Castleford
Trust

Governance Handbook and Scheme of Delegation 26/27



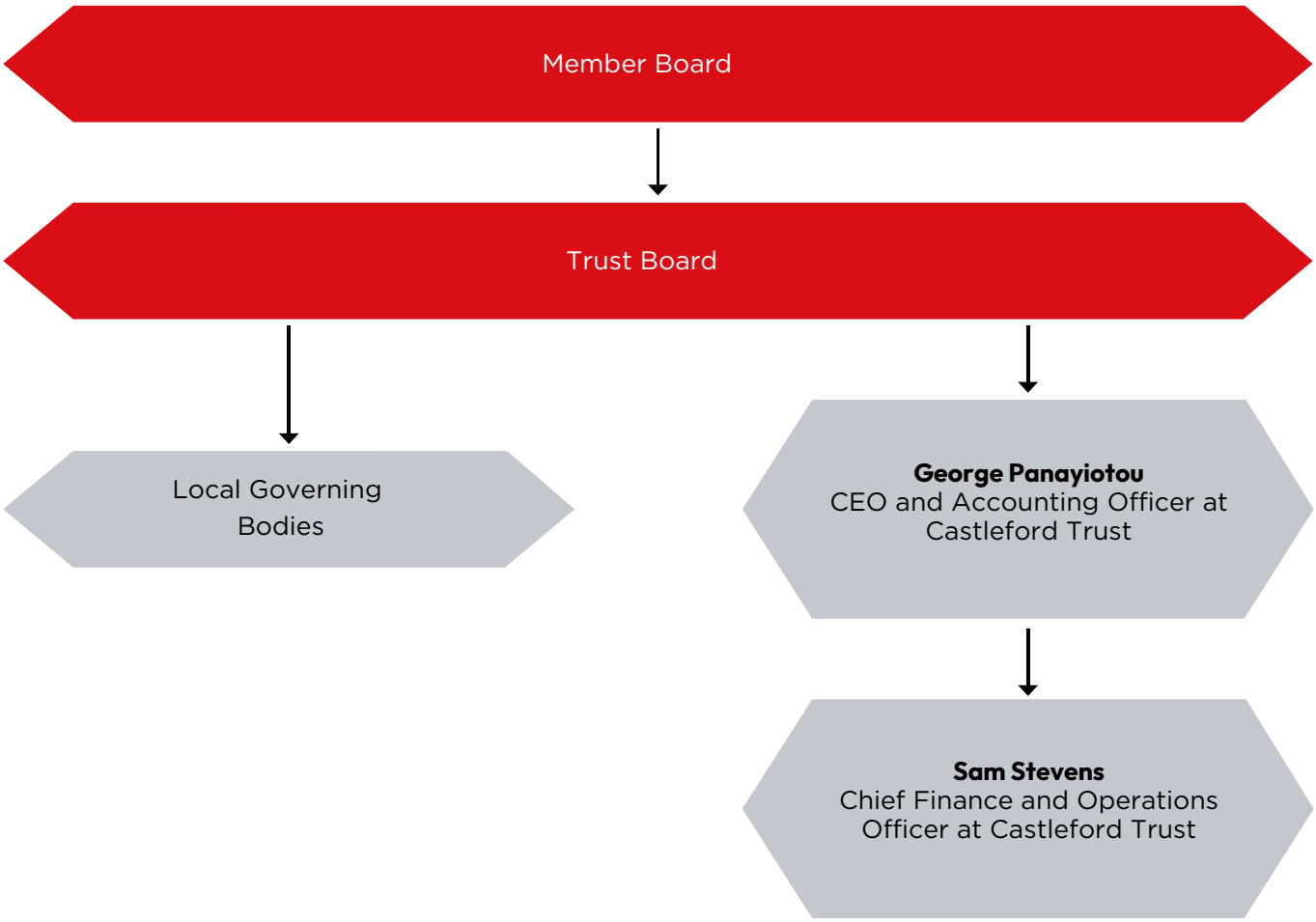
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Table of Contents

1.	Scheme of Delegation - Introduction	3
2.	The Purpose of the Scheme of Delegation	4
3.	Functions of Governance	4
4.	Governance Structure	6
5.	Powers and Duties Reserved for Members	8
6.	Powers and Duties Reserved for the Trust Board	8
7.	Role of the Chair of Trustees	10
8.	Role of the Vice Chair of Trustees	10
9.	Sub-Committees of the Trust Board	11
10.	Powers and Duties Delegated to the Finance and Resources Committee	11
11.	Powers and Duties Delegated to the Risk and Audit Committee	14
12.	Powers and Duties Delegated to the Education and Standards Committee	17
13.	Powers and Duties Delegated to the Remuneration Committee	19
14.	Role of the SEND and Inclusion Trustee	21
15.	Role of the Safeguarding Trustee	22
16.	Role of the Equality and Diversity Trustee	22
17.	Powers and Duties Delegated to the Local Governing Body	23
18.	Role of the SEND and Inclusion Link Governor	26
19.	Role of the Safeguarding Link Governor	26
20.	Role of the Pupil Premium Link Governor	27
21.	Role of the Career Link Governor (Secondary Only)	27
22.	Trustee and Governor Recruitment	28
23.	Parent Governor Recruitment	28
24.	Staff Governor Recruitment	29
25.	Renewing a Governor's Term of Office	30
26.	Resignation of Trustees or Governors	30
27.	Removal or Disqualification of Trustees/Governors	30
28.	Training and Induction Programme	31
29.	Data Protection and Confidentiality	31
30.	Powers and Duties Delegated to the CEO	31
31.	Powers and Duties Delegated to the CFOO	32
32.	Powers and Duties Delegated to the Headteacher(s)	33
33.	Primary Academy Financial Authorities	34
34.	Secondary Academy Financial Authorities	36
35.	Model of Governance	38
36.	Compliance Delegations	42
37.	LGB and Staffing Delegations	44

1. Scheme of Delegation - Introduction

Castleford Trust established as a Trust on 1st April 2013. The Trust comprises of three secondary academies: Airedale Academy, Castleford Academy and Crofton Academy; and six primary academies: Airedale Infant Academy, Airedale Junior Academy, Castleford Park Junior Academy, Glasshoughton Infant Academy, Oyster Park Primary Academy and Three Lane Ends Academy. Each academy is based within the Wakefield district. Castleford Trust serves approximately 5600 pupils



The Members are the guardians of governance of the Trust. They define the object, purpose and ethos of Castleford Trust, and can direct the Trust Board, where required to ensure those elements are met. Members appoint Trustees and external auditors. In order to carry out their duties, the Members have a right to all information and briefing documents supplied to the Trust Board and its committees, together with minutes of meetings. Members can be invited to meetings of the Trust Board, Committees or Local Governing Body, and have the right to ask questions of the auditors.

In line with the Academy Trust Handbook, the Trustees should focus on three core functions; ensuring clarity of vision, ethos and strategic direction, holding executive leaders to account for the educational performance of the organisation and its pupils, performance management of staff and overseeing and ensuring effective financial performance. In this work, the Trust Board is aided by the Finance and Resources Committee, Risk and Audit Committee, Education and Standards Committee and the Renumeration Committee.

Local Governing Bodies (LGB) act as committees to the Trust Board and as such are established by the Trust Board. The Trustees delegate the responsibilities to challenge and support the quality of provision and educational outcomes for pupils to the Local Governing Body (LGB) at each academy. In addition, The LGB are also responsible for complaints, disciplinary and exclusion panels as required in line with trust/academy policy.

The Trustees delegate their responsibilities for the day-to-day oversight of each academy to Executive Leaders. The Headteacher of each academy is an ex-officio member of the LGB at their academy.

The Executive Team is made up of the Chief Executive Officer (CEO), Chief Finance and Operations Officer (CFOO), Director of Secondary Education (DSE), Director of Secondary School Improvement (DSSI), Director of Primary Education (DPE), Deputy Director of Primary Education (DDPE), Director of Finance, Director of Operations, Director of MIS, Data and Timetabling and Trust Governance Professional (TGP). The Executive Team is responsible for the operational management of the Trust and its academies, including monitoring performance and ensuring the Trust's strategy and policies are translated into action across the academies. The Chief Executive Officer is accountable and responsible for the operation of the Trust, and the Chief Finance and Operations Officer has financial oversight of the Trust on a day-to-day basis.

A clear Scheme of Delegation is in place which sets out the powers in which the board committees and executive leaders may exercise on behalf of the Trustees. Clear codes of conduct are in place and must be adhered to by the relevant bodies.

2. The Purpose of the Scheme of Delegation

The Scheme of Delegation has been developed to:

- Ensure clarity about the responsibilities and powers of Members, Trustees, the CEO, Executive team, Headteachers and local governing bodies (LGBs) regarding the management and governance of the Trust and its' academies, and to ensure compliance with legal and statutory requirements.
- Define individual and collective roles and responsibilities.
- Ensure Castleford Trust operates in a manner that is fit for purpose.
- Support the delivery of ethical governance.

As the Trust matures, both in terms of governance and operational leadership, the Scheme of Delegation is likely to change. Thus, this Scheme of Delegation is intended to be a working document that will be reviewed by the Trust Board at a minimum on an annual basis.

3. Functions of Governance

There are three core functions of effective governance:

- Strategic Leadership
- Accountability and Assurance
- Strategic Engagement

The eight elements that will enable delivery of effective governance are:

- The right people around the table.
- Understanding their role and responsibilities.
- Strong chairing.
- Professional clerking.
- Positive relationships based on trust.
- Knowing our academies and enabling access to all relevant data.
- Commitment to ask challenging questions.
- Confidence to have courageous conversations in the interests of children and young people.


Health

4. Governance Structure

Member Board

Chair of Members - John Hughes

Members define the object, purpose and ethos of the Trust. They can appoint and remove Members and Trustees, and their overarching role is to hold the Trust Board to account for effective governance, and ensure the charitable objectives are met.

Trust Board

Chair of Trustees - Adam Fletcher

The Trust Board has ultimate responsibility for the strategic leadership, governance, and long-term success of Castleford Trust. Its role is to ensure clarity of vision, ethos, and strategic direction; hold executive leaders accountable for educational outcomes and performance; and oversee sound financial management.

Trust Education and Standards Committee

The Education and Standards Committee monitors the educational performance of each academy against their improvement plans and targets, by reviewing and challenging the CEO and Executive Leaders on their updates and data analysis.

Members and Trustees, and their overarching role is to hold the Trust Board to account for effective governance, and ensure the charitable objectives are met.

