

HEART Academies Trust is legally accountable to the DfE. Through this Scheme of Delegation Trustees have delegated responsibility to Local Advisory Boards (LABs) for specific areas. The Local Advisory Board (LAB) is a sub-committee of the Trust Board. Responsibility is delegated to LABs, but the Trust is ultimately accountable as the legal entity and Trustees are legally liable. LABs are an integral part of each school's success, are accountable to the Trustees and must ensure that, at all times, they act in good faith and in the best interests of their Academy and the Trust.

LAB Members need to know their school. Visits into school will enable LAB members to be well-informed and to be effective critical friends.

	Responsibility	Activity
1	Monitor key aspects of the Academy in accordance with its School Development Plan	To monitor the impact of teaching on student attainment through scrutiny and challenge of the Head Teacher's termly progress and impact reports. To review, approve and monitor school-specific policies to ensure compliance with statutory obligations.
2	Safeguarding of pupils & staff	Ensure that the school safeguarding procedures follows Trust policy through termly monitoring. All LAB members are Safeguarding trained and aware of the Keeping Children Safe in Education (KCSIE) document. Notify the CEO and Trust Board of any safeguarding issues or concerns relating to the Head Teacher, member of staff or where Governors or staff feel there is significant risk to a child
3.	Community relations	Be a representative of and Ambassador for HEART Academies Trust in the local community. Actively engage with the community and contribute to the renewal and sustainability of the community it serves. Employ a wide range of mechanisms to enable parents/carers to work in partnership with the school for the benefit of the children, create a climate of trust and shared ownership.

Who we are

MEMBERS

TRUSTEES

**Committees
established by the
Trust Board.**

**CEO
Accounting officer**

**Local Advisory
Board (LAB)**

What we do

The Members are the guardians of the Trust's constitution, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled. The Members may agree to appoint/remove additional Members.

As a charity and company limited by guarantee, the HEART Academies Trust ('the Trust') is governed by a Board of Trustees ('the Trustees') who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. The Board of Trustees is able to exercise all of the powers of HEART Academies Trust. It is responsible for the performance of the Trust.

**LABS
Local Advisory
Boards**

**EDUCATION
Membership
Trustees & Headteachers**

**FINANCE & OPERATIONS
Membership
Trustees**

**RISK & AUDIT
Membership
Trustees**

The Trustees will hold the CEO to account for the performance of the trust, including the performance of the academies within the trust. The CEO in turn holds other senior executives to account by line managing them. The CEO performance manages the academy Headteachers but will seek input from the LAB chair.

**School
Improvement
Director**

**Chief Finance
Officer**

**Chief
Operations
Officer**

**Academy
Headteachers**

LABS Provide Governance at local level
Monitor key aspects of the Academy in accordance with its strategic plan; Safeguarding of pupils & staff
stakeholder engagement and community relations

Introduction to HEART Academies Trust

HEART Academies Trust is a non-profit making charitable company based in Bedford, its Sponsor is The Harpur Trust, a charity that has existed in the town since 1566 when Sir William Harpur, and his wife Dame Alice created an endowment to sustain a school in Bedford. HEART Academies Trust was established to support local schools build on their existing strengths, to improve and maintain high educational standards and to encourage continuity of education within the local community. Our overwhelming belief is that every child can be successful, both socially and academically, with early and effective help from staff who know and value them as an individual. We have high expectations of all members of our schools; children, young people and all staff and we will challenge and support them to achieve their very best.

Vision and Values

OUR MOTTO: We value the dreams and aspirations of everyone in our communities.

OUR VALUES: High Expectations, Achievement, Respect and Trust

OUR VISION: A family of academies locally based at the heart of their communities improving life chances for all, through challenge and support.

Our Motivators:

- ✓ **DRIVEN:** The passion to get better and better at something that matters.
- ✓ **COMMUNITY MINDED:** The will to do what we do in the service of something bigger than ourselves.
- ✓ **ASPIRATIONAL:** The commitment to improve life chances.

How we work

Although this delegation document refers to Trustees throughout, the Trustees of the HEART Academy Trust are both charity Trustees and Company Directors. The Trustees are accountable to the Charity Commission for ensuring that the Trust fulfils its charitable purpose, to Companies House for ensuring that the Trust complies with company law and to the Department for Education (including any successor bodies) for the quality of the education provided and in that regard are required to have systems in place through which they can assure themselves of quality, safety and good practice. In order to discharge these responsibilities, the Trustees appoint locally based people to serve on a Local Advisory Board (LAB) to ensure the good governance of the Academy. Each HEART Academy has its own Local Advisory Board (LAB), the membership of which includes staff and parents, who are appointed by the Trustees.

This Scheme of Delegation explains how the Trustees fulfil their responsibilities for the leadership and management of the Trust, the respective roles and responsibilities of the Trustees and the members of the LAB and their commitments to each other to ensure the success of the Academies.

This Scheme of Delegation applies to all academies for which the Trust is responsible. Any reference to “the Academies” in this Scheme of Delegation refers to all Academies within the Trust. This Scheme of Delegation identifies the specific functions to be carried out by one or more of the following:

- Board of Trustees
- Local Advisory Board (LAB) of each academy
- Chief Executive Officer (CEO)
- Head Teacher of the Academy

Who we are

Members

The members of the trust have a different status to Trustees. The Members are the guardians of the Trust’s constitution, determining the governance structure of the Trust and providing oversight of, and challenge to, the Trustees to ensure the charitable object of the Trust is being fulfilled. The Members may agree to appoint/remove Members. The original members will have been the signatories to the memorandum of association and will have agreed the Trust’s first articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the Trustees the

members can appoint to the trust board. The members appoint Trustees to ensure that the trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Members are also responsible for approving any amendments made to the trust's articles of association.

