuring that the people serving on the Local Governing Body between them have an appropriate range of skills and experience and due attention is given to succession planning.
- 3.2.2 The Directors may appoint persons who are employed at the Academy to serve on the Local Governing Body, having regard to any recommendations and views of the Local Governing Body, through such process as they may determine, provided that the total number of such persons (including the Head of School) does not exceed one third of the total number of persons on the Local Governing Body. The positions held by those employed at the Academy (e.g. teaching and non teaching) may be taken into account when considering appointments.
- 3.2.3 Unless the Directors agree otherwise, in appointing persons to serve on the Local Governing Body who are employed at the Academy the clerk to the Local Governing Body shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Head of School) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for

the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Local Governing Body.

- 3.2.4 The Head of School shall be treated for all purposes as being an ex officio member of the Local Governing Body.
- 3.2.5 Subject to clause 3.2.9, the parent members of the Local Governing Body shall be appointed according to Articles 54-56 by means of solicitation of self-nomination, the appointment to be discussed by the existing governors or if required the Directors, and he or she must be a parent of a pupil at the Academy at the time when he or she is appointed.
- 3.2.6 Where a vacancy for a parent member of the Local Governing Body is required to be filled by election, the Clerk to the Local Governing Body shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.
- 3.2.7 The number of parent members of the Local Governing Body required shall be made up by persons appointed by the Local Governing Body if the number of parents standing for election is less than the number of vacancies.
- 3.2.8 In appointing a person to be a parent member of the Local Governing Body pursuant to clause 3.2.9, the Local Governing Body shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.
- 3.2.9 The first parent and staff members of the Local Governing Body shall be those people who filled those positions on the Governing Body of the predecessor School at its closure (provided they remain eligible under this Scheme of Delegation), who shall serve on the Local

Governing Body for the remainder of the terms of office for which they were elected to the predecessor Governing Body

3.3 **Term of office**

The term of office for any person serving on the Local Governing Body shall be 4 years, save that this time limit shall not apply to the Head of School. Subject to remaining eligible to be a particular type of member on the Local Governing Body, any person may be re-appointed or re-elected to the Local Governing Body.

3.4 **Resignation and removal**

3.4.1 A person serving on the Local Governing Body shall cease to hold office if he resigns his office by notice to the Local Governing Body (but only if at least three persons will remain in office when the notice of resignation is to take effect).

3.4.2 A person serving on the Local Governing Body shall cease to hold office if he is removed by the person or persons who appointed him. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Local Governing Body by a person or persons who appointed him, any failure to uphold the values of the Company and/or the Academy or to act in a way which is appropriate in light of this Scheme of Delegation will be taken into account. A person may also be removed by the Directors but only after the Directors have given due regard to any representations by the Local Governing Body.

3.4.3 If any person who serves on the Local Governing Body in the capacity of an employee at the Academy ceases to work at the Academy then he or she shall be deemed to have resigned and shall cease to serve on the Local Governing Body automatically on termination of his work at the Academy.

3.4.4 Where a person who serves on the Local Governing Body resigns his office or is removed from office, that person or, where he/she is

removed from office, those removing, shall give written notice thereof to the Local Governing Body who shall inform the Directors.

3.5 **Disqualification of members of the Local Governing Body**

- 3.5.1 No person shall be qualified to serve on the Local Governing Body unless he is aged 18 or over at the date of his election or appointment. No current pupil of the Academy shall be entitled to serve on the Local Governing Body.
- 3.5.2 A person serving on the Local Governing Body shall cease to hold office if he becomes incapable by reason of mental disorder, illness or injury of managing or administering his own affairs.
- 3.5.3 A person serving on the Local Governing Body shall cease to hold office if he is absent without the permission of the Chair of the Local Governing Body from all the meetings of the Local Governing Body held within a period of six months and the Local Governing Body resolves that his office be vacated.
- 3.5.4 A person shall be disqualified from serving on the Local Governing Body if:
- 3.5.4.1 his estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
- 3.5.4.2 he is the subject of a bankruptcy restrictions order or an interim order.
- 3.5.5 A person shall be disqualified from serving on the Local Governing Body at any time when he is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 3.5.6 A person serving on the Local Governing Body shall cease to hold office if he would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by

virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).