Trust Finance and Resources Committee

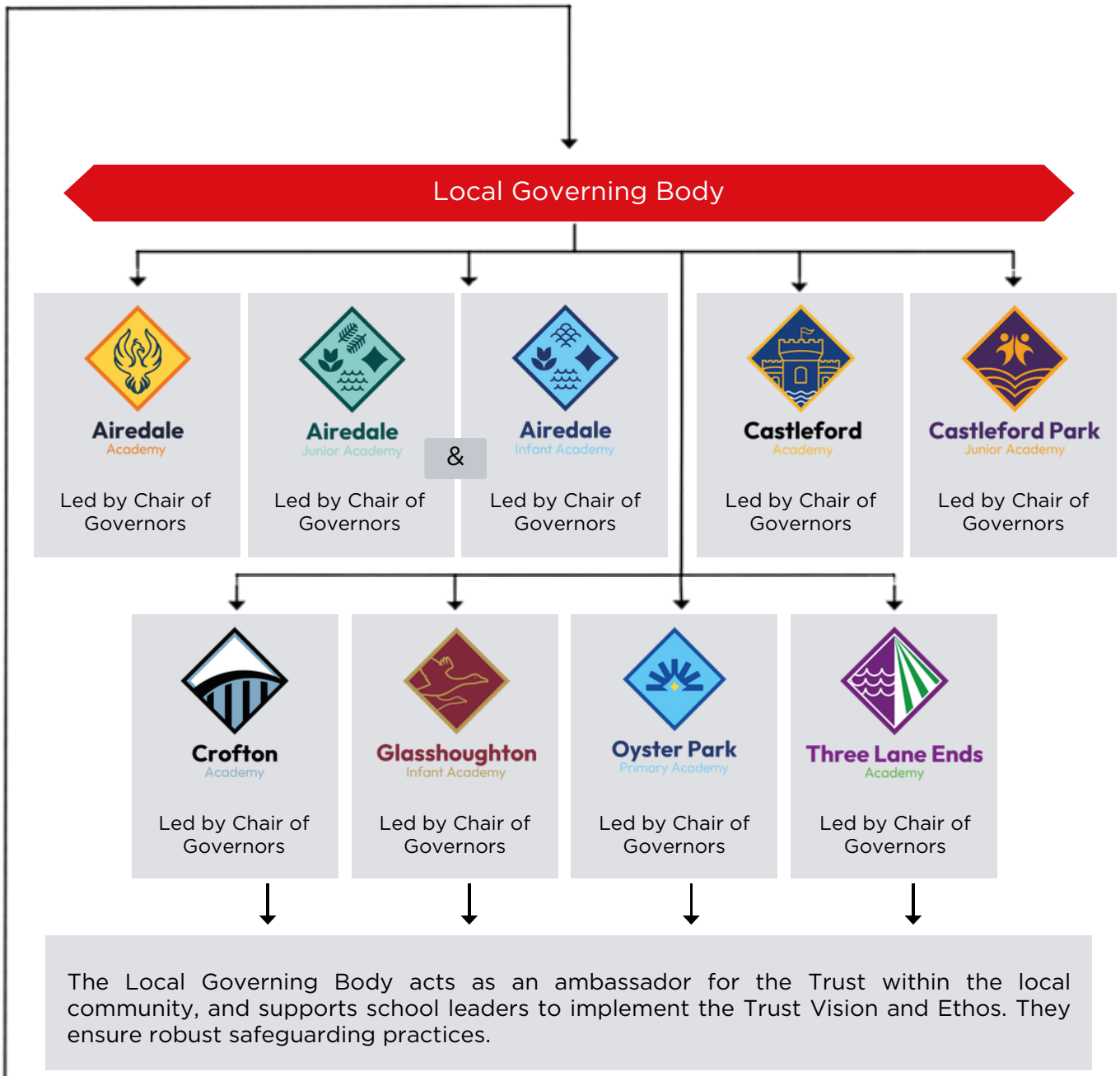
The Finance & Resources Committee oversees the Trust's financial planning, budget performance, and the effective deployment of both physical and human resources across all academies to ensure strong governance and long-term sustainability. It provides scrutiny, challenge, and strategic guidance to ensure that funding, assets, and staffing are used efficiently to support the Trust's strategic priorities.

Trust Remuneration Committee

The Remuneration Committee scrutinises and recommends decisions on executive and eligible staff pay, ensuring all remuneration is transparent, evidence-based and compliant with the Academy Trust Handbook. It provides assurance to the Trust Board that pay decisions are robust, defensible and aligned with statutory, regulatory and governance requirements.

Trust Risk and Audit Committee

The Risk & Audit Committee oversees the Trust's systems of internal control, risk management, and audit processes to ensure compliance, transparency, and robust governance across all academies. It provides independent scrutiny and challenge, ensuring that risks are identified and managed effectively and that internal and external audit findings drive continuous improvement.



The Local Governing Body acts as an ambassador for the Trust within the local community, and supports school leaders to implement the Trust Vision and Ethos. They ensure robust safeguarding practices.

5. Powers and Duties Reserved for Members

Members are the guardians of governance of the Trust and their legal authority is set out in the Trust's articles of association. As such, they do not have decision-making responsibilities delegated to them by the Trust Board. Therefore, they sit outside of this Scheme of Delegation.

However, as Members play a key role in safeguarding effective governance practice, their responsibilities are set out as follows:

- Appointing the Members and Trustees.
- Dismissing any Member or Trustee.
- Instructing the Trust Board by special resolution to take specific action where there are
- concerns.
- Defining the Object, Purpose and Ethos of the Trust.
- Amending, if necessary, the Articles of the Trust, subject to any restrictions created by the funding agreement or charity law.
- Adopting and upholding Castleford Trust code of conduct for Members.
- Adhering to the relevant Castleford Trust policies, such as safeguarding and whistleblowing.
- Receiving an audited annual report and accounts.
- Appointing the External Auditors.

The members shall meet at least once per year and shall be quorate when 50% of the Members attend.

6. Powers and Duties Reserved for Trust Board

Within the objectives of the Trust, the Trust Board is responsible for ensuring clarity of vision, ethos and strategic direction, holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff and overseeing and ensuring effective financial performance. They have the power to appoint:

- The Chair (on an annual basis)
- The Chief Executive Officer

In so far as the business of each academy is concerned, the responsibility of the Trustees is to determine the policy and procedures of the Trust and to consider and respond to strategic issues. They are also responsible for the management and administration of the Trust and, in accordance with the provisions set out in the articles of association and master funding agreement, the board is legally bound. The Trust Board is permitted to exercise all the powers of the Trust and may change or remove delegations at any time.

The Trust Board shall meet at least 6 times per year (including the AGM) and shall be quorate, where any three Trustees are present, or where greater, one third of Trustees present (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting.

6.1 What the Trust Board is Responsible For

- Approval of a written scheme of delegation of its financial powers and duties to its committees, Local Governing Bodies, the Executive team, Headteachers, and other staff. The scheme must satisfy the Trust Board's ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Scheme of Delegation should be operated in conjunction with the Academy Trust Handbook and Trust Financial Regulations policy. The Trustees will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.
- Ensuring that Trust spends money well, uses resources effectively, and prioritises spend on the activities that add most value for pupils.
- Appointing relevant trust committees as required.
- To set the academy trust strategic priorities to support meeting the trust aims.
- To ensure that the Trust delivers high-quality and inclusive education.
- Accountability for the health, safety and welfare of all staff, pupils and other persons on Trust premises.
- Monitoring the academy trust compliance, with health and safety management, policies and statutory obligations.
- Receiving, challenging and acting upon (as appropriate) the reports of the Education and Standards committee on the use of resources, quality of education, education performance and school improvement effectiveness.
- Receiving, approving and acting upon (as appropriate) the reports of the Finance and Resources Committee on use of resources, financial performance against budgets, longer term financial plans, systems of internal financial control, and discharge of financial responsibilities.
- Receiving, approving and acting upon (as appropriate) the reports of the Risk and Audit Committee regarding the adequacy and effectiveness of the Trust's audit arrangements, governance framework, and risk management and control systems.
- Receiving, approving and acting upon (as appropriate) the reports of the Remuneration Committee.
- Considering monthly finance reports from the CFOO with relevant explanations and documentation where required.
- Receiving assurance regarding the Trust's financial sustainability and going concern position, to consider and act upon any actual or emerging risks to the Trust's ability to continue operating effectively, and to ensure that any required notifications, reporting or engagement with the Department for Education are undertaken in a timely manner.
- Formal approval of the annual consolidated Trust budget of income and expenditure and audited financial statements prior to submission to the DFE.
- Authorising significant financial transactions, as laid out in Section 12.
- Ensuring the appointment of external and internal auditors.
- Informing the DFE if it suspects any irregularity affecting resources.
- Holding the CEO to account on academy performance, improvement and all operational areas.
- Working closely with the CEO to develop board-level strategy, decision making and operational effectiveness.
- Approving statutory Trust policies in line with the ethos and values of the Trust.
- Ensuring that there is a Trust estates strategy in place incorporating expenditure of SCA funding and other significant capital projects.
- Ensuring compliance with all statutory responsibilities to safeguard and promote the welfare of children.
- Ensuring the trust complies with school food standards and that appropriate arrangements are in place to support pupils with medical conditions.
- Ensure that significant financial and governance decisions are supported by appropriate evidence, scrutiny and challenge and that the rationale for decisions is clearly recorded within meeting minutes and supporting documentation. This includes decisions relating to executive pay, pensions, risk protection arrangements and severence payments.
- To follow education, charity and company law as exemplified in the Articles of Association.
- To comply with all applicable terms of reference and laws.

7. Role of The Chair of Trustees

The chair will be elected on an annual basis. With support from the vice chair and the clerk/ governance professional, the Chair, takes the lead in ensuring the effective functioning of the Trust Board and has a vital role in setting the highest expectations for professional standards of governance and accountability for the board. It is the chair's responsibility to give the Trust Board clear leadership and direction, keeping it focused on its core functions and acting as an ambassador and champion for the Trust at all times.

The chair should develop a strong and constructive working relationship with the CEO, executive leaders and other board members. The chair should encourage the board to work together as an effective team, building their skills, knowledge and experience. They need to ensure that everyone is actively contributing relevant skills and experience, participating constructively in meetings, and actively involved in the work of any committees. It is their role to make sure everyone understands what is expected of them and receives appropriate induction, training and development.

The chair will hold annual meetings with each Trustee to reflect on their previous year's work and set any targets for the upcoming year. These meetings will be open, honest, and will identify any areas for personal development. The chair must not exercise any of the functions of the board as a lone individual, except where this has been delegated from the Trust Board or in cases of urgency where a delay in exercising the function would be highly detrimental to the interests of the Trust, an academy, a pupil, parent or member of staff. If the DFE has concerns about issues in an academy trust, such as executive pay and related party transactions, or where there is insufficient oversight or control of an academy trust's money, it will work closely with the Chair to resolve them.

The chair should ensure that succession planning arrangements are in place by identifying and developing individuals in order to equip them to step into the chairing or vice-chairing role so that any change in the chair does not impede the board's effectiveness. The chair may exercise a casting vote in the event of a tied vote. The chair of trustees has a named role for a specific purpose within relevant policies E.g., Whistleblowing, Complaints etc.

8. Role of the Vice Chair of Trustees

The role of the Vice Chair of Trustees is pivotal in supporting the leadership of the board, ensuring that the responsibilities of the Chair are manageable and effectively carried out. Acting as a trusted confidant and collaborator, the Vice Chair serves as a sounding board for the Chair, sharing tasks as needed to maintain a balanced workload and providing leadership in the Chair's absence.

In addition to fulfilling the general duties expected of all trustees, the Vice Chair may be entrusted with specific responsibilities. These could include overseeing the induction of new trustees, or evaluating the skills and development needs of the board. Clear communication and documentation are essential aspects of the Vice Chair's role. It is important to ensure that any duties delegated to the Vice Chair are clearly defined and documented, promoting transparency and accountability within the governance structure. The Vice Chair is expected to develop a close working relationship with the Chair, grounded in an understanding of each other's strengths and experiences. This collaborative partnership not only facilitates the sharing of workload but also enhances the overall leadership capacity of the board.

In times of necessity, the Vice Chair must be capable of assuming the role of Chair, chairing meetings effectively, and taking on additional responsibilities typically fulfilled by the Chair during extended absences. To prepare for such scenarios, the Vice Chair may undergo training or shadow the Chair to gain the necessary skills and insights.

9. Sub-Committees of the Trust Board

The Trust Board delegate powers and duties to the following sub-committees:

- Finance and Resources Committee
- Risk and Audit Committee
- Education and Standards Committee
- Renumeration Committee
- Local Governing Bodies (One Per Academy)

The constitution and membership of each and any sub-committee is reviewed annually by the Trust Board. Each committee shall have a minimum of three members. Sub-committees are not legally responsible or accountable for statutory functions and overall accountability and responsibility is retained by the full Trust Board.

10. Powers and Duties Delegated to the Finance and Resources Committee

10.1 Authority

The Finance and Resources Committee works in accordance with the terms of reference set by the Trust Board. The committee is authorised to obtain independent professional advice if it considers this necessary. The committee is an advisory body and has no executive powers.

10.2 Membership and Quoracy

The committee shall be appointed by the Trust Board and membership will be reviewed annually. The Chair of Trust Board shall not be a member of the Committee. The committee shall comprise of at least 3 members of whom the majority will be Trustees with a quorum being two members. The committee will have an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the committee should have sufficient and effective financial knowledge and expertise. To assist it in discharging its function, the Committee may co-opt one additional member (not being a member of the Trust) with appropriate financial and/or audit experience for a term agreed at the time of appointment. The Trust Board must give its prior approval to any such nominations. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.