The Board of Trustees

The Trustees are individually and corporately responsible for all the actions of the Trust (including the Academies) and are accountable to the Members of the Trust, the Secretary of State for Education and the wider community for the quality of the education received by all pupils of the HEART Academies and the expenditure of public money. The Trustees are required, pursuant to the Funding Agreements, to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees have overall responsibility and ultimate decision-making authority for all the work of HEART Academies Trust; this is largely exercised through strategic planning and the setting of policy and managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees may decide to form Committees to carry out certain of its functions. There are two committees that consider issues across the whole Trust – the Education Committee and the Finance and Operations Committee. The Trustees have the power to direct change where required. The Trustees have delegated the responsibility for running each Academy to committees established by this Scheme of Delegation and which shall be known as the academy Local Advisory Board (LAB). In exceptional circumstances, the Trustees may decide that it's necessary for Academies to share a LAB.

The Chief Executive Officer (CEO)

Day to day management of the organisation is undertaken by the Chief Executive Officer, supported by the Executive Team. A significant number of responsibilities under the Scheme of Delegation lie with the CEO. The CEO is accountable to the Trustees for the performance of the trust, including the performance of all the Academies within the trust. The CEO is performance managed by the trust board and performance manages the executive team and academy Head Teachers, but, in the case of Head Teachers, will seek input from the chair of the relevant Local Advisory Board.

Local Advisory Boards (LAB)

Apart from ensuring good governance, the Trustees primary objectives are to assist the Executive Team and Head Teachers to deliver the best possible outcomes for all students, and to hold them accountable for the ways in which this is carried out. It does this through the Local Advisory Board (LAB) of each academy. Each Head Teacher has responsibility for the students' welfare and progress at their school. All senior staff lead on a range of academy key responsibilities and ensure that they are consistently implemented and delivered across the Academy.

Delegated functions

Whilst the HEART Academies Trust remains legally accountable to the DfE, the Trustees Scheme of Delegation for Local Advisory Boards covers specific areas:

- Monitor key aspects of the Academy in accordance with its strategic plan.
- Safeguarding of pupils & staff, including risk management.
- Exclusions.
- Community relations

The Trustees will have the absolute discretion to review this Scheme of Delegation and to alter any provisions of it with consultation of involved parties in considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the LABS.

Funding

The Trustees will manage the HEART Academies Trust budget centrally and will determine the scope of mandatory core services to be procured centrally on behalf of the academies to include the provision of a coherent package for school improvement which is tailored to the needs of each individual academy and shall deliver those services ensuring that they represent good value for money.

- The Trustees will ensure all insurances are in place
- The Trustees will inform the appropriate government agency if it suspects any irregularity affecting resources, and approvals of any write-offs and other requirements of the DFE
- The Trustees will agree such items as maintenance and development of school sites; extended school provision and/or letting policies; pay policies and performance management policies; dismissal payments.

Nolan Principles of Public Life

As well as being required to have an understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship, non-executive directors and Trustees in the public sector need are expected to adhere to the Nolan Principles of Public Life – appendix I. Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

OUR NON-NEGOTIABLES:

HEART Academies Trust will:

- Maintain a continuous and rigorous focus on raising standards, particularly in English and Mathematics.
- Aim to ensure all children and young people receive high quality teaching in every lesson, every day.
- Remain non-selective and will value the abilities and achievements of all its students.
- Support existing and only recruit new staff who are committed to providing the best possible environment for learning for every child.
- Remain committed to providing the best possible education for the community of each school.
- Foster collaboration between its Academies by encouraging honest and professional dialogue to enable greater understanding of the differences and similarities between Academies to add value to each and strengthen the whole.

Scheme of Delegation distribution of functions

Strategic Functions				
Function	Local Advisory Board (LAB)	Head Teacher	Chief Executive Officer	Trustees
Strategic Objectives	Work in partnership with the Trust to deliver on the strategic direction.	Work with the LAB to develop and deliver the strategic direction of the Trust	Support the development of the strategic direction with the Trust Board. <ul style="list-style-type: none"> Work in partnership with the Trust academies and the Head Teacher to develop and deliver strategic direction 	With the support of the CEO to develop the strategic direction of the Trust.
Compliance and Integrity <i>All parties to work in line with the Nolan Principles and achieve the charitable objective of the Trust.</i>	The LAB is to take the lead generally in developing the Academy's strategy so that it: <ul style="list-style-type: none"> becomes and remains a sustainable, vibrant and high-quality provider of education plays an effective part in the wider Trust family. actively engage with the community protect the reputation of the Trust and the Academy, acting as directed by the Trust Board where required. 	To act to protect the reputation of the HEART Academies Trust. <ul style="list-style-type: none"> Ensure the provision of high-quality education in line with the Trust vision & Values Work in collaboration with the Academies in the Trust Work to actively engage with the wider community protect the reputation of the Trust and the Academy, acting as directed by the Trust Board where required. 	To ensure full compliance with all Trust regulations including charity, company and employment law and report regularly to the Trustees on compliance.	To ensure that they comply with all regulatory functions required within Charity, company & employment Law. That the Trust and its academies meets all the expectations of the DfE and the funding agency.
Safeguarding (including Looked after Children)	To ensure that the academy safeguarding procedures follows Trust policy through termly monitoring. <ul style="list-style-type: none"> All LAB members are Safeguarding trained and aware of the Keeping Children Safe in Education (KCSIE) document. Notify the CEO of any safeguarding issues or concerns relating to the 	To ensure the delivery of effective safeguarding procedures in accordance with Trust policy and local and national guidance. <ul style="list-style-type: none"> All staff are familiar with Keeping Children Safe in Education (KCSIE). Immediately notify the CEO, and Chair of the LAB of any safeguarding issues or concerns relating to the conduct of staff or where 	Develop safeguarding policies and procedures across the Trust <ul style="list-style-type: none"> To monitor safeguarding procedures across the Trust academies. Ensure that all Trust staff are safeguarding trained and familiar with and working to KCSIE. 	Agree safeguarding policies and procedures across the Trust. <ul style="list-style-type: none"> Review the effectiveness of the Trust-wide safeguarding policies and procedures. Ensure that the Trust has resourced safeguarding training for all Trustees, staff, and LAB members.

