



# Governance Scheme of Delegation

October 2025

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## 1. Delegated Decisions List

Adopted by Board 14 October 2025

### Key to the Scheme of Delegation Table

<b>Governance</b>	Trust Board Finance, Audit and Risk Committee (FAR) School Improvement and Governance Committee (SIG) Remuneration Committee (RC) Local Governance Committees (LGCs)
<b>Management</b>	CEO Director of Education (DoE) Chief Finance and Operations Officer (CFOO) Shared Services Team Headteachers

### Sections list:

1. Strategic Planning
2. Finance
3. Personnel and Staffing
4. Pupil Outcomes and Curriculum
5. Pupil Attendance, Behaviour and Exclusions
6. Operational Management
7. Governance

Who makes the final decision?

ID	Responsibility	Governance		Management
<b>1</b>	<b>Strategic Planning</b>			
1.1	Agree Trust's vision and aims			
1.2	Agree Trust Improvement Plan			
1.3	Create Trust Improvement Plan			
1.4	Create School Improvement Plans and Strategies			

ID	Responsibility	Governance		Management
1.5	Approve requests for schools to join or leave the Trust			
1.6	Entering into Funding Agreement			
1.7	Approve the introduction or removal of Nursery / Pre-School provision			
1.8	Approve risk management arrangements			
<b>2</b>	<b>Finance</b>			
2.1	Approve the Trust's Financial Scheme of Delegation			
2.2	Create Trust and school budget plans			
2.3	Approve annual Trust Budget			
2.4	Approve planned capital expenditure			
2.5	Approve banking arrangements and investments			
2.6	Approve internal audit programme			
<b>3</b>	<b>Personnel and Staffing</b>			
3.1	Approve pay and conditions and pension arrangements for all staff			
3.2	Appoint and dismiss the CEO			
3.3	Appoint staff			
3.4	Dismiss staff			
3.5	Approval of individual pay recommendations			
3.6	Approve any early retirement / settlement payments / redundancies			
<b>4</b>	<b>Pupil Outcomes and Curriculum</b>			
4.1	Approve the Trusts curriculum aims and development plans, including strategies for the disadvantaged			
4.2	Review, analyse, develop School Improvement Plans, with links to educational and financial planning			
4.3	Approve Religious Education / Collective worship / Sex education arrangements			
<b>5</b>	<b>Pupil Attendance, Behaviour and Exclusions</b>			
5.1	Temporary exclusion of a pupil			
5.2	Permanent exclusion of a pupil			
5.3	Hear Appeal for permanent exclusions and fixed term exclusions greater than 15 days			
5.4	Set KPI's for pupil attendance - school			
<b>6</b>	<b>Operational Management</b>			
6.1	Approve the times of the school day			
6.2	Set admission arrangements			

ID	Responsibility	Governance		Management
6.3	Agree any changes to PAN for each school			
<b>7</b>	<b>Governance</b>			
7.1	Approve any changes to the Articles of Association			
7.2	Approve annual report and accounts			
7.3	Approve Governance Scheme of Delegation			
7.4	Agree governance structure for the Trust			
7.5	Approve Terms of Reference and role descriptions for Committees and LGCs			
7.6	Approve governance induction and training programme			
7.7	Approve recruitment, appointment and dismissal procedures for Trustees and Governors			
7.8	Appoint / dismiss the Trust Secretary and LGC Governance Professionals			



## 2. FINANCE, AUDIT and RISK COMMITTEE (FAR) TERMS OF REFERENCE

Adopted by Board 14 October 2025

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### ***Purpose of the Committee***

To advise the Trust on all matters relating to financial management, audit procedures, compliance and risk management and to make delegated decisions when required.

### **1. MEMBERSHIP**

#### 1.1 Size

- Minimum of four Trustees
- At least one committee member should have recent or relevant accountancy, or audit assurance, experience.