10.3 Chairing

The Chair of the Finance and Resources Committee shall be appointed by the Trust Board annually. Any co-opted member is ineligible for appointment as Chair. The Chair should possess relevant financial experience with previous accountability for a budget similar to the budget of the Trust and academies within.

10.4 Attendance

The Chair of the Trust Board, the Company Secretary, the CEO, the CFOO and any staff employed by the Trust should not be members of the Committee, but may attend to provide information and participate in discussions. The accounting officer and other relevant executive leaders should routinely attend the Committee in the capacity set out directly above. Persons who are not members of the committee will not be entitled to vote. Others, such as appropriate internal and external representatives will attend by invitation of the Chair.

10.5 Key Purpose

The purpose of the Finance and Resources Committee is to monitor the integrity of the financial statements, monitor the financial performance of the Trust; to ensure that the Trust complies with the Academy Trust Handbook; to authorise spending within the limits laid out in Section 33/34 below; to authorise spending within the limits laid out in Section 33/34 below; to oversee the annual budgeting and the medium-term financial plan and to recommend or otherwise the statutory accounts for Board approval. It also gives recommendations to the Trust Board where it considers that action and improvement are needed.

10.6 Functions and Duties

- To consider and advise the Trust Board on all aspects of the Trust's finances in accordance with the Articles of Association, Academy Trust Handbook and Funding Agreement.
- To determine on behalf of the Trust Board appropriate financial and procurement policies to be adopted, ensuring that the Trust follows basic procurement rules and achieves best value for money when acquiring goods and services with consideration of long-term planning and resourcing in line with the Trust's strategic priorities and curriculum plans.
- To ensure, on behalf of the Trust Board, that all procurement activity complies with the requirements of the Procurement Act 2023, the National Procurement Policy Statement, and the Academy Trust Handbook. Goods, works and services will be procured through competitive processes proportionate to the value, complexity and risk of the procurement, securing value for money, transparency and fairness. Where applicable thresholds are exceeded, procurement activity will be undertaken in accordance with relevant public procurement regulations, including publication through the Find a Tender Service (FTS). Procurement activity will maximise value for money through the use of DfE-approved frameworks, procurement arrangements and purchasing opportunities, with appropriate records maintained to demonstrate compliance and decision-making.
- To approve and keep under review the Academy Trust's investment and reserves policies and consider and advise the Trust Board generally on investments, borrowings and taxation issues, and to seek appropriate advice from external sources as necessary.
- To review the Trust Financial Regulations on an annual basis, or sooner if required due to structure changes in the Trust and its constituent academies.
- To consider the Trust's indicative funding, once notified by the DFE, and to assess its implications for the Trust, in consultation with the CEO and the CFOO, in advance of the financial year, drawing any matters of significance or concern to the attention of the Trustees.
- To consider and advise the Trust Board on the annual estimates of income and expenditure and the three-year financial plans proposed by each academy in the Trust, taking into account the Trust's vision, known risks and opportunities, considering and recommending acceptance or non-acceptance of individual academy budgets, drawing any matters of significance or concern to the attention of the Trust Board.
- Receive the Trust's management accounts in order to monitor the Trust's cash position and income and expenditure against the approved budget, drawing any matters of concern to the attention of the Trust Board.
- To monitor variances of greater than plus or minus 5% from the budget and ensure the DFE is notified as required.
- To review financial due diligence information for new schools/academies joining the Trust to recommend for approval by the Trust Board for submission to the DFE.
- Review pupil number estimates (that underpin revenue projections (termly)).
- To ensure that information submitted to DfE and DFE that affects funding, including pupil number returns and funding claims completed by the trust and by constituent academies, is accurate and in compliance with funding criteria.

- To oversee the Trust's approach to Intergrated Curriculum and Financial Planning (ICFP) and benchmarking, seeking assurance that curriculum, staffing and budget decisions are aligned to support educational priorities and financial sustainability.
- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account, investment and insurance arrangements and, where appropriate to make recommendations for improvement.
- To ensure that the trust boards approach to pay and benefits is transparent, proportionate and justifiable.
- To ensure that the Trust publishes on their website the annual summary statement of financial arrangements.
- Ensure that sufficient funds are allocated for staff pay increments.
- To undertake detailed scrutiny and recommend approval of the school resource management self-assessment checklist annually.
- To develop, with the CFOO and executive leaders the Trust estates strategy, incorporating expenditure of SCA funding and other significant capital projects for recommendation to the Trust Board.
- To ensure compliance with Teacher's Pension Scheme (TPS) and Local Government Pension Scheme (LGPS) requirements and that no alternative pension arrangements are implemented without necessary approval from the Department for Education.
- To oversee the employer discretions available to the Trust under the Local Government Pension Scheme (LGPS) Regulations and the Trust's approved discretionary policies, including determining individual cases and ensuring decisions are reasonable, consistent and financially sustainable.



10.7 Frequency of Meetings
The Finance and Resources Committee will meet at least three times per year. In the absence of the Chair the committee will elect a temporary replacement from among the Trustees present at the committee meeting.

10.8 Reporting
The Finance and Resources Committee will regularly report via its minutes to the Trust Board, which outline the activities of the Finance and Resources Committee as they relate to the year under review and to the terms of reference of the committee.

10.9 Review of Terms of Reference
These terms of reference will be reviewed annually by the Finance and Resources Committee and recommended to the Trust Board for their approval.

11. Powers and Duties Delegated to the Risk and Audit Committee

11.1 Authority
The Risk and Audit Committee works in accordance with the terms of reference set by the Trust Board. The committee is authorised to obtain independent professional advice if it considers this necessary. The committee is an advisory body and has no executive powers.

11.2 Membership and Quoracy
The committee shall be appointed by the Trust Board and membership will be reviewed annually. The Chair of Trust Board shall not be a member of the Committee. The normal term of office will be four years. The Chair of the Risk and Audit Committee must not be the same Trustee as appointed to the Chair of the Finance and Resources committee. The committee shall comprise of at least 3 members of whom the majority will be Trustees with a quorum being two members. The committee will have an appropriate mix of skills and experience to allow it to discharge its duties effectively. At least one committee member should possess recent or relevant accountancy, or audit assurance expertise. Other members should have appropriate financial training.

To assist in discharging its function, the Committee may co-opt one additional member (not being a member of the Trust) with appropriate audit experience for a term agreed at the time of appointment. The Trust Board must give prior approval to any such nominations. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have the casting vote.

11.3 Chairing

The Chair of the Risk and Audit Committee shall be appointed by the Trust Board annually. Any co-opted member is ineligible for appointment as Chair. The Chair should possess relevant risk and audit experience.

11.4 Attendance

The Chair of the Trust Board, the Company Secretary, the Chief Executive Officer, the Chief Finance Officer and any staff employed by the Trust should not be members of the Committee, but may attend to provide information and participate in discussions. The accounting officer and other relevant senior staff should routinely attend the Committee in the capacity set out directly above. Persons who are not members of the committee will not be entitled to vote. Others, such as appropriate internal and external audit representatives will attend by invitation of the Chair.

11.5 Key Purpose

The purpose of the Risk and Audit Committee is to oversee and approve the trust's programme of internal scrutiny, ensure that risks are being addressed appropriately, and report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks, and to oversee the effectiveness of governance arrangements. The Risk and Audit committee gives recommendations to the Trust Board where it considers that action and improvement are needed.

11.6 Functions and Duties

- To consider and advise the Trust Board on the adequacy and effectiveness of the Trust's audit arrangements, framework of governance, risk management and control and processes for the effective and efficient use of resources, the solvency of the Trust and the safeguarding of its assets.
- To advise the Trust Board on the appointment, reappointment, dismissal and remuneration of the external auditors and establish that such assurance providers adhere to relevant professional standards.
- To inform the Trust Board of the appointment, reappointment, dismissal and remuneration of the internal auditors and establish that such assurance providers adhere to relevant professional standards.
- To consider and advise the Trust Board on the internal audit strategy and annual audit plans. The outcome of work should inform the governance statement that accompanies the Trust's annual accounts and, so far as is possible, provide assurance to external auditors.
- To advise the Trust Board on internal audit assignment reports and annual reports and on control issues included in reports of the external auditors and management's response to them.
- To monitor, within an agreed timescale, the implementation of agreed audit recommendations.
- To consider and advise the Trust Board on relevant reports by the DFE and where appropriate, management's response to these.
- To develop and keep under review risk management and measurement strategies across the Trust together with the procedures for monitoring the adequacy and effectiveness of those processes and mitigating actions, receiving and reviewing risk management and relevant regulatory information and reports.
- To review, monitor and quality assure the Trust's approach to health and safety and its management.
- The monitor, on behalf of the Trust Board, the Trust's work towards meeting the six DfE core technology standards for broadband, network switching, wireless connectivity, cyber security, web filtering, and digital leadership/governance by 2030. The Audit and Risk Committee will monitor progress annually against these standards, ensuring they are embedded into strategic planning and estates management.
- The Trust prohibits the payment of any ransom demands in the event of a cyber-attack, in line with government guidance.

- To continually monitor, with the CFOO and executive leaders, the effectiveness of the Trust continuity policy and academy critical incident plans.
- To review, monitor and assure the Trust's strategic risk register, with the CFOO and executive leaders.
- To ensure a safe and healthy environment for staff, pupils and other persons on Trust premises by monitoring academy compliance through reports from the CFOO, with health and safety policies and statutory obligations as well as challenging academies to ensure best practise is followed.
- To ensure the Trust is compliant with data protection legislation and adheres to appropriate processes.
- To monitor the financial controls and risks at constituent academies.
- To consider the Academy Trust's risk profile relative to current and future Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change.
- To recommend the Trust's annual report and financial statements and external auditor's management letter to the Trust Board for approval and ensure filing is carried out in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the Academy Trust Handbook).
- To oversee the Trust's policies on fraud and irregularity and whistleblowing, and ensure the proper, proportionate and independent investigation of all allegations and instances of fraud, theft and/or irregularity; that investigation outcomes are reported to the Risk and Audit Committee; that the external auditors (and internal auditors where appointed) have been informed, and that appropriate follow-up action has been planned/actioned, and that all suspected cases of fraud, theft and/or irregularity are notified to the DFE in accordance with the Academy Trust Handbook.
- To inform the Trust Board of any additional services provided by the external and internal auditors and explain how independence and objectivity were safeguarded.
- To monitor the Trust's progress towards sustainability, environmental responsibilities and climate action planning in line with the Department for Education's expectations.

11.7 Frequency of Meetings

The Risk and Audit Committee will meet at least three times per year. In the absence of the Chair, the committee will elect a temporary replacement from among the Trustees present at the committee meeting.

The Committee will hold at least one meeting each year, or a dedicated session within a meeting, with the external auditors and the Head of Internal Audit, during which discussions can take place without executive leaders being present.

11.8 Reporting

The Risk and Audit Committee will regularly report via its minutes to the Trust Board, which outline the activities of the Risk and Audit Committee as they relate to the year under review and to the terms of reference of the committee. The report will also include the committee's opinion on the adequacy and effectiveness of the Trust's risk management, control and governance processes, and for securing economy, efficiency and effectiveness. The Risk and Audit Committee will ensure a written annual report to the Trust Board and the Trust's Accounting Officer.

11.9 Review of Terms of Reference

These terms of reference will be reviewed annually by the Risk and Audit Committee and recommended to the Trust Board for their approval.

12. Powers and Duties Delegated to the Education and Standards Committee

12.1 Authority

The Education and Standards Committee works in accordance with the terms of reference set by the Trust Board. The committee is authorised to obtain independent professional advice if it considers this necessary. The committee is an advisory body and has no executive powers.