	Head Teacher, member of staff or where Governors or staff feel there is significant risk to a child	the Head Teacher feels there is a significant risk to a child	<ul style="list-style-type: none"> • Ensure that the LABs are trained and effectively monitoring safeguarding • Report to the Trustees on the effectiveness of the safeguarding policies and procedures • Immediately notify the Chairman of the Trust Board of any safeguarding issues or concerns relating to the conduct of staff or where the Head Teacher feels there is a significant risk to a child 	
Health & Safety	<ul style="list-style-type: none"> • 	<p>Ensure that staff comply with Trust Health and Safety policy and procedures, HSE guidance and regulations.</p> <ul style="list-style-type: none"> • A competent member of staff manages Health and Safety advice according to Trust policy and procedures and HSE standards and guidance. 	<p>Ensure that the Health and safety policies and procedures are in line with current HSE guidance</p> <ul style="list-style-type: none"> • To monitor Health and Safety across the Trust and report on Health and Safety to the Trust Board • Ensure that each academy in the Trust fulfils its Health & Safety obligation and the management of risk. 	<p>Agree policy and procedures and Statement of Intent.</p> <ul style="list-style-type: none"> • Receive CEO reports on the Trust-wide management of risk and Health and Safety including compliance with HSE standards and guidance and any other regulatory guidance.
Governance	<p>LABs must ensure that at all times they act in good faith and in the best interests of the Academies</p> <ul style="list-style-type: none"> • LABs operate within the Trustees delegated authority. Governance 	<p>Manage the day to day business of the Academy under the oversight of the CEO with challenge and support from the LAB</p>	<p>Manage the day to day business of the Trust in line with policies approved by Trustees.</p> <ul style="list-style-type: none"> • Support the development of effective LABs 	<p>Agree the overarching strategic direction and ensure robust governance</p>

	<p>Officer to conduct a skills audit annually and identify skill shortages, training and development needs</p> <ul style="list-style-type: none"> • Work within the concept of the 'HEART family of academies' and protect the reputation of the Trust. • Provide challenge and support to the Leadership Team as the Academy implements policies and improvement plan priorities 		<ul style="list-style-type: none"> • Oversee the work of the Governance Officer 	
Stakeholder engagement	Develop and maintain effective links within the Community.	Promote collaboration between the HEART Academies, actively seeking opportunities for the Academies to work together either to identify and implement best practice across all Academies, and/or to improve efficiencies within the Trust.	Promote collaboration between academies and sharing of expertise and achieving efficiencies. <ul style="list-style-type: none"> • Support the academies in their communications with their stakeholders. 	Ensure effective links between the Trustees and the Academies and their responsibilities to their communities for safeguarding and the education of pupils
Exclusions	Work within the Trust policy and procedures. Appoint a panel to manage pupil discipline hearings	Follow Trust policy and procedures. <ul style="list-style-type: none"> • Keep the LAB and the CEO informed of pupil permanent or fixed-term exclusions from the academy. 	Develop a policy on pupil management and exclusions. Offer training to the LAB panel. Support the academy on the management of excluded pupils.	Monitor pupil exclusions at all Trust academies.

Financial responsibility

Heart Academies Trust are accountable to the DfE for the management of public funds. The budget is managed centrally by the Trustees, advised by the CEO and Trust Finance Committee in consultation with the Head Teachers

Function	Local Advisory Board (LAB)	Head Teacher	Chief Executive Officer (CEO)	Trust Board
Setting the Budget for Heart Academies Trust	<p>The Head Teacher will share budget proposals with the LAB.</p> <ul style="list-style-type: none"> Review budget information to ensure that finances are directed appropriately 	<p>The CEO will consult with the Head Teacher on the preparation of the Academy budget during May in accordance with a pre-arranged timetable.</p> <ul style="list-style-type: none"> The Head Teacher will ensure that the Academy resource requirements are shared with the CEO so that the Finance Committee are informed for their budget review. 	<p>Together with the Finance Director prepare of the annual academy budgets.</p> <ul style="list-style-type: none"> In-year revisions to budget proposed by the CEO presented to the Finance Committee during the year as appropriate The CEO will advise the Finance Committee such items as will significantly impact on Academies budgets such as (but not limited to): maintenance and development of Academy sites; extended Academy provision and/or letting policies; pay policies and performance management policies; dismissal payments. 	<p>The priority of the Trustees is to develop a sustainable budget through value driven, strategic financial planning The F&O Committee will carry out a review of the draft Budget Forecast recommend for approval to the Trustees</p> <ul style="list-style-type: none"> The Trustees will be advised by the Finance Committee of such items as will significantly impact Academies The Trustees will approve the Budget Forecast for the Trust (including the individual Academy budgets) prior to submission to the DfE by 31 July Approval of in year revisions to budget
Budget monitoring	<p>Oversight of budget reports to be reassured school budgets are set and managed appropriately</p>	<p>Monitor spend against budget on a regular basis and report to the Trustees.</p>	<p>CEO to report to Finance Committee on academy budgets</p> <ul style="list-style-type: none"> To monitor spend and ensure best value for money is being achieved across the Trust 	<p>Review the academy budget throughout the year. Consider any major variances reported by the CEO To review spend and ensure best value for money is being achieved across the Trust</p>