#### 1.2 Appointments

- Chair of the Board in consultation with committee members
- Non-trustees can be members of the committee but must not constitute a majority

### 1.3 Exclusions

- No employee of the Trust can be a member of this committee but can be invited to attend meetings

### 1.4 Chair of committee

- A Trustee to be appointed bi-annually by the Board of Trustees but cannot be the Chair of the Board

## 2. MEETINGS

### 2.1 Frequency

- Committee will meet at least five times per year
- Additional meetings may be arranged to make urgent decisions

### 2.2 Quorum

- Minimum of two Trustees (appointed members of the committee, quorum does not include Chair of the Board)

### 2.3 Decision making

- Any decision-making responsibilities delegated by the Board to the committee must be agreed by a majority of Trustees present and recorded as a Delegated Decision in the minutes.
- Urgent decisions to be made via additional meeting OR information to be shared with committee via email and final decision reported at the next committee meeting.
- If there is an equal division of votes the Chair of the meeting has the casting vote.
- A written resolution – sent to committee members electronically – is as valid and effective as one passed at a meeting.

### 2.4 Conflicts of Interest

- Conflicts of interest or loyalty, pecuniary interests and connected persons are defined and explained in the Trust's Conflicts of Interest policy. Trustees and the governance professional need to be aware of this policy and apply it as required during every committee meeting.

### 2.5 Minutes of meetings

- Minutes must be taken at every committee meeting.
- In the absence of a governance professional then any person attending the meeting can take the minutes with the exception of the CEO and the Trustee chairing the meeting.

### 2.6 Standing items

- Conflicts of interest
- Approve previous minutes
- Budget monitoring
- Internal audit / scrutiny reports
- External assurance reports
- External / Internal Audit Monitoring Tracker
- Investment update

- Tendering approval
- Policy approval / reviews

#### 2.7 Chairing of meetings

- If Committee Chair is unavailable those committee members present will appoint a Chair for the meeting

### **3. DELEGATED DECISIONS and RESPONSIBILITIES**

#### **Finance**

- 3.1 Recommend draft revenue and capital budget to Board
- 3.2 Investment strategy and deposits
- 3.3 Award contracts following formal procurement
- 3.4 Recommend whole Trust pay awards
- 3.5 Approve Redundancy settlements
- 3.6 Review annual Resource Management return to DfE

#### **Audit**

- 3.7 Review draft audited accounts and recommend approval to the Board
- 3.8 Report annually on performance of the external auditors
- 3.9 Recommend appointment of external auditors to the Members
- 3.10 Request any information it requires from any employee, external audit, internal scrutiny, or other assurance provider
- 3.11 Obtain outside legal or independent professional advice it considers necessary, normally in consultation with the CEO / CFOO and/or the Trust Board

### **4. ADDITIONAL COMMITTEE RESPONSIBILITIES**

#### **Finance**

- 4.1 Budget monitoring
- 4.2 Financial processes and systems
- 4.3 Monitor capital programme and estates

#### **Audit**

- 4.4 Review audit management letter
- 4.5 Review internal and external audit work and agree provider
- 4.6 Review and agree annual programme of internal scrutiny based on current risk analysis, and review progress and outcomes
- 4.7 Review external assurance reports and make recommendations as necessary

#### **Risk / Compliance**

- 4.8 Review risk management arrangements across the Trust
- 4.9 Review risk register
- 4.10 Monitor Health & Safety arrangements and training across the Trust
- 4.11 Monitor compliance of agreed areas of operations (see section 5)
- 4.12 Review official DfE / ESFA returns

#### **General**

- 4.13 Review any area of activity as directed by the Board

## **5. POLICY & COMPLIANCE RESPONSIBILITIES**

*See Policy list.*

## **6. REPORTING REQUIREMENTS**

- Minutes and selected papers sent to next full Board meeting
- Committee Chair reports verbally to next full Board meeting on key points
- Delegated Decisions are clearly identified in committee minutes
- Urgent decision outcomes and associated paperwork shared with committee via email

These Terms of Reference will be reviewed annually.