12.2 Membership and Quoracy

The committee shall be appointed by the Trust Board and membership will be reviewed annually. The Chair of Trust Board shall not be a member of the Committee. The normal term of office will be four years. The committee shall comprise of at least 3 members of whom the majority will be Trustees with a quorum being two members. The committee will have an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the committee should have recent, relevant educational expertise. To assist it in discharging its function, the Committee may co-opt one additional member (not being a member of the Trust) with appropriate education experience for a term agreed at the time of appointment. The Trust Board must give its prior approval to any such nominations.

Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.

12.3 Chairing

The Chair of the Education and Standards Committee shall be appointed by the Trust Board annually. Any co-opted member is ineligible for appointment as Chair.

12.4 Attendance

The CEO, Director of Secondary Education and Director of Primary Education will attend meetings of the committee. The Chair of The Trust Board and CEO shall have the right to attend any meeting of the committee. Others, such as appropriate internal and external audit representatives will attend by invitation of the Chair. Persons who are not members of the committee will not be entitled to vote.

12.5 Key Purpose

The purpose of the Education and Standards committee is to monitor the overall quality of education across the Trust academies, including the outcomes for pupils and progress against academy development plans and targets. To review and monitor the impact of academy improvement by executive leaders and to review the impact of governance to effectively hold academy leaders to account.

12.6 Functions and Duties

- To oversee academy improvement across the Trust in order to ensure that progress and standards continue to rise and that resources are allocated strategically.
- To advise, monitor and evaluate the curriculum principles that apply to all academies in the Trust, including how these are implemented and the impact they are having.
- Consider recommendations from academy improvement partners and/or external reviews.
- To appoint from its members a designated Child Protection and Safeguarding Trustee.

- To support the decision-making of the Trustees by enabling detailed consideration of educational and academy improvement issues, advising the Trust Board of key achievements and key risks, this includes:
  - To consider, and approve, each academy's annual targets
  - To monitor the quality of teaching and learning, curriculum planning, and the impact of continuing professional development on pupil achievement and standards.
  - To consider each academy's latest data capture, progress towards their annual targets, and relevant benchmarking information
  - To monitor exclusion and attendance data
  - To receive and scrutinise Trust-wide information relating to inclusion, ensuring that appropriate systems are in place to identify need, monitor provision and improve outcomes for all pupils.
  - To consider the latest academy improvement status report for each academy
  - To consider planned cross-trust professional development programmes and partnerships
  - To confirm that each academy is appropriately prepared for Ofsted inspection or other external monitoring, and to consider the outcomes of such inspections
  - To monitor and oversee Prevent, safeguarding, child protection and mental health and wellbeing arrangements across all academies, including the monitoring of key outcomes arising from safeguarding peer reviews.
- Ensuring decisions take into account the views and experiences of stakeholders (pupils, parents, staff and the community).
- Monitor and evaluate the impact of pupil premium funding on children's learning outcomes and wellbeing to ensure the best possible outcomes for pupils by reviewing and challenging reports from the Local Governing Bodies.
- Monitor and evaluate the impact of SEND expenditure to ensure effective provision for pupils with Special Educational Needs by reviewing and challenging reports from the Local Governing Bodies.
- Monitor and evaluate the impact of catch-up premium by reviewing and challenging reports from the Local Governing Bodies.
- Monitoring and evaluating the impact of PE and sport premium by reviewing and challenging reports from the Local Governing Bodies.

12.7 Frequency of Meetings

The Education and Standards Committee will meet at least three times per year.

12.8 Reporting

The Education and Standards Committee will regularly report via its minutes to the Trust Board, which outline the activities of the E&S Committee as they relate to the year under review and to the terms of reference of the committee.

12.9 Review of Terms of Reference

These terms of reference will be reviewed annually by the E&S Committee and recommended to the Trust Board for their approval.

13. Powers and Duties Delegated to the Remuneration Committee

13.1 Authority

The Remuneration Committee (RemCo) works in accordance with the terms of reference set by the Trust Board. The Committee is authorised to investigate any activity within its Terms of Reference or specifically delegated to it by the Board. It may obtain independent professional advice if it considers this necessary. The Committee is an advisory body and has no executive powers.

The Remuneration Committee works to provide space for robust scrutiny, ensure pay decisions are made objectively and consistently, and protect the Board from conflicts of interest. It enables the Trust to meet its obligations under the Academy Trust Handbook, offering assurance that executive remuneration decisions are not only justifiable but capable of being publicly defended. The work of the remuneration committee enables the Trust Board to lead pay decisions based on robust benchmarking, application of policy and performance evidence. The final decision on all recommendations made by the Remuneration Committee regarding executive pay must be made and formally approved by the full Trust Board. Trustees must be prepared to defend decisions publicly, including through website disclosures and scrutiny by the Department for Education.

All recommendations made by the Remuneration Committee will be fully documented, clearly minuted, and demonstrably aligned to the Academy Trust Handbook. The Trust Board will then receive the following information, to enable them to make decisions regarding executive remuneration:

- The rationale for all recommendations
- Any external advice and benchmarking data used
- Information regarding how the pay policies have been applied
- Any dissent or challenge discussed during the recommendation

13.2 Membership and Quoracy

The committee shall be appointed by the Trust Board and membership will be reviewed annually. The normal term of office will be four years.

The committee shall comprise of at least 3 Trustees, with a quorum being two members. The committee will have an appropriate mix of skills and experience to allow it to discharge its duties effectively. Members should collectively have recent, relevant expertise in Finance, HR and governance matters. The committee should also draw on independent external advice when considering benchmarking and sector trends.

Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.

13.3 Chairing

The Chair of the Remuneration Committee shall be appointed by the Trust Board annually. The Chair provides leadership to the Committee and acts as the main point of contact between the Committee and the Board.

13.4 Attendance

For discussions regarding the CEO, the Director of People and HR (who may be supported by an external advisor) will attend meetings of the committee to provide information and guidance on remuneration and regulatory practice. These individuals must withdraw from the meeting during any discussion of their own remuneration or benefits. For discussions concerning the CFOO and other eligible staff considered by the Remuneration Committee, the CEO (who may be supported by an external advisor) will attend meetings of the committee to provide information and guidance on remuneration and regulatory practice. These individuals must withdraw from the meeting during any discussion of their own remuneration or benefits.

The Committee may invite other persons to attend meetings as appropriate. The Committee will be supported by a governance professional who will take minutes of the meetings. Persons who are not members of the Committee will not be entitled to vote.

13.5 Key Purpose

The purpose of the Remuneration Committee is to ensure a robust, transparent, proportionate and defensible process for determining executive and eligible staff remuneration, aligned with the Trust's pay policies and financial regulations.

13.6 Functions and Duties

- Scrutinise CEO performance and remuneration awards and make recommendations for full Trust Board approval, ensuring that executive remuneration is reasonable, proportionate, justifiable and represents value for money in accordance with the Academy Trust Handbook.
- Scrutinise Executive Leaders (as defined by the Executive Leader Pay Policy) remuneration awards and make recommendations for full Trust Board approval.
- Recommend to the Trust Board clear, evidence-based decisions on remuneration in line with the Trust's Pay Policies.
- Approve pay/remuneration awards for eligible staff.
- Ensure the Trust meets its statutory and legal responsibilities in relation to remuneration.
- Contribute to the development of a robust remuneration framework to ensure the Trust is well staffed with suitably qualified and experienced personnel.
- The Remuneration Committee will periodically review relevant policies and practices to ensure they remain fit for purpose and compliant with current regulations. Where appropriate, the Committee will seek external expertise to inform its decisions. This includes reviewing the Trust's Pay Policy to ensure consistency, fairness, and alignment with statutory guidance and sector best practice.
- In carrying out its work, the Committee will follow the Seven Principles of Public Life (Nolan Principles) and comply with: The Articles of Association, The DfE Academy Trust Governance Guide, The Academy Trust Handbook, The Conflicts of Interest Policy, The Code of Conduct for Trustees and Governors, and all other relevant national frameworks e.g School Teacher Pay and Conditions Document.

13.7 Reporting

The Remuneration Committee will report via its minutes to the Trust Board, outlining its activities and decisions in relation to its Terms of Reference. The Committee is required to provide assurance that remuneration decisions are robust and compliant.

13.8 Risk Management

The Remuneration Committee shall be familiar with the principal risks and uncertainties related to remuneration across the Trust and ensure these are reflected in its decisions and recommendations.

13.9 Management of Conflicts of Interest
Committee members must declare any interests in matters relating to the Trust and avoid conflicts between personal interests and those of the Trust. This includes disclosure of close family members and connected entities where substantial interest or influence exists, in line with the Trust's Conflict of Interest Policy and relevant legislation.

13.10 Training and Development
Remuneration Committee members are expected to stay up to date with developments in HR and employment matters. However, Castleford Trust acknowledges that the Remuneration Committee consists of voluntary directors and will therefore appoint an external HR professional to ensure compliance with the frameworks outlined in Section 1.6. The Board will ensure suitably knowledgeable and experienced Directors are appointed to the Committee.

14. Role of the SEND and Inclusion Trustee
Trust Boards and Governing Bodies have legal duties under the Children and Families Act 2014, the Equality Act 2010 and other applicable legislation in relation to pupils with special educational needs and disabilities (SEND), as well as wider responsibilities for promoting inclusion across the Trust. These functions may be delegated to an individual trustee; however, accountability remains with the Board to ensure that these responsibilities are fulfilled.

The responsibilities of the Board and the Inclusion and SEND Trustee are outlined below:

- Understand and promote the Trust's approach to inclusion, including SEND, and hold executive leaders to account for the effective implementation of the Trust's inclusion strategy and statutory obligations.
- Understand the Board's responsibilities under the SEND Code of Practice, the Children and Families Act 2014, the Equality Act 2010 and relevant guidance relating to inclusion.
- Receive assurance that the Trust has a clear, consistent and effective approach to inclusion across all academies.
- Ensure that each academy has appropriate SEND and inclusion policies and procedures in place.
- Monitor and seek assurance regarding the participation, experiences, progress and outcomes of pupils with SEND and other vulnerable groups, including disadvantaged pupils and children known to social care.
- Receive assurance that expertise, resources and support are deployed effectively across the Trust to meet the needs of pupils requiring additional support.
- Meet annually, or more frequently as required, with the Trust Inclusion/SEND Lead to review provision, performance, priorities, resources and emerging risks, reporting key matters to the Trust Board.
- Receive assurance that systems and structures are in place to evaluate the impact and consistency of inclusive practice across the Trust.
- Ensure the Trust is meeting its duties to make reasonable adjustments and eliminate discrimination in accordance with the Equality Act 2010.
- Seek assurance that the Trust works effectively with local authorities and other agencies to support pupils and contribute to local inclusion priorities.
- Undertake relevant training to maintain an up-to-date understanding of SEND, inclusion and statutory responsibilities.

15. Role of the Safeguarding Trustee

Trust and governing bodies have important duties to ensure that their Trust/academy is creating safe environments for pupils through robust safeguarding practices. The appointed Trustee will take the lead on safeguarding. However, the Trust Board retains collective responsibility for making sure that safeguarding procedures are properly followed. The responsibilities of the board and the safeguarding Trustee are listed below:

- Know and understand Safeguarding policy and practice and hold the Executive to account in line with statutory obligations, in particular Keeping Children Safe in Education (KCSIE).
- Safeguard and promote the welfare of children.
- To ensure that all academies have in place up-to-date safeguarding policies and procedures required by the regulations and statutory guidance.
- To assure the Trust Board that the safeguarding policies are effectively implemented in all Trust academies as required by the regulations and statutory guidance.
- Receive assurance that there are policies and procedures in place to support the Trust's strategic safeguarding priorities.
- Meet annually with the Trust safeguarding lead to seek assurances that safeguarding procedures are being properly followed across the Trust and report this back to the Trust Board.
- Receive assurance on the appointment of Designated Safeguarding Leads (DSLs).
- Understand the Trust's approach to embedding safeguarding and online safety within the curriculum.
- Have regard to any statutory guidance on safeguarding issued by the Secretary of State.
- Ensure the suitability of staff, supply staff, volunteers, contractors, and proprietors by ensuring robust procedures are in place.