Financial controls	Ensure good financial management within the Academy by ensuring that it is acting within the Financial Scheme of Delegation.	To comply with HEART Academies Financial Scheme of Delegation, ensuring probity and good financial management within the Academy	To ensure probity and good financial management across the Trust by ensuring that the CFO and Head Teachers are complying with the agreed financial procedures	Review probity and good financial management across the Trust by reviewing the Trusts financial status at regular intervals at Trustees meetings.
Statutory Audit Procedures	Aid in relation to statutory audit procedures as the Trustees may from time to time request	The Head Teacher is to provide such information and assistance in relation to statutory audit procedures as the Trustees may from time to time request	Monitor that the Academies work within the statutory audit procedures. Report compliance to the Trustees	The Finance Committee is responsible for recommending the statutory accounts for approval to the Trustees for presenting to the AGM for approval. The statutory accounts are signed off by the members at the AGM

Human Resources

For the avoidance of doubt, all appointments identified under this Human Resources section, **whether candidates are internal or external**, are subject to the same procedures. There is to be no distinction between the two. The HEART Academies Trust processes for reducing staffing, reviewing staffing structures, and dealing with disciplinary and capability matters must be followed in all cases and advice taken from the Trust HR Manager.

Function	Local Advisory Board (LAB)	Head Teacher	Chief Executive Officer (CEO)	Trust Board
Recruitment	Support the recruitment of staff by providing representation on recruitment panels as agreed with the Head Teacher	Request approval from the CEO for any recruitment requirements. <ul style="list-style-type: none"> Lead the process for filling staffing vacancies up to senior leadership team appointments, in line with HEART Academies Trust recruitment procedures 	To approve the recruitment process for staff <ul style="list-style-type: none"> Approve recruitment requests, ensuring appointments are in line with the budget Lead the recruitment of members of the senior leadership team, unless delegated to the Head Teacher 	Receive report on staffing across the Trust academies
Terms & Conditions of Employment	Note proposed changes to individuals' terms and conditions of employment that the Head Teacher may propose	The Head Teacher may make proposals to the CEO with regard to the terms of employment for an individual member of staff e.g. flexible working request.	Review and comment on any proposals that may involve a change to the terms of employment. <ul style="list-style-type: none"> Report to the Trustees any proposals to change terms of employment of any member of staff. 	The responsibility for the contractual terms and conditions for all Trust employees lies with the Trustees. Decisions concerning any change to the terms of employment any teaching or support staff lies with the Trustees.

			<ul style="list-style-type: none"> Advise the Academies, as necessary, on current employment law. 	<ul style="list-style-type: none"> The Trustees will consider any representations made by the CEO / Head Teacher.
Recruitment - Head Teacher	Provide a representative on the recruitment panel.		Lead the process for filling Head Teacher's / Executive Head Teacher vacancies. (Panel to include Trustees, and LAB representation)	Unless the Trust Board, acting in good faith, has any legitimate reason to do otherwise, it will ratify the recommendation made by the Appointment Panel.
Performance Management	Monitor the staff performance review process and outcomes	<p>The Head Teacher is responsible for leading the appraisal and salary review process for teaching staff</p> <ul style="list-style-type: none"> Follow the Trust process and protocols. Inform the LAB and the CEO of the outcomes of the review. 	<p>Manage any appeals following the performance review process, if required.</p> <p>Report to the Trust Board regarding the salary review and ensure the outcomes are reflected in the draft Budget Forecast.</p>	Review the management and outcomes of the performance review process
Performance Management of Head Teacher	Support the Head Teacher performance management process if required	<p>Co-operate with the performance review timetable/process and procedures.</p> <ul style="list-style-type: none"> Prepare evidence for the performance management 	<p>To lead the Head Teacher performance management process</p> <ul style="list-style-type: none"> Report to the Trust Board on the annual Head Teacher's performance management process and outcomes 	<p>Review the outcomes of the performance management process.</p> <ul style="list-style-type: none"> Manage any appeals in respect of the performance management
Disciplinary and dismissal hearings	Review disciplinary proceedings and dismissal hearing reports from the Head Teacher as required	<p>Notify the CEO, HR Manager and LAB Chair of any circumstances which may lead to disciplinary procedures</p> <ul style="list-style-type: none"> Implement the Trust discipline and grievance policies and procedures. 	<p>Manage disciplinary and dismissal procedures in conjunction with the Head Teacher</p> <ul style="list-style-type: none"> Hold appeals following disciplinary and/or dismissal procedures 	<p>Determine the Trust discipline and grievance policies.</p> <ul style="list-style-type: none"> Receive reports on disciplinary/dismissal hearings across the Trust