- 3.5.7 A person shall be disqualified from serving on the Local Governing Body if he has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he was responsible or to which he was privy, or which he by his conduct contributed to or facilitated.
- 3.5.8 A person shall be disqualified from serving on the Local Governing Body at any time when he is:
- 3.5.8.1 included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
 - 3.5.8.2 disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or
 - 3.5.8.3 barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- 3.5.9 A person shall be disqualified from serving on the Local Governing Body if he is a person in respect of whom a direction has been made under section 142 of the Education Act 2002 or is subject to any prohibition or restriction which takes effect as if contained in such a direction.
- 3.5.10 A person shall be disqualified from serving on the Local Governing Body where he has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.

- 3.5.11 After the Academy has opened, a person shall be disqualified from serving on the Local Governing Body if he has not provided to the chairman of the Local Governing Body a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the chairman or the Head of School confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
- 3.5.12 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Body; and he was, or was proposed, to so serve, he shall upon becoming so disqualified give written notice of that fact to the Local Governing Body who shall inform the Directors.
- 3.5.13 This clause 3.5 and paragraph 2 of the Appendix shall also apply to any member of any committee of the Local Governing Body who is not a member of the Local Governing Body.
- 3.5.14 Any new, re-appointed or serving governors whose activities, actions or expressed beliefs or viewpoints in the reasonable opinion of the TAG Directors indicate a risk of their promulgating in or introducing into the school any form of religious or political extremism or threatened extremism so as to risk placing [TAG] in potential breach of its obligations under the Master or Supplemental Funding Agreement may be removed from the local governing body by the TAG Directors.

4. DELEGATED POWERS

4.1 General Provisions

- 4.1.1 Subject to the banding process set out below, the provisions of the Companies Act 2006, the Articles and to any directions given by the Members of the Company following a special resolution, the management of the business of the Academy shall be delegated by

the Directors to the Local Governing Body who may exercise the powers of the Company set out in articles 5(b), (d), (h), (i), (j), (k), (p) and (r) of the Articles of Association (the “Delegated Functions”) in so far as they relate to the Academy, in accordance with the terms of this Scheme of Delegation PROVIDED THAT they are not Reserved Matters. No alteration of the Articles and no such direction shall invalidate any prior act of the Local Governing Body which would have been valid if that alteration had not been made or that direction had not been given.

4.1.2 In general terms, the responsibility of the Directors in so far as the business of the Academy is concerned is to determine the policy and procedures of the Academy and to consider and respond to strategic issues but the following matters (“Reserved Matters”) shall not be Delegated Functions:-

4.1.2.1 the powers set out in Articles 5 (a), (c), (e), (f), (g), (l), (m), (n), (o), and (q) of the Articles of Association;

4.1.2.2 ensuring compliance with the Company’s duties under Company Law and Charity Law and agreements made with the Department for Education, (including the Master Funding Agreement and the Supplemental Funding Agreement);

4.1.2.3 the determination of the educational character, religious ethos and mission of the Academy and the Company;

4.1.2.4 ensuring the solvency of the Company, safeguarding its assets and delivering its charitable outcomes;

4.1.2.5 ensuring the continued charitable status of the Company;

4.1.2.6 the determination of the establishment, constitution, membership, proceedings and delegated powers and functions of any governing body and committee and their annual review and revision;

- 4.1.2.7 the approval of the Company and the Academy's policies;
- 4.1.2.8 to receive reports from the Local Governing Body and making recommendations to the Local Governing Body;
- 4.1.2.9 selling or otherwise disposing of any asset which is of a value in excess of 10% of the total net book value of all assets belonging to the Academy;
- 4.1.2.10 creating or allowing to come into being any third party interest (other than a lien on assets arising in the ordinary course of trading or a charge operating as a result of a title retention clause);
- 4.1.2.11 giving any guarantee or indemnity;
- 4.1.2.12 entering, without approval of the Directors, into a contract or arrangement which is of a value of in excess of 2% of the General Annual Grant ("GAG") for the Academy per year or which the termination provisions require more than six months' notice;
- 4.1.2.13 acquiring, without approval of the Directors, assets having a market value in excess of 1% of the GAG for the Academy;
- 4.1.2.14 entering into, varying or terminating any lease, licence, tenancy or other similar arrangement;
- 4.1.2.15 any lending;
- 4.1.2.16 commencing or settling any litigation or arbitration proceedings;
- 4.1.2.17 entering, without approval of the Directors, into any other arrangement in the nature of borrowing (including debts factoring, invoice discounting, hire purchase, equipment leasing, conditional or credit sales or any off-balance sheet borrowings);