16. Role of the Equality and Diversity Trustee

Trust Boards and governing bodies have important duties to ensure compliance with The Equality Act 2010 which applies to all schools and trusts. The Act protects pupils and staff against discrimination, harassment, and/or victimisation based on nine protected characteristics. In order to ensure compliance with the Act, functions may be delegated to an individual member of the board, although the responsibility is still with the board itself.

The responsibilities of the board and the Equality and Diversity Trustee are listed below:

- Know and understand the Trust Equality Objectives and hold the Executive to account in line with their statutory obligations.
- Understand the board's responsibilities under The Equality Act 2010.
- Ensure systems and structures are in place to monitor the implementation of the Trust's Equality Objectives.
- Receive assurance that there are policies and procedures in place to support the Trust's Equality Objectives.
- Ensure that staff, pupils, parents and all other relevant parties are treated equally and that everyone connected to the trust feels safe, secure, valued and of equal worth. Attend training in relation to the role as and when necessary.

17. Powers and Duties Delegated to the Local Governing Body

The Trust Board establishes a Local Governing Body (LGB) for each Castleford Trust academy, and the composition of each LGB is at the discretion of the Trust Board. There shall be a minimum of two parent governors and two staff governors on each academy LGB.

17.1 Authority

Whilst the Local Governing Body shall be responsible for ensuring that the academy is conducted in accordance with its ethos and values, the determination of the Trust's overarching ethos and mission statement shall be the responsibility of the Trustees. At all times, the Trustees and the Local Governing Body shall ensure that the academy is conducted in accordance with the object of the Trust, 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. The Local Governing Body will adopt and will comply with all policies of the Trustees communicated to the Local Governing Body.

Both the Trustees 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 Trust 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.

The Local Governing Body will review its local policies and practices regularly, having regard to recommendations made by the Trustees in order to ensure that the governance of the academy is best able to adapt to the changing national landscape.

The Local Governing Body shall provide such data and information regarding the business of the academy and the pupils attending the academies as the Trustees may require. The Local Governing Body shall work closely with Trustees and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State. The Trustees expressly reserve the right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation in such circumstances.

17.2 Regulatory Matters

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

17.3 Membership and Quoracy

The membership of each Local Governing Body will be determined by the Trust Board, taking into account the unique context and status of each individual academy. LGB members will serve a term of office of four years. A meeting of the Local Governing Body at which a quorum is present (being 50% of those entitled to attend and vote) may exercise all powers delegated to it. In exercising its powers and functions, the Local Governing Body may consider advice provided by the Headteacher, other Executive Leaders, and the Trustees. Each Local Governing Body shall include a minimum of two parent LGB members and two staff LGB members. Parent LGB members should, where possible, be the parent of a registered pupil at one or more Trust academies at the time of appointment.
Where a meeting is not quorate, the meeting may still proceed for the purpose of information sharing, discussion and updates; however, no decisions may be taken, recommendations approved, or formal business transacted. Alternatively, the meeting may be deferred and reconvened at a later date when quoracy can be achieved.

17.4 Key Purpose

Local governing bodies are ambassadors for the Trust ensuring clarity of vision and ethos. They support the effective operation of the Trust and its policies by working alongside executive leaders to monitor academy performance against the academy development plan. Each local governing body has a governor development plan in place which is reviewed twice annually.

17.5 Functions and Duties

- LGB members work with leaders to agree and monitor the academy development plan. They ensure robust safeguarding practices are in place by approving the safeguarding policy and monitoring its implementation through reports from the DSL on the measures being taken to ensure compliance.
- LGB members engage with stakeholders by supporting family communications and community engagement.
- Work alongside executive leaders to monitor academy performance against academy development plan and targets by reviewing and challenging Headteacher updates and data analysis.
- Support and challenge the academy curriculum model.
- Agree the academy development plan.
- Approve statutory academy level policies.
- Monitor the effectiveness of the academy provision.
- Consider recommendations from academy improvement partners and/or external reviews.
- Monitor and challenge the implementation of the SEND policy and performance of SEND pupils.
- Monitor implementation of safeguarding through reports from the academy on the measures being taken to ensure compliance.
- Review exclusions in line with statutory guidance.
- Responsible for complaints, disciplinary and exclusion panels as required in line with Trust/academy policy.
- Responsible for monitoring the allocation of ring-fenced funding such as Pupil Premium, PE and Sports Premium, SEND funding and Catch-up funding and for holding the Headteacher to account for their impact on pupils' learning.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- To appoint from its members a designated SEND and Inclusion LGB link.
- To appoint from its members a designated Safeguarding LGB link.

17.6 Finance

The accounts of the Trust shall be the responsibility of the Trustees.

The Local Governing Body shall have the responsibility to monitor the allocation of ring-fenced funding such as Pupil Premium, PE and Sports Premium, SEND funding and Catch-up funding and for holding the Headteacher to account for their impact on pupils' learning. Maintenance of a Register of Business Interests for all LGB members and those academy staff with financial responsibilities.

17.7 Governor Visits

LGB visits will take place three times per year. There will be a clear focus for each visit which is based around the academy quality assurance calendar, however, on occasion this may change due to academy priorities at that time. There will be additional annual visits for any LGB links with specific responsibilities. Please see LGB Code of Conduct policy for detailed LGB visit guidance.

17.8 Appointment of the Headteacher

The Trustees shall appoint the Headteacher, in consultation with the Executive Leaders and Chair of Governors or other delegated LGB member. The Trustees and the Local Governing Body may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the academy (including the implementation of all policies approved by the Trustees and the Local Governing Body and for the direction of the teaching and curriculum at the academy).

17.9 Role of the Chair of Governors

The chair will be elected on an annual basis. The chair, with support from the vice chair and the clerk/governance professional, is responsible for ensuring the effective functioning of the governing body and has a vital role in setting the highest of expectations for professional standards of governance. It is the chair's role to give the governing body clear leadership and direction, keeping it focused on its core strategic functions and acting as an external ambassador and champion of the Trust at all times.

The chair should develop a strong and constructive working relationship with the CEO, executive leaders and other board members. A chair should encourage the governing body to work together as an effective team, building their skills, knowledge and experience. They need to ensure that everyone is actively contributing relevant skills and experience, participating constructively in meetings, and actively involved in the work of any committees. It is their role to make sure everyone understands what is expected of them and receives appropriate induction, training and development.

The chair will hold annual meetings with each member of the LGB to reflect on their previous year's work and set any targets for the upcoming year. These meetings will be open, and honest, and will identify any areas for personal development. The chair must not exercise any of the functions of the governing body as a lone individual, except where this has been delegated from the Trust Board or in cases of urgency where a delay in exercising the function would be highly detrimental to the interests of the Trust, an academy, a pupil, parent or member of staff.

The chair should ensure that succession planning arrangements are in place by identifying and developing individuals in order to equip them to step into the chairing or vice-chairing role so that any change in the chair does not impede the governing body's effectiveness.

The chair may exercise a casting vote in the event of a tied vote.

The chair of governors has a named role for a specific purpose within relevant policies E.g., Whistleblowing, Complaints etc. The chair of governors is explicitly responsible for signing off their academy's PE and Sport Premium allocation via the digital reporting form (primary academies only).

17.20 Role of the Vice Chair of Governors

The role of the Vice Chair of the Local Governing Body is pivotal in supporting the leadership of the board, ensuring that the responsibilities of the Chair are manageable and effectively carried out. Acting as a trusted confidant and collaborator, the Vice Chair serves as a sounding board for the Chair, sharing tasks as needed to maintain a balanced workload and providing leadership in the Chair's absence.

In addition to fulfilling the general duties expected of all governors, the Vice Chair may be entrusted with specific responsibilities. These could include overseeing the induction of new governors or evaluating the skills and development needs of the governing board.
Clear communication and documentation are essential aspects of the Vice Chair's role. It is important to ensure that any duties delegated to the Vice Chair are clearly defined and documented, promoting transparency and accountability within the governance structure.

The Vice Chair is expected to develop a close working relationship with the Chair, grounded in an understanding of each other's strengths and experiences. This collaborative partnership not only facilitates the sharing of workload but also enhances the overall leadership capacity of the governing board. In times of necessity, the Vice Chair must be capable of assuming the role of Chair, chairing meetings effectively, and taking on additional responsibilities typically fulfilled by the Chair during extended absences. To prepare for such scenarios, the Vice Chair may undergo training or shadow the Chair to gain the necessary skills and insights.

17.21 Frequency of Meetings

The LGB will meet five times per year and meetings will be focused around the academy's quality assurance calendar. At the first meeting of each academic year, the local governing body will elect a Chair and Vice Chair from their members which will be endorsed by the Trust Board.

18. Role of the SEND and Inclusion Link Governor

Governing bodies have legal duties under the Children and Families Act 2014, the SEND Code of Practice, and the Equality Act 2010 in relation to pupils with SEND and the promotion of an inclusive educational environment. These functions may be delegated to an individual member of the board, although the responsibility is still with the board itself to ensure that the functions are carried out. The responsibilities of the local governing body and the SEND LGB link are listed below:

- Approve and monitor the implementation of the academy's SEND and Inclusion policies.
- Provide strategic oversight and challenge regarding the educational outcomes, progress, attendance, participation and wellbeing of pupils with SEND and other vulnerable or disadvantaged groups.
- Monitor the effectiveness of the academy's inclusive practices and culture, ensuring all pupils can access a broad and balanced curriculum.
- Seek assurance that reasonable adjustments are made to enable pupils with disabilities to access education and academy activities.
- Understand the board's responsibilities under the SEND Code of Practice, the Children and Families Act 2014, and the Equality Act 2010.
- Monitor how SEND and inclusion funding is being used.
- Champion an inclusive ethos that promotes equality, diversity and belonging.
- Attend appropriate training to maintain an up-to-date understanding of SEND, inclusion and relevant statutory responsibilities.

19. Role of the Safeguarding Link Governor

Governing bodies have important duties to ensure that their Trust/academy is creating safe environments for pupils through robust safeguarding practices. The appointed LGB link will take the lead on safeguarding. However, the governing bodies retains collective responsibility for making sure that safeguarding procedures are properly followed. The responsibilities of the local governing body and the safeguarding LGB link are listed below:

- Read, understand and keep up to date with any changes to KCSIE.
- Carry out functions with a view to safeguarding and promoting the welfare of children at all times.
- Have regard to any statutory guidance on safeguarding issued by the Secretary of State.
- Ensure safeguarding policies, procedures and training are effective and comply with the law at all times.
- Monitor implementation of safeguarding procedures through reports from the DSL on measures being taken to ensure compliance.
- Meet with the DSL termly to seek assurances that safeguarding procedures are being properly followed and report this back to the LGB.
- Attend training in relation to the role as and when necessary.

20. Role of the Pupil Premium Link Governor

The local governing body is responsible for ensuring that the spending is targeted at the right pupils and has an impact on their attainment and progress. Pupils who are targeted will include those who receive the funding, and pupils who don't but will benefit from the support and intervention that the funding is spent on.

The responsibilities of the local governing body and the Pupil Premium LGB link are listed below:

- Looking into the barriers to learning faced by pupils eligible for pupil premium.
- Using data, information and research to both support and challenge the academy's approach to targeting pupil premium funding.
- Contributing towards and approving the academy's strategy for spending the pupil premium.
- Monitoring the implementation of the pupil premium strategy – ensuring that the funding is used in identifiable ways and assessing its impact on attainment and progress. This may result in adjustments to the strategy and spending decisions over time.
- Meet annually with leaders responsible for Pupil Premium to keep up to date on Pupil Premium provision, budget and resources and report this back to the LGB.
- Attend training in relation to the role as and when necessary.