### 3. SCHOOL IMPROVEMENT and GOVERNANCE COMMITTEE (SIG) TERMS OF REFERENCE

May 2025

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#### ***Purpose of the Committee***

To advise the trust on matters relating to the Trust's:

- Curriculum and quality of teaching and learning
- Pupil's behaviour, welfare and outcomes
- School improvement strategies, plans and processes
- Stakeholder engagement and the effectiveness of local governance
- Performance management, recruitment, retention and welfare of staff

#### **1. MEMBERSHIP**

##### 1.1 Size

- Minimum of four Trustees
- At least one committee member should have recent or relevant experience of the education sector

##### 1.2 Appointments

- Chair of the Board in consultation with committee members
- Non-trustees can be members of the committee but must not constitute a majority

##### 1.3 Exclusions

- None

##### 1.4 Chair of committee

- A Trustee to be appointed annually by the Board of Trustees but cannot be the Chair of the Board

#### **2. MEETINGS**

##### 2.1 Frequency

- Committee will meet at least six times per year

##### 2.2 Quorum

- Minimum of two Trustees

### 2.3 Decision making

- If there is an equal division of votes the Chair of the meeting has the casting vote.
- A written resolution – sent to all committee members electronically – is as valid and effective as one passed at a meeting.

### 2.4 Conflicts of Interest

- Conflicts of interest or loyalty, pecuniary interests and connected persons are defined and explained in the Trust's Conflicts of Interest policy. Trustees and the governance professional need to be aware of this policy and apply it as required during every committee meeting.

### 2.5 Minutes of meetings

- Minutes must be taken at every committee meeting.
- In the absence of a governance professional then any person attending the meeting can take the minutes with the exception of the CEO, DoE and the Trustee chairing the meeting.

### 2.6 Standing items

- Conflicts of interest
- Approve previous minutes
- Director of Education's report
- External reports

## 3. DELEGATED DECISIONS

None.

## 4. COMMITTEE RESPONSIBILITIES

To monitor and advise the Trust on the following:

### Trust Schools

- 4.1 Quality of Education (including curriculum intent, implementation and impact).
- 4.2 Behaviour and Attitudes (including attendance).
- 4.3 Personal Development (including the effectiveness of transition arrangements).
- 4.4 Early Years Provision
- 4.5 Pupil outcomes (with an emphasis on those identified as disadvantaged and/or SEND).
- 4.6 Leadership and Performance Management
- 4.7 Recruitment and Retention
- 4.8 Staff Welfare
- 4.9 Fulfill role of SEND Lead Trustee

### School Improvement Team

- 4.10 Trust strategies and plans to improve pupil outcomes (with an emphasis on those identified as disadvantaged and/or SEND).
- 4.11 Trust strategies and plans for talent management (including CPD, recruitment, deployment and the development of leadership).
- 4.12 Trust compliance with relevant legislation and statutory guidance (including attendance, behaviour, Pupil Premium and SEND).
- 4.13 Outcomes of internal and external reviews with updates on progress against recommendations



(including the School Improvement Risk & Mitigation Framework).

### **Governance**

- 4.14 Effectiveness of local governance organisation, procedures and performance in meeting delegated responsibilities.
- 4.15 Local governors have access to information, support and training to meet their delegated responsibilities.
- 4.16 Stakeholder engagement activity (including recommendations for further action).
- 4.17 Feedback from and with LGCs

### **General**

- 4.18 Any area of activity as directed by the Board.

## **5. POLICY RESPONSIBILITIES**

*See Policy list*

## **6. REPORTING REQUIREMENTS**

- Minutes and selected papers sent to next full Board meeting
- Committee Chair reports verbally to next full Board meeting on key points

These Terms of Reference will be reviewed annually.