- 4.1.2.18 terminating, without approval of the Directors, or varying the terms of any for that Academy;
 - 4.1.2.19 engaging, without approval of the Directors, any employee or consultant whose annual emoluments per annum exceeds the total annual emoluments of the Head of School of that Academy per annum;
 - 4.1.2.20 varying the terms and conditions of that engagement so that the terms and conditions of that engagement are no longer comparable to the equivalent engagement in one or more of the academies within the Company;
 - 4.1.2.21 establishing or amending any pension scheme or granting any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family.
- 4.1.3 Except as provided for in this Scheme of Delegation, in addition to all powers hereby expressly conferred upon the Local Governing Body and without detracting from the generality of the powers delegated, the Local Governing Body shall have the following powers, namely:
- 4.1.3.1 Monitoring the operational management of the employment of all staff employed at the Academy;
 - 4.1.3.2 Monitoring the management of all appraisal, disciplinary and grievance matters in accordance with Torch Academy Group policy;
 - 4.1.3.3 to authorise the school to expend certain funds of the Company as permitted by clause 5.3 in such manner as the Local Governing Body shall consider most beneficial for the achievement of the Object in so far as it relates to the Academy ; and

4.1.3.4 to authorise the school to enter into contracts on behalf of the Company in accordance with Torch Academy Group policy in so far as they relate to the Academy.

4.1.4 In the exercise of its powers and functions, the Local Governing Body shall:

4.1.4.1 consider any advice given by the Head of School and any other executive officer;

4.1.4.2 have due regard to and implement any guidelines and policies issued by the Directors.

4.1.5 All cheques and orders for the payment of money from the Academy target bank account shall be signed by at least two signatories authorised by the Local Governing Body and the Directors.

4.2 **Ethos and Values**

4.2.1 The Local Governing Body shall be responsible for ensuring that the Academy is conducted in accordance with the ethos and values of the Torch Academy Group, the determination of which shall be the responsibility of the Directors.

4.2.2 At all times, the Directors and the Local Governing Body shall ensure that the Academy is conducted in accordance with the object of the Company, the terms of the trust governing the use of the land which is used for the purposes of the Academy and any agreement entered into with the Secretary of State for the funding of the Academy.

4.3 **Finance**

4.3.1 The Directors delegate to the Local Governing Body the responsibility to authorise and monitor the management and expenditure of all monies received on account of the Academy for the purposes of the Academy less an amount to be determined each year by the Directors [acting reasonably].

- 4.3.2 Whilst the Local Governing Body shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy pursuant to clause 5.1.3, the Local Governing Body shall first obtain the written consent of the Directors to any contracts or expenditure for any single matter above a sum to be determined by the Banding process.
- 4.3.3 The accounts of the Company shall be the responsibility of the Directors but the Local Governing Body shall authorise the academy to provide such information about the finances of the Academy as often and in such format as the Directors shall [reasonably] require.
- 4.3.4 The Local Governing Body shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State.
- 4.3.5 The Local Governing Body shall inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.
- 4.3.6 The Local Governing Body shall develop appropriate risk management strategies and shall ensure that at all times financial prudence is adopted in the academy's management of the financial affairs of the Company in so far as these relate to the Academy.

4.4 **Premises**

- 4.4.1 Subject to and without prejudice to clauses 5.3.2 and 5.4.4, the maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.

- 4.4.2 The Local Governing Body shall in conjunction with the Directors develop a 5 year estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the Local Governing Body's responsibility to ensure the buildings and facilities are maintained to a good standard.
- 4.4.3 The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Directors.
- 4.4.4 Insuring the land and buildings used by the Academy will be the responsibility of the Directors [who shall recover the cost from the budget delegated to the Local Governing Body].