21. Role of the Career Link Governor (Secondary Only)

Supporting young people to make informed choices about their future is an important responsibility for schools and their local governing bodies. Local governing bodies of secondary academies must appoint a governor to take leadership responsibility for their trust academy's careers education and guidance. The appointed governor should take the lead on monitoring the careers programme; however, the governing body retains collective responsibility.
The responsibilities of the local governing body and career LGB link are listed below:

- Refer to Department for Education (DfE) statutory guidance for careers (page 13 sets out the expectations for governing bodies). NGA guidance also provides an overview of local governing body responsibilities.
- Stay up to date on relevant guidance and policy, ensuring the LGB understand their statutory duties and are made aware of any changes to their responsibilities.
- Build a knowledge and understanding of the academy careers education and guidance policy and strategic plans.
- Understand how careers education is built into the curriculum.
- Use data (such as nationally published information about the destinations to which pupils progress when they leave the academy) to investigate trends, strengths and opportunities to improve.
- Through discussion with the career's leader, understand the extent to which the academy is meeting the Gatsby Benchmarks.
- Support and help to facilitate partnerships with local employers.
- Meet annually with leaders responsible for Careers to learn about the academy context and how this influences the careers program and report this back to the LGB.
- Attend training in relation to the role as and when necessary.

22. Trustee and Governor Recruitment

When a vacancy occurs on the Trust Board or Local Governing body, an advert will be placed on the Trust's website, and/or other governance recruitment websites or by personal contact to an individual. The role description and skills specification will be published on the Trust's website, together with the meeting dates for the academic year. Applicants will be invited to complete a short application form and submit a brief CV. In the event of more than one applicant, a panel shall be convened to carry out the selection process (generally the CoT/CoG, executive leader/headteacher and one other Trustee/LGB member) within 20 school days. The panel shall interview the candidates, assessing best fit against the skills, knowledge and experience required for the position.

The appointed person(s) will write out to all candidates informing them of the panel's decision. When a potential Trustee/LGB member has been identified, they will be invited to visit the Trust/academy and meet informally with the Chair of Trustees/LGB Chair and the Executive Leader/Headteacher.

At the meeting, the prospective Trustee/LGB member will be briefed on the role, commitment, statutory checks and induction process. If the applicant wishes to proceed, they will be invited to attend a meeting as an observer. At the end of the meeting, once the prospective Trustee/LGB member has left, all current Trustees/LGB members in attendance will discuss and uphold/oppose the appointment. If the appointment is upheld by the majority, the requested appointment will be put forward to the appropriate board to be endorsed. The Members Board endorse the recruitment of Trustees (with recommendations from the Trust Board). The Trust Board endorse the recruitment of LGB members (with recommendations from the local governing body). See item 20 - LGB and staffing delegations for full details. Each academy will have an appointed person(s) who is responsible for administering the recruitment, selection, induction process and updating Get Information for Schools. The Company Secretary will be responsible for updating Companies House.

The Trust Board will undertake an annual skills audit and succession planning review to identify gaps in knowledge, skills and experience. Particular consideration will be given to ensuring sufficient financial expertise and knowledge is available across the Trust Board, and particularly across the Finance and Resources Committee and the Risk and Audit Committee.

23. Parent Governor Recruitment

There shall be a minimum of two parent members on each LGB. The local governing body has no control over who may be elected as an LGB parent and, as such, is quite rightly not able to directly influence who might be appointed. However, it can highlight in election documentation any current skills gaps on the Governing body and outline that nominations from candidates who could fill those gaps would be particularly welcomed. When a LGB parent vacancy becomes available, the appointed person(s) within the academy who is responsible for managing the election process will write to all parents, informing them of the vacancy and include a nomination form. There shall be a minimum of two parent members on each LGB. The local governing body has no control over who may be elected as an LGB parent and, as such, is quite rightly not able to directly influence who might be appointed. However, it can highlight in election documentation any current skills gaps on the Governing body and outline that nominations from candidates who could fill those gaps would be particularly welcomed.

When a LGB parent vacancy becomes available, the appointed person(s) within the academy who is responsible for managing the election process will write to all parents, informing them of the vacancy and include a nomination form (this will also be advertised on the Trust and relevant academy's website). The closing date for applications will be 10 days from the date of issue. Candidates will be invited to submit a statement in support of their nomination. Parents may self-nominate, however if a parent wishes to nominate another parent, they should seek their approval in the first instance. All parents of registered pupils at the academy are entitled to one vote.

If there are more nominations than vacancies, a ballot will be conducted. Letters and ballot papers will be sent to all parents and a ballot box available in the academy's reception for returns. The closing date for ballot papers will be 10 days from the date of issue.

Returned envelopes will be locked away unopened until the closing date. Following the closing date, the appointed person(s) will count the votes (in front of two witnesses) and the outcome will be decided by the majority of votes. In the event of a tie, ballots will be recounted. If there is still a tie, unless one candidate voluntarily withdraws, lots will be drawn in the presence of two witnesses.

The appointed person(s) will inform all candidates of the outcome by writing. Other parents will be notified by the newsletter/website. Ballot papers will be kept for 6 months.

In the event that the number of parents standing for election is less than the number of vacancies, the governing body can approach parents.

In appointing a LGB Parent Governor, the parent should be a parent of a registered pupil at one or more of the Trust academies at the time of application, or, where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age but not above the age of 19.

24. Staff Governor Recruitment

The local governing body has no control over who may be elected as LGB staff and, as such, is quite rightly not able to directly influence who might be appointed. However, it can highlight in election documentation any current skills gaps on the governing body and outline that nominations from candidates who could fill those gaps would be particularly welcomed.

When an LGB staff vacancy becomes available, the appointed person(s) within the academy who is responsible for managing the election process will write to all staff, informing them of the vacancy and include a nomination form. The closing date for applications will be 10 days from the date of issue. Candidates will be invited to submit a statement in support of their nomination. Staff may self-nominate, however if a member of staff wishes to nominate another staff member, they should seek their approval in the first instance.

Nominations will be collected via an online form, and paper copies will be made available upon request. At the closing date, the appointed person(s) will review the nominations, checking eligibility and correct completion of forms. If there is only one nomination, this person will be elected. If no nominations are received, the process will start again.

If there is more than one nomination, a ballot will be conducted. Letters and ballot papers will be sent to all staff and a ballot box available in the academy's staff room for returns.

The closing date for ballot papers will be 10 days from the date of issue. Returned envelopes will be locked away unopened until the closing date. Following the closing date, the appointed person(s) will count the votes (in front of two witnesses) and the outcome will be decided by the majority of votes. In the event of a tie, ballots will be recounted. If there is still a tie, unless one candidate voluntarily withdraws, lots will be drawn in the presence of all the candidates.

The appointed person(s) will inform all candidates of the outcome by writing.

Other staff members will be notified via email. Ballot papers will be kept for 6 months.

25. Renewing a Governor's Term of Office

Governors are recruited for a term of four years. At the expiry of their term of office, Governors may indicate their willingness to stay on for a further term of office. At this point, a vote will be taken, by a show of hands, in the local governing body meeting prior to their term of office expiry date (or via the LGB portal, if no meeting is scheduled within a reasonable timescale) which will then be endorsed at the next Trustees meeting. Co-opted Governors may be appointed for a specific task, or to fulfil a specific skill gap on the board, and can be appointed for a specific time period. The local governing body may extend the time period, subject to the agreement of the Trust Board.

26. Resignation of Trustees or Governors

A person serving on the Trust Board/local governing body shall cease to hold office if they resign their office by notice to the clerk/chair. If any person who serves the local governing body as an extension of their capacity as an employee of the Trust (LGB Staff Governor, Ex-Officio e.g) ceases their employment, then they shall be deemed to have resigned and shall cease to serve on the local governing body automatically on termination of their employment.

27. Removal or Disqualification of Trustees/Governors

The Members retain discretion over the appointment or removal of any individual as a Trustee, and the Trustees retain discretion over the appointment or removal of any individual as an Governor. A person serving on the Trust Board/Governing Body shall cease to hold office immediately if they are removed by the Members/Trustees. When considering removal, Members/Trustees shall give due regard to the actions taken by the Trust prior to the decision to remove. Members/Trustees do not need to provide any reasoning for the removal of a person, but are able to provide such reasoning if deemed appropriate. Members/Trustees will act swiftly to remove any individual who has;

- Failed to uphold the values of the Trust and/or the Academy;
- Failed to comply with the Member, Trustee or Governor code of conduct or Scheme of Delegation;
- Trustees and Governors will be disqualified from holding or continuing to hold office as Trustee or Governor, on the following grounds:
    - They are under the age of 18;
    - They are currently a pupil at the academy;
    - They have failed to attend meetings within a six-month period without apologies being accepted by the Trustees or LGB;
    - They are subject to a bankruptcy restrictions order or interim order; interim bankruptcy restriction order; a debt relief restrictions order; an interim debt relief restrictions order; or they have been declared bankrupt and/or their estate has been repossessed for the benefit of creditors and the declaration or seizure has not been discharged, annulled or reduced;
    - They have been disqualified as a company director or failed to make a payment under a county court administration order;
    - They have been disqualified as a charity Trustee; found to be unsuitable by the Secretary of State; or ceases to be a Trustee under any provision in the Companies Act 2006;
    - They have been removed as a charity Trustee on the ground of misconduct or mismanagement;
    - They have been convicted of any criminal offence except for those 'spent' under the Rehabilitation of Offenders Act 1974, or those for which the maximum sentence is a fine or lesser sentence unless they have been convicted of an offence outlined in Section 178 of the Companies Act 2011;
    - They have not provided an enhanced Disclosure and Barring Service (DBS) check to the academy; or where they have, the chair, chief executive officer, headteacher or Secretary of State determines that their unsuitability to work with children renders them disqualified;
    - They become incapable by reason of illness or injury of managing or administering their own affairs.

28. Training and Induction Programme

Each academy will have an appointed person(s) who is responsible for administering the comprehensive induction programme to enable new members to feel confident and able to fulfil the role effectively and to a high standard. Trustees and Governor are given the opportunity and encouraged to attend relevant external training where appropriate.

All those associated with the governance of Castleford Trust, are expected to undertake a DBS check. (The Disclosure and Barring Service (DBS) is an independent body, which came into existence on 1 December 2012. It combines the functions of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA)).

Trustees and Governors are expected to complete an annual skills audit and are expected to commit to training and professional development in order to maximise their effectiveness.

29. Data Protection and Confidentiality

Trustees and LGB members are privy to sensitive and confidential information about the academies and are under a duty to maintain confidentiality. We therefore have a code of conduct to which all those involved in the governance of Castleford Trust, are expected to adhere to and to sign an undertaking to this effect.

Trustees and Governors are privy to sensitive and confidential information regarding both the Trust and individual academies and are under a duty to maintain confidentiality. All Members, Trustees and Governors are expected to adhere to a Castleford Trust Code of Conduct. Any breach of the code of conduct will result in removal from their relevant board.

30. Powers and Duties Delegated to the CEO

The Chief Executive Officer (CEO) has overall responsibility for the delivery of the vision and strategy of the Trust. The Trust Board will hold the CEO to account for the performance of Castleford Trust, including the performance of the academies within Castleford Trust. The CEO will delegate management functions to executive leaders and Headteachers and is accountable to the Trust Board for that team.

The CEO is also the Trust's Accounting Officer, so has overall responsibility for the operation of Castleford Trust's financial responsibilities. The CEO must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

The CEO shall be responsible for:

- Providing strategic leadership and holding accountability for strategy, development, improvement, performance and quality for Castleford Trust.
- Securing the realisation of the education vision of Castleford Trust and act as an ambassador inspiring and empowering others, whilst maintaining a high standard of personal integrity and professional conduct.
- Working with the Trust Board, executive leaders, local governing bodies and staff to define and deliver Castleford Trust' s vision, aims and objectives through inspirational and motivational leadership, clear strategic direction, and demanding and measurable targets.
- Working with executive leader to ensure Castleford Trust is run efficiently, effectively and in compliance with statutory and regulatory frameworks; ensuring effective systems are in place for the management and monitoring of Castleford Trust and budgets, maximising financial resources, exploring opportunities for increasing levels of external funding, and securing value for money in all operations.