## 4. REMUNERATION COMMITTEE TERMS OF REFERENCE

Adopted by Board 14 October 2025

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#### ***Purpose of the Committee***

The Board of Trustees are responsible for defining the Executive and Senior Staff Pay Policy and deciding on the salaries of the Chief Executive, and the Executive Leadership Team. The Board delegates the responsibility of overseeing the performance management of the CEO to the Remuneration Committee. The Board delegates the responsibility of ensuring the CEO operates within the Executive and Senior Staff Pay Policy in the determination of pay for the Executive and Senior team, to the remuneration committee. The Remuneration Committee will recommend pay increases for the Executive Leadership Team, to Board.

## **7. MEMBERSHIP**

### 7.1 Size

- Minimum of three Trustees
- At least one committee member should have recent or relevant accountancy, or audit assurance, experience.

### 7.2 Appointments

- Chair of the Board in consultation with committee members

### 7.3 Exclusions

- No employee of the Trust can be a member of this committee.
- The Vice Chair of Trustees must not sit on this committee. Where two Vice Chair of Trustees exist, only one will be excluded from sitting on the committee.

### 7.4 Chair of committee

- Exclusions – the Chair of Trustees must not be Chair of the Remuneration Committee
- The Chair of the Remuneration Committee should have served on it for at least 12 months before being appointed as Chair of the committee.

## **8. MEETINGS**

### 8.1 Frequency

- The Executive Performance Management and Remuneration Committee will meet annually in mid-November

## 8.2 Quorum

- Minimum of two Trustees

## 8.3 Decision making

- The committee do not have delegated decision-making powers.

## 8.4 Conflicts of Interest

- Conflicts of interest or loyalty, pecuniary interests and connected persons are defined and explained in the Trust's Conflicts of Interest policy. Trustees and the governance professional need to be aware of this policy and apply it as required during every committee meeting.

## 8.5 Minutes of meetings

- Minutes must be taken at every committee meeting, by the Lead Governance Professional.
- In the absence of the Lead Governance Professional, Trustees are required to appoint a governance professional to minute the meeting.
- The minutes of the meeting will remain confidential to the meeting.

# 9. DELEGATED DECISIONS and RESPONSIBILITIES

9.1 To oversee the performance management of the CEO

9.2 To recommend the individual remuneration package and benefits of the CEO to Board on an annual basis, for approval

9.3 To ensure the CEO operates within the Executive and Senior Staff Pay Policy in the determination of pay for the Executive and Senior team, and recommend these to the Board on an annual basis, for approval

# 10. REPORTING REQUIREMENTS

10.1 Recommendations and selected papers sent to next full Board meeting

10.2 Committee Chair reports verbally to next full Board meeting on key points

These Terms of Reference will be reviewed annually.

**These Terms of Reference were approved by Board on 14 October 2025**



## 5. TERMS OF REFERENCE for LOCAL GOVERNANCE COMMITTEES (LGCs)

January 2025

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#### 1. INTRODUCTION

Local Governance Committees (LGCs) have been established by the Board of Trustees as a key component of the governance structure of Crofty Education Trust.

LGCs are a committee of the Board of Trustees with delegated responsibilities for a single Trust school and its stakeholders.

Their main responsibilities are to review and evaluate:

- Arrangements for the safety and wellbeing of pupils and staff;
- The school's self-evaluation and plans for improvement (with a particular emphasis on improving provision for its most disadvantaged pupils);
- The impact of the school and Trust's work;
- The views and experiences of key stakeholders (pupils, parents, staff, community);
- School-specific policies (rather than generic Trust).

These Terms of Reference can be revised by the Board at any time and will be reviewed annually as part of the Governance Scheme of Delegation.

#### 2. MEMBERSHIP

##### 2.1 Size

Each LGC should have a minimum membership of 5 governors which must include:

- a. 1 elected Staff Governor
- b. 2 elected Parent Governors

It is highly recommended that the LGC seek to appoint community governors who are not a parent of the school.

Additional governors can include an additional staff governor and additional parent governors.

The number of Governors who are currently employed by the Trust must never exceed one third (rounded down) of the total Governors.