4.5 **Resources**

4.5.1 **Head of School**

- 4.5.1.1 The Directors shall appoint the Head of School and other key posts according to the Banding process. The Directors and the Local Governing Body may delegate such powers and functions as they consider are required by the Head of School for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Directors and the Local Governing Body and for the direction of the teaching and curriculum at the Academy).

4.5.2 **Other Staff**

- 4.5.2.1 The Local Governing Body shall be responsible for monitoring the appointment and management of all other staff to be employed at the Academy provided that the Local Governing Body shall:

- 4.5.2.1.1 comply with all policies dealing with staff issued by the Directors from time to time;

- 4.5.2.1.2 take account of any pay terms set by the Directors;
 - 4.5.2.1.3 have due regard to the Torch Academy Group policies in force including, but not limited to, policies on the employment, capability and discipline of staff
 - 4.5.2.1.4 adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors (who shall adopt such contracts designated by the TAG);
 - 4.5.2.1.5 manage any claims and disputes with staff members having regard to any advice and recommendations given by the Directors.
- 4.5.2.2 The Local Governing Body shall monitor the Head of School's performance management of all staff (except the Head of School whose performance management will be conducted by the Chair of Governors and the CEO) and shall put in place procedures for the proper professional and personal development of staff in line with Torch Academy Group policy.

4.6 **Curriculum and Standards**

- 4.6.1 The Local Governing Body shall have oversight of the implementation and review of the curriculum in line with Torch Academy Group policy in recognition of the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum.
- 4.6.2 The Local Governing Body shall monitor the standards achieved by the Academy and the pupils attending the Academy and shall in consultation with the Head of School follow such advice and recommendations of the Directors as they might issue from time to time.

4.6.3 The Local Governing Body shall be responsible for the setting and review from time to time of the Academy's admissions policy provided that no change will be made to the admissions criteria without the written consent of the Directors.

4.6.4 Any decision to expand the Academy shall be that of the Directors but who shall have regard to the views of the Local Governing Body.

4.7 **Extended Schools and Business Activities**

4.7.1 Whilst the undertaking of any activities which would be described as part of the Academy's "extended schools agenda" or any activities designed to generate business income, would be the responsibility of the Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the Directors and having regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.

4.8 **Regulatory Matters**

4.8.1 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the Local Governing Body shall do all such things as the Directors may specify as being necessary to ensure that the Company is meeting its legal obligations.

5. **OPERATIONAL MATTERS**

5.1 The Local Governing Body shall comply with the obligations set out in the Appendix which deals with the day to day operation of the Local Governing Body.

5.2 The Local Governing Body will adopt and will comply with all policies of the Directors, communicated to the Local Governing Body from time to time.

5.3 Both the Directors and all members of the Local Governing Body have a duty to act independently and not as agents of those who may have appointed

them and will act with integrity, objectivity and honesty in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

- 5.4 The Local Governing Body will review its practices on a regular basis, having regard to recommendations made by the Directors, from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.
- 5.5 The Local Governing Body shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require from time to time.
- 5.6 The Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation in such circumstances.

6. **ANNUAL REVIEW**

- 6.1 This Scheme of Delegation shall operate from the Effective Date in respect of the named Academy.
- 6.2 Notwithstanding this being the first Scheme of Delegation to apply in respect of the Academy, the Directors will have the absolute discretion to review this Scheme of Delegation (together with the provisions of the attached Terms of Reference) at least on an annual basis and to alter any provisions of it.
- 6.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the Local Governing Body.

THE BANDING PROCESS

The Directors will use a range and variety of evidence and data to place each Academy in one of the following Bands according to the levels of risk presented by the evidence and data.

The Process

The CEO of the Torch Academy Group and Head of Torch Academy Group will consider the evidence and data available and determine the appropriate Band for each Academy. Judgements will be finalised after discussion with the Head of School or Headteacher and decisions will be shared with the Head of School or headteacher, LGB and Directors. The Banding decision is made in the autumn term and reviewed by the Head of Torch Academy Group in each subsequent term, dependent on the level of risk and the identified 'Alerts'. The Band is subject to adjustment as and when circumstances require.

Each Band will include Academies with a relatively wide range of performance; the 'Best Fit' approach is used to determine the Banding.

The CEO and Head of Torch Academy Group will identify and review the level of risk of each Academy and determine with the Head of school the appropriate support and challenge to enable all Academies to raise standards of performance.