Senior leadership Disciplinary and dismissal hearings	Seek immediate advice from the CEO in the event of any issues relating to the Head Teacher, which may lead to disciplinary procedures and act as appropriate	Notify the CEO and Head of HR of any circumstances which may lead to disciplinary procedures of a member of the senior leadership team	Manage disciplinary and dismissal procedures in relation to Head Teachers, notifying the Trustees of the proceedings.	Hold appeal hearings where required in relation to Head Teachers
Staff complement	Receive Head Teacher report on staffing structure and complement agreed by the Trust Board	Consult with the CEO on the structure and staff complement in line with the budget and report the agreed staff complement to the LAB	Consult with the Head Teacher on costs, structure and staff complement in line with the budget and report to the Trustees	Receive reports from CEO on the structures and costs of staffing at the Academies, discuss and agree staffing complement and costs
Structural change/redundancies	Receive a report from the Head Teacher on any proposals for redundancies or staffing structures recommended to the Trust Board	The Head Teacher is responsible for proposing a revised staffing structure for the Academy, with the support of the CEO, and for leading and managing the redundancy process with the support of the CEO	The CEO will support the Head Teacher throughout the restructuring process and will attend consultation meetings where the CEO considers this is appropriate	Decisions concerning the redundancies will lie with the Trustees having considered any representations made by the CEO / Head Teacher
Allegations of Gross Misconduct	<p>In cases of gross misconduct where dismissal may be a possible sanction, members of the LAB may be asked to sit on the panel for the disciplinary or appeal hearings which will be conducted in accordance with the Disciplinary Procedure should this be considered to be appropriate.</p> <ul style="list-style-type: none"> The LAB will be supported throughout by the CEO in managing any allegations of gross misconduct against the Head Teacher 	<p>The Head Teacher is to notify the CEO immediately after becoming aware of any circumstances that may need to be dealt with under the Disciplinary Procedure which may be deemed to be Gross Misconduct.</p> <ul style="list-style-type: none"> The Head Teacher will ensure that an investigation is conducted into any allegations of gross misconduct in accordance with the Disciplinary Procedure. If the outcome of the investigation is that there is sufficient evidence to substantiate the allegation the Head Teacher will refer the matter to a Disciplinary Hearing 	<p>The CEO will be responsible for arranging the constitution of panels consisting of members of the Trust Board and/or members of the LAB if this is deemed appropriate</p> <ul style="list-style-type: none"> If informed of an allegation of gross misconduct against the Head Teacher, the CEO will implement the process for organising an investigation into the allegation under the Disciplinary Procedure. The CEO will support the LAB throughout the process 	<p>The Trust Board will determine the disciplinary procedure</p> <ul style="list-style-type: none"> Decisions concerning the dismissal of any employees lie with the Trustees. Directors may be asked to sit on panels for Disciplinary and Appeal Hearings

Disciplinary Allegations that fall short of Gross Misconduct	<p>Members of the LAB will form panels for Disciplinary and Appeal Hearings and have the authority to impose sanctions up to, but excluding, dismissal.</p> <ul style="list-style-type: none"> Where an allegation of a less serious nature has been made against the Head Teacher, then the LAB will be responsible for informing the CEO immediately and for conducting the investigation into the allegation. The LAB will be supported by the CEO. 	<p>The Head Teacher is to notify the CEO immediately after becoming aware of an allegation.</p> <ul style="list-style-type: none"> The Head Teacher will ensure that an investigation is conducted into any disciplinary allegations in accordance with the Trust Disciplinary Procedure. If the outcome of the investigation is that there is sufficient evidence to substantiate the allegation, the Head Teacher will refer the matter to a Disciplinary Hearing. 	<p>Ensure that the Disciplinary and appeal hearings are conducted according to the Trust Disciplinary Policy. Support and advise the LAB throughout the proceedings. Report outcomes to the Trustees</p> <ul style="list-style-type: none"> Advise the Trustees in the case of allegations against Head Teachers. 	<p>Decisions concerning the imposition of a disciplinary sanction in respect of the Head Teacher will lie with the Trustees. Trustees will form the panels of Disciplinary and Appeal Hearings in the case of allegations against Head Teachers.</p>
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Education Performance of HEART Academies
Deprivation does not have to be destiny; our academies will be where every child will have the opportunity to achieve their potential

Function	Local Advisory Board (LAB)	Head Teacher	Chief Executive Officer (CEO)	Trustees
School Development Plan	<p>Receive progress and impact reports from the Head Teacher on the SDP.</p>	<p>In collaboration, develop an Academy Improvement plan reflecting the priorities of the academy.</p> <ul style="list-style-type: none"> The draft SDP should be costed with the support of the CEO and the expenditure built into the Budget Forecast Monitor and report impact and progress against the SDP 	<p>Recommend the Academy Development/Improvement Plan and costings to the Trustees</p> <ul style="list-style-type: none"> Evaluate and report progress against the Academy Improvement Plan and Trust Key Performance Indicators and its impact on improving pupil outcomes to Trustees 	<p>Trustees will approve the draft Academy Improvement Plan subject to any modifications it wishes to make. Trustees will receive regular reports from the CEO on the impact of the plan and its impact on pupil outcomes</p>
Improving pupil outcomes	<p>Monitor the pupil outcomes for all pupils at the academy</p>	<p>Work positively with the School Improvement Director to raise achievement for all pupils. Where underperformance is identified access support as appropriate and report to the LAB.</p>	<p>Support the development of an SDP.</p> <ul style="list-style-type: none"> Regularly monitor outcomes for all pupils across the Trust Academies. 	<p>Receive reports on the academies improvement/development plans and scrutinise the effectiveness of the plans to improve pupil outcomes</p>