## 2.2 Election / Appointment of Governors

### *Staff Governors*

The LGC will invite nominations from all staff employed by the school and if there are two or more nominations will hold an election by secret ballot.

The preference is to encourage staff governor nominations from outside of SLT.

### *Parent Governors*

Two Parent Governors must be elected. Nominees must be the parent of or have parental responsibility for a child at the school at the time the role becomes vacant.

A member of staff of the school cannot be a parent governor at that school..

If the LGC cannot find a parent to nominate they should seek to appoint a parent from another school in the Trust, or if this is not possible then any parent of a child of primary school age.

### *Additional Parent Governors / Community Governors*

Both categories are to be appointed in line with current Trust governor appointment procedures.

Community Governors can be an employee of the Trust.

## 2.3 Term of office

The term of office for any Governor is 4 years.

- a) When the term of office for Staff Governors and elected Parent Governors comes to an end then a new election must take place.
- b) The LGC can choose to re-appoint Community Governors.
- c) Parent Governors who were appointed may also be re-appointed – *providing* there are two elected Parent Governors within the current membership.
- d) A Parent Governor can continue their term of office if their child ceases to be a pupil at the school.

## 2.4 Resignation and removal

A Governor serving on the LGC will cease to hold office if:

- a) they resign their office by giving notice in writing to the Governance Professional;
- b) a Staff Governor ceases to work at the school;
- c) the Board terminates the appointment of a Governor whose presence or conduct is deemed by the Trustees, at their sole discretion, not to be in the best interests of the Trust or the school;
- d) the LGC decides that the governor is not able to make the required contribution to the effective local governance of the school (*for example – limited attendance with no reasons offered*). Any such decision should be voted on at a quorate LGC meeting and the Trust Governance Lead informed in advance.

## 2.5 Disqualification of Governors of the LGC

A Governor is disqualified from serving on the LGC if they could not serve as a Trustee in accordance with the Trust's Articles 68-80 (*see appendix for full list*).

## 2.6 Appointment and removal of Chair and Vice Chair

The Chair and Vice Chair of the LGC are elected by the LGC in line with current Trust governor appointment procedures.

Employees of the school are not eligible to be elected as Chair or Vice Chair of their LGC – but can be elected as Chair or Vice Chair at another Trust school (*for example - where they may be a parent or community governor*).

- a) The term of office of the Chair and Vice Chair is two years (*elections should ideally be held during the summer term of the second year in office*).
- b) The Chair and Vice Chair may resign from office at any time by giving notice in writing to the Trust Governance Lead.
- c) The Chair or Vice Chair will cease to hold office if:
  - i. they are no longer a Governor
  - ii. become an employee of their school
  - iii. in the case of the Vice Chair, they are appointed to become Chair
- d) The Trustees may remove the Chair or Vice Chair from office at any time.
- e) When the Chair is absent from any meeting or the office is vacant the Vice Chair will act as the chair for the meeting or until a new Chair is appointed.
- f) When the LGC is unable to appoint a new Chair when the role has become vacant (*for example – no one willing to stand for election*) then the Board will provide a Chair.

## 2.7 Exclusions

The following are excluded from being a member of the LGC:

- a) Members of Crofty's Shared Services team;
- b) The Headteacher / Head of School / Executive Headteacher of the school.
- c) Employee of the school cannot be a parent governor at their school.

## 3. MEETINGS

### 3.1 Frequency

LGCs should meet every half term.

### 3.2 Quorum

The quorum for a meeting is any three Governors or, where greater, one third of the total number of Governors in post.

Non-employees of the Trust must represent the majority of Governors present.

A non-quorate meeting can be held for the purposes of sharing information or discussing governance matters.

A formal decision / vote *can* be taken providing one or more governors unable to attend have informed the Governance Professional in advance of how they would have voted AND combined with the governors present this would represent a quorum.

### 3.3 Chairing of meetings.

Every meeting must be chaired by a governor – named in the subsequent minutes as chairing the meeting.

Should both the Chair and Vice Chair not be present – and no other governor is willing to chair the meeting – then the meeting cannot proceed and must be cancelled.