A Decision Planner will be formulated for approval by the local governing body of each academy in line with the determined Banding.

It is recognised that all Academies, regardless of banding, have elements of good practice and these will be recognised and disseminated.

Bands and actions

Band 1 (Secure)

These Academies have demonstrated that they are able, autonomously, to secure continuous improvement and will have demonstrated strong student outcomes supported by RaiseonLine data. It is likely that such schools will meet the 'Outstanding' criteria as set out in the OfSTED framework.

Actions – the Directors will:

- Formally acknowledge and celebrate the high levels of performance
- Broker the Academy's support to other Academies, partner schools and other Directors from any areas of the Academy's work, including non-teaching areas
- Delegate, subject to the preceding Scheme of Delegation, a high degree of autonomy to the Local Governing Body.

Actions - Band 1 Academies will:

- take the lead in negotiating support from a range of agencies and partnerships
- collaborate with the Directors in the development, implementation and evaluation of support programmes for Academies in other Bands
- develop partnerships with other Academies, schools and Directors
- offer programmes of support, from any areas of its work, including non-teaching areas, to other Academies

Band 2 (Secure)

These Academies have many elements of performance evaluated as good, from scrutiny of a range of data, and are striving to improve further. They are likely to meet the 'Good' criteria as set out in the OfSTED framework.

Actions – The Directors will:

- Formally acknowledge and celebrate the elements of Good performance
- Encourage the Academy to support weaker Academies as appropriate
- Monitor the risks and take appropriate action

Actions - Band 2 Academies will:

- take the lead in negotiating targeted support to address its identified risks
- collaborate with the Directors in the development, implementation and evaluation of support programmes for Academies in other Bands
- review its self assessment and evaluation procedures and take action as necessary
- ensure its Development Plan is sufficiently robust at least to sustain Band 2 and to achieve Band 1
- contribute to support programmes for Academies in other Bands
- develop collaborative work with others

Band 3 (Insecure)

These Academies have elements of performance, as identified from scrutiny of a range of data, which indicate a risk that the school would not receive a 'Good' judgement according to the OfSTED framework. This may also include below-floor target outcomes, rates of progress below Torch Academy Group targets.

Possible actions by the Directors:

- Develop an appropriate support package for the Academy
- Scrutinise targeted data related to the identified risks
- Monitor the quality of provision
- Review the effectiveness of Leadership and Management, including governance

- Review the effectiveness of the Improvement Plan and advise on improvements, including pupil outcomes and timescales
- Broker support to address specific needs
- Support the Academy in recognising and deploying good practice
- Consider additional challenge and support from a range of colleagues according to the agreed, specific needs and risks, in order to secure continued improvement and raised standards

Action - Band 3 Academies will;

- work in partnership with the Directors to raise standards
- review and improve the self assessment and evaluation procedures
- revise the Improvement Plan
- consider implementing a targeted Raising Achievement Plan to address the areas of risk
- review and improve procedures for monitoring and evaluating the impact of the targeted plan
- develop collaborative work with others
- address identified weaknesses in teaching & learning.

Band 4 (Insecure)

These Academies have elements of performance, as identified from scrutiny of a range of data, which indicate a high risk that that the school may placed in an OfSTED Category. Academies in this band will have at least one of the following characteristics:

- be improving, but still vulnerable of going into an Ofsted category
- have several elements of underperformance or an area of significant underperformance
- be below the Floor Standard over 3-5 years
- be likely to be placed in an Ofsted category
- have received an Ofsted inspection judgement of Grade 4 – inadequate

Actions – The Directors will

- Develop an appropriate support package for the Academy;
- Appoint an interim Advisory Council to replace the Local Governing Body;
- Scrutinise targeted data related to the identified risks
- Monitor the quality of provision
- Review the effectiveness of Leadership and Management including governance and the effectiveness of the Improvement Plan and implement adjustments including timescales, milestone achievements and impact measures;
- Prepare a 'Raising Achievement Plan' to ensure targets are met
Broker support to the Academy to address specific needs
- Consider additional challenge and support from a range of colleagues, according to the agreed, specific needs and risks, in order to secure continued improvement and raised standards
- Encourage and support the Academy to work in collaboration with and seek support from other Academies and partners
- Provide support to apply for funding to raise standards

- Agree the support plan with DfE School Improvement Division

It is expected that Band 4 Academies will:

- work in partnership with the Directors to raise standards
- review and improve the self assessment and evaluation procedures
- revise the Improvement Plan
- Implement, in collaboration with the Directors, a targeted Raising Achievement Plan to address the areas of risk, review and improve procedures for monitoring impact of the targeted plan, in order to improve progress, eliminate gaps and raise standards
- develop collaborative work with others
- consider innovative approaches to raising standards
- Implement the Torch Academy Group's 'Pillars of Success' transformation model.