			<ul style="list-style-type: none"> Report to the Board on progress and the effectiveness of the plan of each Academy for improving pupil outcomes 	<ul style="list-style-type: none"> Agree intervention strategies where underperformance is identified
Outcomes for Disadvantaged pupils	Receive reports from the Head Teacher on the impact of the Pupil Premium funding on the progress of disadvantaged pupils.	Report to the CEO and the LAB on the progress of disadvantaged pupils and the impact of pupil premium funding	<p>Monitor the effectiveness of the academy Pupil Premium funding and the evidence of the impact it has on the progress of eligible pupils</p> <ul style="list-style-type: none"> Recommend any intervention strategies for Trustee consideration 	<p>Receive reports on the effectiveness of the Pupil Premium funding on outcomes for disadvantaged pupils.</p> <ul style="list-style-type: none"> Agree intervention strategies if necessary, in order to make better use of the Pupil Premium funding
Policies	The LAB will note and approve new and updated school specific policies	The Head Teacher will be responsible for ensuring that school policies and procedures are kept up to date and applied	The CEO and Exec Team will be responsible for ensuring central policies are kept up to date and applied	The Trustees are responsible for approving all central policies.

Nolan Principles

The Governance Handbook states that:

... everyone in governance should be aware of and accept the seven principles of public life, as set out by Lord Nolan and applying to anyone, locally and nationally, who is elected or appointed as a public officeholder.

The Nolan principles are:

1. **Selflessness:** Holders of public office should act solely in the public interest
2. **Integrity:** Holders of public office should not place themselves under external obligations that could influence their public duties
3. **Objectivity:** Holders of public office should make public appointments based on merit
4. **Accountability:** Holders of public office are accountable to the public for their actions
5. **Openness:** Holders of public office should be open in their decision making
6. **Honesty:** Holders of public office must declare any private interest that could impact on their public work
7. **Leadership:** Holders of public office should promote these principles through leading by example

In certain circumstances (see below) the Trust may withdraw some or all delegated functions from Local Advisory Boards.

Area of concern	Possible Action	Likely Review / Re-delegation of functions
The academy is judged RI or inadequate by OFSTED/HMI inspectors	Trust will withdraw all delegated functions	Reviewed following re-inspection or Ofsted/HMI visit
Academy is deemed to be at risk of being judged RI or inadequate by Ofsted/HMI inspectors	Trust may withdraw relevant functions unless there is confidence in a remedial plan of action	Half termly review of action plan
Academy fails to safeguard children or is a risk of doing so or loses the confidence of the local community	Trust may partially withdraw relevant delegated powers	When Trustees have confidence that Academy can meet all safeguarding requirements
Serious misconduct by the Head Teacher	All delegated functions could be withdrawn	When issues relating to misconduct are resolved
Loss of key senior staff	Some delegated powers could be withdrawn in order to support the academy to move forward.	When staffing plan or temporary/permanent arrangements are in place
Loss of LAB members or ineffective working	Trust could withdraw all delegated powers	Trust could reinstate powers when LAB is re-established
Actual or likely reputational damage to the academy or Trust	Trust could withdraw some delegated powers as necessary	Powers restored when appropriate plan is in place or reputation re-gained.

Scheme of Delegation quick reference grid, intended to be a working document that the Trust Board and executive leaders are able to revise and adapt in response to any changing context or circumstances.

Key

- Column 1: Members
- Column 2: Board of Trustees
- Column 3: Trust Board Finance Committee (FC)
- Column 4: Trust Board Education Committee (SC)
- Column 5: Risk & Audit Committee
- Column 6: Chief Executive Officer (CEO)
- Column 7: Local Advisory Board (LAB)
- Column 8: Head Teacher
- ü Action to be undertaken at this level
- ï Action to be undertaken at this level
- Advice** Provide advice and support to those accountable for decision making
- < > Direction of advice and support

Area	Decision	Delegation							
		Members	Trust Board	Trust Board Finance Committee	Trust Board Education Committee	Trust Board Risk & Audit Committee	Chief Executive Officer (CEO)	Local Advisory Board (LAB)	Head Teacher
I. Governance framework									
Ia People	Appoint/Remove Members (See Memorandum and Articles of Association for more details)	ü							
	Appoint/Remove Trustees (See Memorandum and Articles of Association for more details)	ü	ü						
	Agree role descriptions for members	ü							
	Agree role descriptions for Trustees, chair(s), other specific roles and committees		ü				<Advice>		
	Elect Trustees and committee members		ü						
	Appoint and remove board committee chairs		ü	ü	ü		<Advice		
	Appoint and remove LAB and other committee chairs		ü				<Advice		
	Appoint and remove Governance Officer		ü						