- Working with the CFOO and executive leaders to ensure Castleford Trust's Strategic Development Plan is underpinned by sound financial advice and business planning in accordance with development priorities and targets to deliver well-resourced provision with Castleford Trust and its portfolio of academies to facilitate constant improvement.
- Working with executive leaders and Headteachers to enable all academies within Castleford Trust to deliver and sustain educational excellence by managing and supporting the implementation of academy improvement strategies and demanding outstanding academic progress, achievement and success through the development of confident learners within a culture of inclusiveness.
- Leading on developing and coordinating partnership work; developing opportunities through partnerships, maintaining open, transparent and constructive relationships.
- Developing strong relationships with other sponsors and educational partners to enhance educational provision to create the optimum educational opportunities for all pupils across Castleford Trust.
- Accountable for a framework of excellent teaching and learning throughout Castleford Trust through the implementation and promotion of non-negotiable high-level professional standards, and rigorous monitoring and evaluation of teaching quality and pupil achievements; challenging educational under-achievement and inspiring children to reach their full potential.
- Working with Members, Trustees and Local Governing Bodies to ensure robust governance structures are in place and actively adding value to the work of Castleford Trust; working with all stakeholders to develop a vision and growth strategy for Castleford Trust.
- Ensuring senior colleagues build effective teams to support collaborative approaches to provision and foster respect and encourage openness and sharing of ideas; create a supportive learning culture across Castleford Trust promoting a culture of common accountability in all staff for pupil performance and attainment.
- Fulfilling the role of Accounting Officer of the Trust.
- The CEO, as Accounting Officer, will apply candour and transparency in discussions with the board relating to, but not limited to, financial assurance, financial management, financial reporting and irregularity.
- Authorising financial transactions in line with the arrangements laid out in Section 33/34.
- Approving all senior staff salary amendments.
- The CEO is responsible for the performance management and development of executive leaders and Headteachers.

31. Powers and Duties Delegated to the CFOO

The CFOO shall be responsible for:

- Preparing, after discussion with the CEO and Executive Team, an annual draft budget plan for consideration by the Finance and Resources Committee and Trust Board before the start of the relevant financial year.
- Monthly monitoring of expenditure and income against the approved budget and submitting reports on the academy's financial position to every meeting of the Finance and Resources Committee. Any actual or potential material overspending shall be reported to the Finance and Resources Committee.
- Authorising financial transactions in line with the arrangements laid out in section 33/34.
- Operating financial controls in line with the Academy Trust handbook and other regulations.
- Ensuring the appropriate segregation of duties between staff responsible for processing orders, receiving deliveries and processing payments.
- Notifying Trustees on any eventuality that could affect the Trust's insurance arrangements.
- Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant in the Trust.
- Insuring all of the assets used by the Trust.

- To act as the adjudicator for any appeals of Trust's approved LGPS discretionary policies, including determining individual cases and ensuring decisions are reasonable, consistent and financially sustainable.
- Maintaining the standards of control for such systems in operation within the trust to include the use of properly licensed software, and for the security and privacy of data in accordance with the UK Data Protection Act and the EU General Data Protection Regulation.
- Working with executive leaders to create and maintain a Trust estates strategy to enable academies to deliver and sustain educational excellence.
- Managing the Trust's programme of School Condition Allocation (SCA) works including budgeting, tendering and completion of works to time and standard, ensuring minimum disruption to core activities.
- Working closely with executive leaders and academy leaders to ensure sites are managed safely, and manage the incident reporting system across the Trust.
- Ensuring the Trust buildings and premises are maintained to appropriately high standards that comply with all relevant legislation.
- Develop and continually monitor the strategic risk register alongside executive leaders and Headteachers.
- Working with executive leaders and academy leaders, develop the Trust's emergency procedures.

32. Powers and Duties Delegated to the Headteacher(s)

The Headteachers have delegated powers and functions in respect of internal organisation, management and control of their academy, the implementation of all policies approved by the Trust Board and for the direction of teaching and the curriculum. Headteachers are accountable to the CEO and Directors of Education (primary/secondary).

The Headteacher shall be responsible for the performance management and development of all their senior staff.



33. Primary Academy Financial Authorities

Delegation	Value	Delegated Authority
Ordering Goods and Services (raising requisitions)	Up to £5,000	Academy Finance Lead
	£5,001 to £10,000	As above plus Headteacher (Minimum of 3 quotes)
	£10,001 to £25,000	As above plus Trust Finance Director
	£25,001 to £50,000	As above plus Trust CFOO
	£50,001 to £100,000	As above plus Trust CFOO and CEO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair). Formal tendering process including advertising on 'Find a Tender' (FTS) if over £207,720
Authorisation of Invoices	Up to £5,000	Academy Finance Lead
	£5,001 to £10,000	As above plus Headteacher
	£10,001 to £25,000	As above plus Trust Finance Director
	£25,001 to £50,000	As above plus Trust CFOO
	£50,001 to £100,000	As above plus Trust CEO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
Sole Trader Invoices	Any	Trust Finance Director
Operating Leases/Contracts	Less than 1 Year	As per delegation limits above for ordering goods and services
	More than 1 Year (any value)	Trust Finance Director and reported to Trust CFOO
BACS Payments and Online Bank Transfers	Up to £30,000	Academy Finance Lead
	£30,001 to £60,000	As above plus Headteacher
	Over £60,000	As above plus Trust Finance Director
Cheque Signatories (where applicable)	Up to £1,000	2 signatories from Headteacher, Academy Finance Lead (and any other designated signatory personnel as noted on the bank mandate)
	Over £1,000	As above plus Trust Finance Director to be notified
Signatories for DfE Grant Claims	Any	Signed hard copy document to be kept on file as required by claim form (Headteacher or delegated signatory)

Delegation	Value	Delegated Authority
Virements	Up to £10,000	Academy Finance Lead in conjunction with Headteacher, reported to Trust Finance Director
	Over £10,000	Trust Finance Director and reported to Trust CFOO
Raising Income Invoices	Up to £10,000	Academy Finance Lead in conjunction with Headteacher
	£10,001 to £100,000	As above plus Trust Finance Director and reported to Trust CFOO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
Disposal of Assets	Up to £5,000	Headteacher
	Over £5,000	As above plus Trust Finance Director and reported to Trust CFOO
Write-Off Bad Debts	Up to £500	Headteacher
	£501 to £1,000	As above plus Trust Finance Director and reported to Trust CFOO
	Up to 1% of annual income or £45,000 individually	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
	Over 1% of annual income or £45,000 individually	As above plus DfE approval
Purchase or Sale of Freehold Property	Any	DfE approval required (notify Trust CFOO in the first instance)
Granting or Take-Up of Leasehold/Tenancy Agreement	Any	DfE approval required (notify Trust CFOO in the first instance)

33.1 Salaries & Payroll

Delegation	Value	Delegated Authority
Payroll Processing	PJ – Up to £210k GIA – Up to £100k TLE – Up to £165k AIA/AJA – Up to £300k OPA – Up to £230k	Designated Academy Lead and Headteacher (payroll reports and payments will be checked as appropriate by Trust Finance Director or Trust CFOO)
Contracts of Employment	Any	Designated Academy Lead (any contract changes must be authorised by the Headteacher and reported to the Trust Finance Director or Trust CFOO prior to confirmation)
Recruitment	Any	Designated Academy Lead (any recruitment must be authorised by the Headteacher and reported to the Trust Finance Director or Trust CFOO prior to advertisement)
Staff Severance Payments, Compensation Payments, Ex-Gratia Payment and any other types of special payment.	Any	Designated Trust Lead (any payments must be authorised by the Trust CFOO prior to agreement with the employee). Where required, approval must be sought from the DfE, and all exit payments must be made in accordance with DfE and HM Treasury requirements. Settlements must not be accepted unless satisfying the conditions within the Academy Trust Handbook Template.

34. Secondary Academy Financial Authorities

Delegation	Value	Delegated Authority
Ordering Goods and Services (raising requisitions)	Up to £1,000	Budget Holder plus Finance Officer
	£1,001 to £5,000	As above plus Finance Manager Minimum of 3 quotes
	£5,001 to £10,000	As above plus SBM
	£10,001 to £25,000	As above plus Trust Finance Director
	£25,001 to £50,000	As above plus Trust CFOO
	£50,001 to £100,000	As above plus Trust CEO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair). Formal tendering process including advertising on 'Find a Tender' (FTS) if over £207,720
Authorisation of Invoices	Up to £1,000	Finance Officer
	£1,001 to £5,000	As above plus Finance Manager
	£5,001 to £10,000	As above plus SBM
	£10,001 to £25,000	As above plus Trust Finance Director
	£25,001 to £50,000	As above plus Trust CFOO
	£50,001 to £100,000	As above plus Trust CEO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
Sole Trader Invoices	Any	CFOO
Operating Leases/Contracts	Less than 1 Year	As per delegation limits above for ordering goods and services
	More than 1 Year (any value)	Trust Finance Director and reported to Trust CFOO
BACS Payments and Online Bank Transfers	Up to £1,000	Finance Officer
	£1,001 to £10,000	As above plus Finance Manager
	£10,001 to £100,000	As above plus SBM
	Over £100,000	As above plus Trust Finance Director

Delegation	Value	Delegated Authority
Cheque Signatories (where applicable)	Up to £1,000	2 signatories from Headteacher, Academy Finance Lead (and any other designated signatory personnel as noted on the bank mandate)
	Over £1,000	As above plus Trust Finance Director to be notified
Signatories for DfE Grant Claims	Any	Signed hard copy document to be kept on file as required by claim form (Headteacher or delegated signatory)
Virements	Up to £10,000	Academy Finance Lead in conjunction with Headteacher, reported to Trust Finance Director
	Over £10,000	Trust Finance Director and reported to Trust CFOO
Raising Income Invoices	Up to £15,000	Academy Finance Lead in conjunction with Headteacher
	£15,001 to £100,000	As above plus Trust Finance Director and reported to Trust CFOO
	Over £100,000	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
Disposal of Assets	Up to £5,000	Headteacher
	Over £5,000	As above plus Trust Finance Director and reported to Trust CFOO
Write-Off Bad Debts	Up to £500	Headteacher
	£501 to £1,000	As above plus Trust Finance Director and reported to Trust CFOO
	Up to 1% of annual income or £45,000 individually	As above plus Chair of Finance & Resources Committee (or delegated Vice-Chair)
	Over 1% of annual income or £45,000 individually	As above plus DfE approval
Purchase or Sale of Freehold Property	Any	DfE approval required (notify Trust CFOO in the first instance)
Granting or Take-Up of Leasehold/Tenancy Agreement	Any	DfE approval required (notify Trust CFOO in the first instance)

34.1 Salaries & Payroll

Delegation	Value	Delegated Authority
Payroll Processing	AIR - Up to £630,000 CAS - Up to £840,000 CRO - Up to £590,000 CEN - Up to £180,000	Designated Academy Lead and Headteacher (payroll reports and payments will be checked as appropriate by Trust Finance Director or CFOO)
Contracts of Employment	Any	Designated Academy Lead (any contract changes need to be authorised by the Headteacher and reported to the Trust Finance Director or CFOO prior to the change being confirmed)
Recruitment	Any	Designated Academy Lead (any recruitment needs to be authorised by the Headteacher and Trust Finance Director or CFOO prior to advertisement)
Staff Severance Payments, Compensation Payments, Ex-Gratia Payment and any other types of special payment.	Any	Designated Trust Lead (any payments must be authorised by the Trust CFOO prior to agreement with the employee). Where required, approval must be sought from the DfE, and all exit payments must be made in accordance with DfE and HM Treasury requirements. Settlements must not be accepted unless satisfying the conditions within the Academy Trust Handbook Template.