Band 5 (Insecure)

The Academy is likely to require more significant improvement if one or more of the following judgements has been made by Ofsted.

- the standards of performance at the Academy are unacceptably low and are likely to remain so without intervention (special measures)
- there has been a serious breakdown in leadership and management including governance which is prejudicing, or likely to prejudice, standards of performance
- the safety of pupils or staff at the Academy is threatened (whether by a breakdown in discipline or otherwise).

Band 5 Actions

- The Directors will prepare and implement a Statement of Action.
- The Directors will copy this Statement of Action to Ofsted.
- The measures will stay in force until the Directors move the Academy to a higher Band and are confident that the improvement can be sustained.

If an Academy remains subject to Special Measures following a monitoring inspection, the Directors will discuss and agree the next steps needed to enable an acceptable rate of progress to be achieved or maintained before the next Ofsted monitoring visit, with the Headteacher/Head of School, LGB, Improvement Colleague, Directors and other appropriate partners.

APPENDIX

FUNCTIONING OF THE LOCAL GOVERNING BODY

1. CHAIRMAN AND VICE-CHAIRMAN OF THE LOCAL GOVERNING BODY

1.1 The members of the Local Governing Body shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from amongst their number to serve until a successor is appointed or a vacancy occurs as envisaged in paragraph 1.3. Neither a person who is employed by the Company (whether or not at the Academy) nor a person who is at the time of election already a Director of the Company (except where such person is a Director by virtue of being the incumbent chairman) shall be eligible for election as chairman or vice-chairman, noting for the avoidance of doubt that once elected the chairman will be eligible to serve as a Director of the Company pursuant to the provisions of Articles 51 and 52 of the Articles of Association. If there is no willing or adequately experienced individual to accept nomination for the post of chair or vice chair, the Directors will appoint a chair either from the staff of the Academy or from the Trust Board pending training or recruitment of a suitable individual.

The person elected to the chair has the right to decline appointment to the Board of Directors, in which case another willing individual may be appointed subject to Articles 51 and 52 of the Articles of Association.

1.2 Subject to paragraph 1.4, the chairman or vice-chairman shall hold office as such until his successor has been elected in accordance with this clause 1.

1.3 The chairman or vice-chairman may at any time resign his office by giving notice in writing to the Local Governing Body. The chairman or vice-chairman shall cease to hold office if:

1.3.1 he ceases to serve on the Local Governing Body;

1.3.2 he is employed by the Company whether or not at the Academy;

1.3.3 he is removed from office in accordance with this Scheme of

Delegation; or

- 1.3.4 in the case of the vice-chairman, he is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of chairman.
- 1.4 Where by reason of any of the matters referred to in paragraph 1.3, a vacancy arises in the office of chairman or vice-chairman, the members of the Local Governing Body shall at its next meeting elect one of their number to fill that vacancy.
- 1.5 Where the chairman is absent from any meeting or there is at the time a vacancy in the office of the chairman, the vice-chairman shall act as the chair for the purposes of the meeting.
- 1.6 Where in the circumstances referred to in paragraph 1.5 the vice-chairman is also absent from the meeting or there is at the time a vacancy in the office of vice-chairman, the members of the Local Governing Body shall elect one of their number to act as a chairman for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company whether or not at the Academy nor a Director.
- 1.7 A Director shall act as chairman during that part of any meeting at which the chairman is elected.
- 1.8 Any election of the chairman or vice-chairman which is contested shall be held by secret ballot.
- 1.9 The chairman or vice-chairman may only be removed from office by the Directors at any time or by the Local Governing Body in accordance with this Scheme of Delegation.
- 1.10 A resolution to remove the chairman or vice-chairman from office which is passed at a meeting of the Local Governing Body shall not have effect unless:
- 1.10.1 it is confirmed by a resolution passed at a second meeting of the Local Governing Body held not less than fourteen days after the first meeting; and
- 1.10.2 the matter of the chairman's or vice-chairman's removal from office is

specified as an item of business on the agenda for each of those meetings.