Area	Decision	Delegation							
		Members	Trust Board	Trust Board Finance Committee	Trust Board Education Committee	Trust Board Risk & Audit Committee	Chief Executive Officer (CEO)	Local Advisory Board (LAB)	Head Teacher
Ib Systems and structures	Review and agree articles of association	ü	<Advice				<Advice		
	Complete and recruit to fill gaps with skills audit		ü				<Advice>	✓	
	Plan succession		ü				<Advice>		<Advice
	Agree annual schedule of business for trust board		ü	ü	ü	ü	<Advice		
	Agree schedule of business for LAB						Advice>	ü	<Advice
Ic Reporting	Ensure publication on trust and academies' websites of all required details on governance arrangements		ü				<Advice>		✓
	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money		ü	<Advice		ü	<Advice		<Advice
2. Being Strategic	Determine and approve trust wide policies which reflect the trust's ethos and values		ü	ü	ü		<Advice>		
	Determine and approve Academy level policies which reflect the Academy's ethos and values		ü	ü	ü		Advice>		<Advice
	Agree central spend		ü	<Advice		ü	<Advice		<Advice
	Establish register, review and monitor the management of risk		ü	<Advice	<Advice	ü	<Advice>	ü	<Advice
	Determine the Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		ü				<Advice	<Advice	<Advice
	Determine the academy's vision and strategy, agreeing key priorities and key performance		ü				Advice>	<Advice>	ü

Area	Decision	Delegation							
		Members	Trust Board	Trust Board Finance Committee	Trust Board Education Committee	Trust Board Risk & Audit Committee	Chief Executive Officer (CEO)	Local Advisory Board (LAB)	Head Teacher
2. Being Strategic	indicators (KPIs) against which progress towards achieving the vision can be measured								
	Appoint and dismiss Chief Executive Officer		ü						
	Appoint and dismiss Academy Head Teacher						ü	<Advice	
	Agree budget plan to support delivery of Trust key priorities		ü	<Advice			<Advice		<Advice
	Agree budget plan to support delivery of Academy key priorities						ü		<Advice
	Agree Trust's staffing structure		ü	<Advice	<Advice		<Advice		
	Agree Academy's staffing structure		✓				ü	<Advice	<Advice
3. Holding to account									
3. Holding to account	Agree auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		ü	ü	ü	ü	<Advice>	ü	<Advice
	Agree reporting arrangements for progress on key priorities		ü	<Advice	<Advice		<Advice>		<Advice
	Undertake performance management of the Chief Executive Officer		ü					<Advice	
	Undertake performance management of Academy Head Teacher						ü	ü	<Advice
	Establish and review Trust's scheme of financial delegation		ü	ü			< Advice		
	Establish and review academy's scheme of financial delegation		ü	ü			< Advice		
	Receive and respond external auditors' report		ü	< Advice		ü	< Advice		< Advice
	Agree CEO pay award		ü	< Advice					
	Agree academy Head Teacher pay award						ü	<Advice	

Area	Decision	Delegation							
		Members	Trust Board	Trust Board Finance Committee	Trust Board Education Committee	Trust Board Risk & Audit Committee	Chief Executive Officer (CEO)	Local Advisory Board (LAB)	Head Teacher
	Review and agree staff appraisal procedure and pay progression		ü				ü		
	Ensure robustness re benchmarking and trust wide value for money			ü		ü	< Advice	ü	
	Develop trust wide procurement strategies and efficiency savings programme			ü		ü	ü		
	Review and approve trust wide procurement strategies and efficiency savings programme		ü	ü		ü	< Advice		
5. Vision & Values									
5 Vision & Values	Set, develop and review the Trust's vision		ü				< Advice	< Advice	< Advice
	Ensure that all resources are used in line with the values and vision of the Trust		ü	ü			<Advice>	< Advice	< Advice
	Ensure that the curriculum in each Academy is in line with the vision of the trust				ü		<Advice>	ü	< Advice

HEART Academies Trust

Membership and role of the Local Advisory Board (LAB)

Job purpose:

The Local Advisory Board (LAB) plays an active part in supporting the Head Teacher of the Academy in relation to the oversight of the Academy. Appointments to the LAB will be made by the LAB itself, subject to any ratification by the Trustees of HEART Academies Trust. Governors aren't involved with the day-to-day running of the school. Governors normally attend meetings in the evening, read and comment on reports and occasionally visit the schools to see first-hand the impact of their work.

Governance Support and Local Accountability

The role of those serving on a Local Advisory Board (LAB) is an important one, ensuring there is local accountability for the performance of the Academies and that the Academies serve their communities. Those serving on a LAB are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the HEART Academies Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.

Core Competencies

The following core competencies and skills expected of Governors are to:

- work as a team.
- attend meetings and be prepared to contribute to discussions and commit to agreed actions.
- be respectful of the views of others and to be open to new ideas and thoughts.

Specific responsibilities

Specific tasks and responsibilities of the Local Advisory Board are as follows, to:

- ensure implementation of the strategic vision of the Trust and the Academies in particular.
- support the Trust Board in developing and maintaining effective links within the Academies' communities, communicating openly and frequently as appropriate and ensuring that the Academies meet their responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils.
- support and challenge the Academy's senior leadership team in regard to
- development and review of an appropriate staffing structure.
- monitoring pupil progress and analysing performance data, having regard to the performance benchmarks determined by the Trust Board across all Academies.
- promote collaboration with the other HEART Academies, actively seeking opportunities for the Academies to work together.
- review local Academy policies (e.g. admissions, pupil behaviour, safeguarding).
- ensure the implementation of any Academy plan, focusing particularly on Academy performance targets.
- maintain effective links with the local community.

Job Description

- treat all confidential information confidentially.
- act with integrity, avoiding any personal conflicts of interest and complying with the Trust's Conflict of Interest policy,
- develop a deep understanding of the vision and ethos of the Trust and its Academies and the roles played by all individuals in fulfilment of the Trust's mission.
- understand the policies and procedures of the Trust and how these flow down to the Academies.
- support the Trust in public and act as an ambassador of the Trust and the Academies.
- commit to training and skills development
- be ready to provide challenge.
- act in accordance with any delegated authority including complying with any regulation or requirement of those from whom delegated authority is received.
- adhere to the Nolan Principles in their conduct.