### 3.4. Voting

Should the LGC be required to vote on a decision then If there is an equal division of votes the Chair of the meeting has the casting vote.

### 3.5 Conflicts of Interest

Conflicts of interest or loyalty, pecuniary interests and related parties are defined and explained in the Trust's Conflicts of Interest policy. The Governance Professional and Governors need to be aware of this policy and apply it as required during every LGC meeting.

### 3.6 Minutes of meetings

Minutes must be taken at every LGC meeting using the Trust template. In the absence of a Governance Professional then any person attending the meeting can take the minutes with the exception of the Headteacher and the Governor chairing the meeting.

## 4. RESPONSIBILITIES

### 4A – Priority Areas *(and key questions)*

#### 4.1 Safeguarding

- a) *How effective are the school's arrangements for the safety and wellbeing of pupils and staff?*

#### 4.2 School Development Plan (or Rapid Action Plan (RAP))

- a) *What are the school's strengths?*
- b) *What are the school's priorities for development?*
- c) *How has the school/Trust arrived at (a) and (b)?*
- d) *What SDP (or RAP) activities are planned to make progress towards the school's priorities.*
- e) *What progress is being made throughout the school year?*
- f) *What is the impact of the above on the most vulnerable pupils (SEND, Pupil Premium, Poor Attenders).*

#### 4.3 Stakeholders (Pupils, Parents, Staff, Community)

- a) *What do stakeholders have to say about safeguarding arrangements (see 4.1)?*
- b) *What do stakeholders have to say about what the school and Trust does well and what it needs to improve (see 4.2)?*

### 4B – Additional Responsibilities

#### 4.4 School Website

Evaluate the effectiveness and usefulness of the website:

- a) *How well does the school website capture the ethos and work of the school?*
- b) *How well does the school website meet the needs of its key stakeholders?*

The governance professional (GP) will have the prime responsibility to ensure that the school is compliant with the need to maintain and publish statutory governance information.

#### 4.5 Special Events and Panels

- a) *How can governors support the school on special days (curriculum days, concerts, sports events, prize-giving ceremonies etc) or where a panel is needed (for example - recruitment)?*

#### 4.6 School-specific policies / plans / strategies

Crofty Education Trust have a range of policies which all of their schools must follow. Many of these are trust-wide and approved or reviewed by the trustees.

The following is a list of those which are *school-specific* and need to be formally approved or reviewed by the LGC:

**Approve:**

- Accessibility Plan
- Behaviour Policy
- Pupil Premium Strategy
- Sports Premium Plan

**Review:**

- Relationships, Sex and Health Education (RSHE) Policy
- Uniform Policy

#### **4C – Trust Governance responsibilities**

##### **4.7 Report to the Board**

- a) The governance professional is responsible for ensuring that urgent or key issues are passed on to a relevant member of the Shared Services team, Trust Chair or Trust Governance Lead, as appropriate.
- b) Completing LGC Feedback forms (*what is working well and/or what requires a Trust response*).

##### **4.8 Positive contribution to collective governance of the Trust**

- a) Participation in training and development
- b) Self-evaluation of effectiveness (individual and collective)

##### **4.9 Manage LGC membership**

- a) Recruit and remove governors
- b) Elect Chair & Vice Chair
- c) Appoint named governors for Safeguarding and SEND

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#### **Appendix – List of criteria which need to be met to avoid being disqualified from being a member of a Crofty LGC (see 2.5 above)**

- I am aged 18 or over.
- I am not a pupil at any of the Trust's academies.
- I am not an undischarged bankrupt.
- I am not subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- I am not disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011.
- I am not ineligible from acting as a Director of a company.
- I am not disqualified from acting as a charity trustee following any removal from the office of charity trustee by an order of the Charity Commissioners or of the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which I was responsible or to which I was privy, or to which my conduct contributed to or facilitated.
- I have not 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 178 of the Charities Act 2011.