- 1.11 Before a resolution is passed by the Local Governing Body at the relevant meeting as to whether to confirm the previous resolution to remove the chairman or vice-chairman from office, the person or persons proposing his removal shall at that meeting state their reasons for doing so and the chairman or vice-chairman shall be given an opportunity to make a statement in response.

2. **CONFLICTS OF INTEREST**

- 2.1 Any member of the Local Governing Body who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a member of the Local Governing Body shall disclose that fact to the Local Governing Body as soon as he becomes aware of it. A person must absent himself from any discussions of the Local Governing Body in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 2.2 For the purpose of paragraph 2.1, a person has a Personal Financial Interest if he is in the employment of the Company or is in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or the Academy.
- 2.3 In any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.
- 2.4 Any disagreement between the members of the Local Governing Body and the Head of School or any subcommittee of the Local Governing Body shall be referred to the Directors for their determination.

3. **THE MINUTES**

- 3.1 The minutes of the proceedings of a meeting of the Local Governing Body shall be drawn up and entered into a book kept for the purpose by the person

authorised to keep the minutes of the Local Governing Body; and shall be signed (subject to the approval of the members of the Local Governing Body) at the same or next subsequent meeting by the person acting as chairman thereof. The minutes shall include a record of:

3.1.1 all appointments of officers made by the Local Governing Body; and

3.1.2 all proceedings at meetings of the Local Governing Body and of committees of the Local Governing Body including the names of all persons present at each such meeting.

3.2 The chairman shall ensure that copies of minutes of all meeting of the Local Governing Body (and such of the subcommittees as the Directors shall from time to time notify) shall be provided to the Directors as soon as reasonably practicable after those minutes are approved.

4. **COMMITTEES**

4.1 Subject to this Scheme of Delegation, the Local Governing Body may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by the Local Governing Body but having regard to any views of the Directors. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on the Local Governing Body, provided that a majority of the members of any such subcommittee shall be members of the Local Governing Body or Directors. The sub-committee may deliberate and determine recommendations to be brought to the Local Governing Body for consideration. No vote on any matter shall be taken at a meeting of a sub-committee. Minutes must be taken of any meeting of a sub-committee and presented for approval to the Local Governing Body.

5. **DELEGATION**

5.1 Provided such power or function has been delegated to the Local Governing Body, the Local Governing Body may further delegate to any person serving on the Local Governing Body, committee, the Head of School or any other holder of an executive office, such of their powers or functions as they

consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the Local Governing Body may impose and may be revoked or altered. Any such delegation must be recorded in the minutes of a full Local Governing Body meeting and not taken by a sub-committee.

- 5.2 Where any power or function of the Directors or the Local Governing Body is exercised by any subcommittee, any Director or member of the Local Governing Body, the Head of School or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Body in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Body immediately following the taking of the action or the making of the decision.

6. MEETINGS OF THE LOCAL GOVERNING BODY

- 6.1 Subject to this Scheme of Delegation and the Banding Process, the Local Governing Body may regulate its proceedings as the members of the Local Governing Body think fit.
- 6.2 The Local Governing Body shall meet at least three times in every school year. Meetings of the Local Governing Body shall be convened by the clerk to the Local Governing Body. In exercising his functions under this Scheme of Delegation the clerk shall take due regard of any direction:
- 6.2.1 given by the Directors or the Local Governing Body; or
- 6.2.2 given by the chairman of the Local Governing Body or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman of the Local Governing Body, so far as such direction is not inconsistent with any direction given as mentioned in 6.2.1 above.
- 6.3 Any three members of the Local Governing Body may, by notice in writing given to the clerk, requisition a meeting of the Local Governing Body; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.
- 6.4 The Clerk (as defined below) shall provide to each member of the Local

Governing Body at least seven clear days before the date of a meeting:

6.4.1 notice in writing thereof, signed by the clerk, and sent to each member of the Local Governing Body at the address provided by each member from time to time;

6.4.2 all reports or other papers to be considered at the meeting; and

6.4.3 a copy of the agenda for the meeting;

provided that where the chairman or, in his absence or where there is a vacancy in the office of chairman, the vice-chairman, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.