Legal Requirements:

Individuals who are not able to make the following declarations may not serve on the LAB:

- I am not disqualified from acting as a charity trustee
- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as “spent”)
- I have not been involved in tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft
- I have not used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance
- I am not an undischarged bankrupt
- I have not made compositions or arrangements with my creditors from which I have not been discharged
- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity
- I have not been disqualified from serving as a company Trustee
- I am not included in the list kept by the Secretary of State for Education under s1 of the Protection of Children Act 1999 (or equivalent) or have ever been disqualified from working with children or serving on a governing body of a school
- I am able to provide a valid Disclosure and Barring Service Certificate under the Protection of Freedoms Act 2012 which does not disclose any reason why I should be unsuitable for working with children

Additional Responsibilities of the Chair

The role of the Chair of the LAB is an important one, demanding yet worthwhile. The Chair must be approachable, readily accessible and ready to take issues and ideas raised by Governors seriously.

The Chair’s specific duties are to:

- provide a clear lead and direction for the Governors, understanding the aims of the Academies, the roles played by all those involved and the vision of the Trust in relation to its Academies.
- work closely with the Head Teachers and the Leadership Team to ensure there is proper challenge and encouragement whilst respecting the professional expertise and knowledge of the academy’s leaders, and the personal accountability of the individuals within the leadership team.
- ensure that Academy improvement is the focus of all policy and strategy for the Academies, reminding Governors of this as often as necessary.
- hold Governors to account, ensuring the business of the Strategic Governing Body is conducted efficiently and effectively, chairing meetings ensuring all members have the opportunity to contribute and are listened to with clear decisions being made when necessary.

Appointment of members of the LAB

- The appointments made shall ensure that the people serving on the Local Advisory Board between them have an appropriate range of skills and experience and due attention is given to succession planning.
- Unless the Trustees agree otherwise, in appointing persons to serve on the LAB who are employed at the Academy the LAB shall invite nominations from all staff employed under a contract of employment (excluding the Head Teacher) and, where there are any contested posts, shall hold an election by a secret ballot.
- The Head Teacher will sit on the LAB as ex officio.
- The parent members of the LAB shall be elected by parents of registered pupils at the Academy and would be a parent of a pupil at one of the HEART Academies at the time when he/she is elected. The Governance Officer shall make all necessary arrangements for, an election for the parent members of the LAB. Any election of persons who are to be the parent members of the LAB which is contested shall be held by secret ballot.
- In appointing a person to be a parent member of the LAB pursuant to clause 4.2.9, the LAB shall appoint a person who is the parent of a registered pupil at a HEART Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

Co-opted members of the Local Academy Committee (LAB)

- A person who shall be “Co-opted” to the LAB means a person who is to serve on the LAB without having been elected to serve on the LAB. The Trustees, or if directed by the Trustees, the LAB may not co-opt a person who is employed at the Academy.

Term of office

- The term of office for any person serving on the LAB shall be 4 years, save that this time limit shall not apply to the Head Teacher.
- Subject to remaining eligible to be a particular type of member on the LAB, any person may be re-appointed or re-elected (including being “Co-opted” again) to the LAB.

Resignation and removal

- A person serving on the LAB shall cease to hold office if s/he is removed by the Trustees, in the case of an appointment made the Trustees or in all other cases, the person or persons who appointed him/her. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the LAB by a person or persons who appointed him/her, 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 considered. A person may also be removed by the Trustees but only after the Trustees have given due regard to any representations by the LAB.
- If any person who serves on the LAB in his/her capacity as an employee at the Academy ceases to work at the Academy then s/he shall be deemed to have resigned and shall cease to serve on the LAB automatically on termination of his/her work at the Academy.

TERMS OF REFERENCE FOR THE LOCAL ADVISORY BOARD (LAB)

Appendix 6

PURPOSE

Whilst the Trustees of the Trust have overall responsibility and ultimate decision-making authority for all the work of the Trust, and the standards achieved by the pupils and students of the Academies, a Local Advisory Board has been set up to ensure the vision of the Trust is fulfilled. The LAB is focused on the day to day life of the Academies for which it has responsibility and is there to ensure the staff working in the Academies are supported and challenged, when necessary, and the needs of the pupils and students are met.

MEETINGS: The LAB shall meet at least once a term.

QUORUM: The quorum for a meeting of the Local Advisory Board is any three of the members of the LAB. The quorum for the purposes of appointing a parent member; any vote on the removal of a person in accordance with this Scheme of Delegation; any vote on the removal of the chairman of the Strategic Governing Body; shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

RESPONSIBILITIES: Responsibilities of the LAB are specified within this Scheme of Delegation.

MEMBERSHIP The role of those serving on the LAB is to support the Trust Board in fulfilling the Trust’s mission and providing feedback to the Trustees of the Trust. LAB members must act in the best interest of the Academies and the Trust, whilst recognising that the Academy is part of the ‘family of academies’ run by the Trust each with collective responsibility. LAB members must be able to demonstrate an understanding of the ethos and values of the Trust and a commitment to fulfilling the Trust’s mission and objectives for the Academies, using their skills and experience.

REVIEW; In accordance with best practice, the LAB will carry out a regular review of the skills and experience available on the board and will seek to develop additional capacity and skills where required. The Trust Board will support the work of the Local Advisory Board.