6.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.

6.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Body shall not be proposed at a meeting of the Local Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

6.7 A meeting of the Local Governing Body shall be terminated forthwith if:

6.7.1 the members of the Local Governing Body so resolve; or

6.7.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.10, subject to paragraph 6.12.

6.8 Where in accordance with paragraph 6.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so

terminated.

- 6.9 Where the Local Governing Body resolves in accordance with paragraph 6.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Body shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the secretary to convene a meeting accordingly.
- 6.10 Subject to paragraph 6.12, the quorum for a meeting of the Local Governing Body, and any vote on any matter thereat, shall be 3 persons holding office on the Local Governing Body at the date of the meeting. If the Directors have appointed any additional members of the Local Governing Body pursuant to clause 4.1.2.5 of this Scheme of Delegation then a majority of the quorum must be made up of such persons.
- 6.11 The Local Governing Body may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- 6.12 The quorum for the purposes of:
- 6.12.1 appointing a parent member;
 - 6.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;
 - 6.12.3 any vote on the removal of the chairman of the Local Governing Body;
- shall be half (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- 6.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Local Governing Body shall have one vote.

- 6.14 Subject to paragraphs 6.10 – 6.12, where there is an equal division of votes, the chairman of the meeting shall have a casting vote in addition to any other vote he may have.
- 6.15 The proceedings of the Local Governing Body shall not be invalidated by
- 6.15.1 any vacancy on the board; or
- 6.15.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Body.
- 6.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Body shall be valid and effective as if it had been passed at a meeting of the Local Governing Body or (as the case may be) a subcommittee of the Local Governing Body duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Body and may include an electronic communication by or on behalf of the Local Governing Body indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Body in writing of the email address or addresses which the member will use.
- 6.17 Subject to paragraph 6.18, the Local Governing Body shall ensure that a copy of:
- 6.17.1 the agenda for every meeting of the Local Governing Body;
- 6.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as chairman of that meeting;
- 6.17.3 the signed minutes of every such meeting; and
- 6.17.4 any report, document or other paper considered at any such meeting, are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.
- 6.18 There may be excluded from any item required to be made available in

pursuance of paragraph 6.17, any material relating to:

- 6.18.1 a named teacher or other person employed, or proposed to be employed, at the Academy;
 - 6.18.2 a named pupil at, or candidate for admission to, the Academy; and
 - 6.18.3 any matter which, by reason of its nature, the Local Governing Body is satisfied should remain confidential.
- 6.19 Any member of the Local Governing Body shall be able to participate in meetings of the Local Governing Body by telephone or video conference provided that:
- 6.19.1 he has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and
 - 6.19.2 the Local Governing Body has access to the appropriate equipment if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

7. **CLERK**

- 7.1 The Local Governing Body must appoint a clerk (the “Clerk”) (who must not be the Head of School) and may remove the Clerk from office at any time.
- 7.2 In the absence of the Clerk from a Local Governing Body meeting, the Local Governing Body may appoint any one of the Governors to act as Clerk for the purposes of that meeting.
- 7.3 The Clerk must:
 - 7.3.1 convene meetings of the Local Governing Body;
 - 7.3.2 attend meetings of the Local Governing Body and ensure that minutes of the proceedings are drawn up; and

7.3.3 perform any other functions determined by the Directors.

8. NOTICES

- 8.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In these Articles, "Address" in relation to electronic communications, includes a number or address used for the purposes of such communications.
- 8.2 A notice may be given by the Local Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Body by the member. A member whose registered address is not within the United Kingdom and who gives to the Local Governing Body an address within the United Kingdom at which notices may be given to him, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him at that address, but otherwise no such member shall be entitled to receive any notice from the Local Governing Body.
- 8.3 A member of the Local Governing Body present, either in person or by proxy, at any meeting of the Local Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.
- 8.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

9. INDEMNITY

- 9.1 Subject to the provisions of the Companies Act 2006 every member of the Local Governing Body or other officer or auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.