35. Model of Governance

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Academy Improvement	• Develops and implements academy strategy, culture and ethos in line with the overall Trust vision, values, aims and core standards and expectations. • Develops and then proposes academy priorities and academy development plan (ADP), including suggesting targets. • Initiates academy expansion strategy. • Delivers as per ADP and targets. • Develops and proposes curriculum model. • Delivers Early Years Foundation Stage (EYFS) in line with statutory requirements. • Delivers careers guidance, with regards to statutory requirements. • Leads assessment processes. • Improves teaching quality through performance management and CPD. • Implements Trust support.	• Supports the Trust to ensure clarity of vision and ethos. • Works alongside Executive leaders to monitor academy performance against ADP and targets by reviewing and challenging Headteacher updates and data analysis. LGB will also receive Trust Review reports and KPIs. • Supports, challenges and agrees the academy curriculum model. • Agrees the academy development plan. • Monitors the effectiveness of the academy provision. • Contributes to the academy self-evaluation.	Approves: • academy culture and ethos • academy targets. • ADP and academy priorities. • curriculum model and behaviour policy. • Develops and initiates academy expansion strategy – e.g. adding/removing a Key Stage, adding or removing wraparound care • Deploys support to academies, including: implementing ADP; improving teaching quality; managing assessment processes; analysing academy data. • Monitors academy performance.	• Ensures clarity of vision and ethos, and sets the strategic direction of the Trust: • holds CEO to account on academy improvement and all operational areas • Monitors academy performance against academy development plans (ADP) and targets by reviewing and challenging CEO/Executive Leaders updates and data analysis. • Sets and approves the strategic plan. • Ensures Gatsby Benchmarks are used to develop and improve careers provision. • Approves Academy Expansion Strategy – e.g. adding/removing a Key Stage, adding or removing wraparound care
Academy Organisation			• Set times of academy day and dates of academy terms/holidays.	• Agree applications for 'significant change' in provision (temporary or permanent), in line with DFE guidance. • Approve new schools joining the trust and Sponsor academies. • Due diligence process.

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Finance and Procurement	• Delivers budget and financial targets. • Works with SBM & CFOO to prepare and propose budget and 3-year forecasting. • Works with SBM & CFOO on preparation of monthly and end-of-year academy finance documents. • Manages delivery of IT contract locally. • Provides feedback to Executive on performance of central services. • Develops and presents academy priorities and the resources required.	• Responsible for monitoring the allocation of ring-fenced funding such as Pupil Premium, PE and Sports Premium, SEND funding and Catch-up funding and for holding the Headteacher to account for their impact on pupils' learning.	• Sets financial policies. • Recommends to Trust Board: • academy budgets and forecasts. • use of reserves and endowments. • MAT procured services. • Recommends academy finance targets to Finance and Resources Committee. • Supports Headteachers with academy finances. • Responsible for all Trust finances as delegated by Accounting Officer. • Follows all financial and procurement frameworks set out by the DfE.	• Overseeing and ensuring effective financial performance. • Appoints Finance and Resources Committee. • Ensures the appointment of external and internal auditors. • Appoints external auditors (Members). • Approves – • academy budgets and forecasts. • use of reserves and endowments. • MAT procured services. • Ensures compliance with their contractual obligations under the funding agreement.
Headteacher Recruitment/appraisal		• LGB Chair or rep: • engages in Headteacher recruitment. • engages in appraisals with Executive Leaders, CEO and external support. • engages in Headteacher pay progression through appraisal.	• Conducts Headteacher recruitment: • conducts appraisals with engagement from LGB Chair & Trust. • makes pay recommendations to the Remuneration Committee.	• Trust Pay Committee approves salary and PRP.
HR/Recruitment	• Ensures HR policies and processes are implemented in line with policy, including: any performance processes and pay reviews, ER (unless against a Headteacher), local academy recruitment (unless for Headteacher, then Executive conducts). • Develops and presents staff restructure proposals. • Liaises with local level unions. • Develops and retains great staff in academies. • Has the power to dismiss, in line with Trust policies and having consulted the Executive. • Implement disciplinary and capability procedures in respect of senior leaders and other staff members. • Implement local policies.	• Responsible for additional HR activities including: • Chair leads on complaints against Headteacher (guided by Executive). • supplies representation for hearings and tribunals.	• Drafts HR and recruitment policies. • Approves significant staff restructures. • Conducts recruitment of a Headteacher. • Supports academies with ongoing HR guidance. • Responsible for additional HR activities including: • supplying representation for hearings • conducting Staff Consultative Committee as required • liaising with national level unions when required Recruits Trust operational staff. • Recommends Trust pay scales. • Implement disciplinary and capability procedures in respect of executive leaders and Headteachers.	• Accountable for all HR compliance. • Appointing CEO as Accounting Officer. • Approves Trust policies and ensures that policies and procedures are followed and used to maximise achievement and effectiveness. • Engages in and approves the recruitment of the CEO and CFOO. • Ensures that the CFOO and their finance staff are appropriately qualified and/or experienced. • Engages in recruitment of CEO (Members). • Approves recruitment of a Headteacher. • Chair leads on complaints against CEO (guided by independent advice). • Finance and Resources Committee: • sets pay policy • Implement disciplinary and capability procedures in respect of the CEO.

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Safeguarding, H+S/Other Compliance	• Ensures compliance with statutory obligations and mandatory policies, including H&S, safeguarding, SEND, admissions and exclusions. • Provides information for FOI requests. • Responds to all academy level complaints.	• Chair leads on complaints against Headteacher (guided by Executive). • Appoints LGB links for safeguarding and SEND (mandatory).	• Drafts statutory and Trust policies. • Supports the CoG on safeguarding concerns against the HT. • Consulted in responding to any complaint against a staff member. • Supports academies as needed, e.g., admissions, safeguarding etc. • Ensures an effective MIS is provided for each academy. • Responsible for additional activities, including, lead admissions appeals, coordinates response to FOI requests.	• Accountable for all compliance. • Approve all statutory Trust policies. • Monitors implementation of statutory compliance and risk management.
Comms and Community	• Delivers on academy communications strategy and academy visual identity. • Manages parent, community, local stakeholder and academy media engagement. • Leads on LA communications. • Refers any reputational risk to the CEO or Executive Leaders.	• Supports family communications and community engagement.	• Develops comms toolkit and guidance. • Manages crisis communications and reputational risk. • Supports Headteachers with LAs and families as needed. • Leads on marketing for Trust and Academies and develops brand guidelines.	• Approves any changes to the overall Castleford Trust brand.
Estates Management	• Leads proposal development for significant building projects and refurbishments. • Leads on project delivery with engagement from SBM and Executive especially on procurement and CDM compliance.	• Recommend the estate supports a first class safe learning environment for the benefit of pupils.	• To plan and manage the Trust estates strategy incorporating expenditure of SCA funding and other significant capital projects. • To maintain the estate in a safe working condition. • Approves significant building projects. • Supports significant building project delivery. • Engages in project delivery for procurement if subject to OJEU. procurement law and CDM.	• To approve the Trust estates strategy incorporating expenditure of SCA funding and other significant capital projects. • Accountable for all compliance with building projects. • Engages in procurement process for significant projects.

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Governance	• Plan activity for stakeholder engagement with regards to delivery of school planning.	• Ensure and monitor stakeholder engagement (parents, pupils, community partnerships, communications strategy etc). • Attending academy inspections.	• Plan activity for stakeholder engagement with regards to delivery of school planning.	• Ensure and monitor stakeholder engagement (parents, pupils, community partnerships, communications strategy etc). • Amend/approve changes to the Articles of Association. • Establish and appoint board committees (including LGB) and terms of reference for those committees. • Consider whether or not to delegate functions to individuals or working groups. • Determine the indicators that trigger the withdraw of delegated responsibilities. • Instate intervention boards when required. • Agree and implement governance review and monitoring process. • Establish/approve and monitor trust strategic plan. • Establish/approve and monitor trust growth plan. • Ensuring financial skill set on the board. • Attending Trust inspections.

36. Compliance Delegations

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Health and Safety	• Responsible for local implementation of policies, aligning with SBM, including development of academy procedures and internal reporting on statutory requirements.	• Informed of any significant changes to health and safety procedures that would impact on pupil's education or welfare. • Informed of any significant breach of statutory compliance.	• Drafts Trust H&S policies. • Monitors academy H&S by arranging inspections / audit and supports implementation, as needed.	• Accountable for ensuring a safe and healthy environment for staff, pupils and other persons on Trust premises. • Approves H&S policy. • Monitors academy compliance, with H&S policies and statutory obligations as well as challenging academies to ensure best practice is followed. • Publish up-to-date details of the overall governance arrangements on the website.
Safeguarding (inc Prevent Duties)	• Drafts safeguarding policy in line with LA safeguarding team recommendations. • Ensure the implementation of the safeguarding policy and training across the academy. • Appoints Designated Senior Lead (DSL). • Manages all safeguarding complaints (exc. against Headteacher) with Executive engagement. • Responsible for referrals for children at risk. • Appoint lead teacher with responsibility for looked after children. • Ensure the single central record is accurate and up to date.	• Approves academy safeguarding policy in line with LA team safeguarding recommendations. • Monitors implementation of safeguarding procedures through reports from DSL on the measures being taken to ensure compliance. • Appoints Safeguarding LGB link.	• Appoints a Trust Safeguarding Lead to maximise the impact of trust wide safeguarding provision. • Trust Safeguarding Lead to develop the trust safeguarding strategy whilst ensuring trust compliance with policy and practice to safeguard and promote the welfare of children. • Ensures safeguarding policies are in line with LA safeguarding team recommendations. • Supports academies to assess the need for referrals for children at risk.	• Ensure all statutory responsibilities are in place to safeguard and promote the welfare of children. • Ensure the suitability of staff, supply staff, volunteers and proprietors. • Appoints link Safeguarding Trustee.
SEND	• Drafts and sets academy specific SEND policy. • Appoints qualified SENCO. • Responsible for implementation in line with all relevant statutory requirements.	• Approves SEND policy. • Monitors and challenges implementation of SEND policy and performance of SEND pupils. • Appoints SEND LGB link who understands responsibilities for SEND code of practise and educational act.	• Engaged in academy SEND policy. • Supports academies and monitors implementation.	• Accountable for all legal responsibilities. • Appoints link SEND Trustee.

	Academy Headteacher (Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Equalities	• Scrutinises stage 2 complaints and protected characteristics. • Implements policies.	• Monitors the performance of sub-groups.	• Responsible for ensuring compliance with all aspects of equalities legislation. • Monitors implementation of Equality Impact Assessments on policies. • Monitors the inclusion of references to protected characteristics within policies.	• Sets employee equalities objectives.
Admissions	• Participates and negotiates with LA over local fair access / in-year placements protocols – and then implements.	• Agree academy admissions policy in line with LA arrangements.	• Drafts mandatory admissions policy and responsible for its implementation. • Manages admissions appeals. • Sets guiding principles for fair access/ in year protocols; provides expertise.	• Accountable for all legal responsibilities. • Agree any significant changes to the admissions policies i.e. selection criteria, removing or adding a key stage and significant change to pupil numbers.
Exclusions	• Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes. • Drafts mandatory behaviour and exclusions policy.	• Informed of every permanent exclusion and monitors FTE frequency and trends. • Review exclusions in line with statutory guidance. • Ratify exclusions policy.	• Provides expert support to help manage exclusions appeals (esp. for independent review panel).	• Accountable for all legal responsibilities. • Monitors exclusion patterns, trends and actions across all academies.
FOI	• Provides information needed to respond to FOI requests.	• Engages as needed to respond accurately to requests.	• Responds to all FOI requests.	• Accountable for ensuring Trust fulfils FOI/ data protection statutory obligations.
Finance	• Registers and publishes all pecuniary and business interests. • Accountable for financial probity and best value in academy expenditure.	• Registers and publishes all pecuniary and business interests.	• Registers and publishes all pecuniary and business interests. • Responsible for Trust-wide financial regularity, propriety and compliance. • Prepares DFE returns and Annual Report. • Maintaining strategic risk register.	• Registers and publishes all pecuniary and business interests. • Accountable for financial regularity, propriety and compliance. • Responsible for Scheme of Delegation. • Acts on the advice of its F&R Committee. • The Full Trust Board has overall responsibility for risk management, including ultimate oversight of the strategic risk register, drawing on advice provided by the R&A committee.

37. LGB and Staffing Delegations

	Members	Trust Board	CEO	HT	LGB
Agree and review Articles of Associations	A	R	I	I	I
Appoint / remove Members	A	I	I	I	I
Appoint / remove Trustees	A	R	I	I	I
Appoint / remove LGB Chair		A	R	C	C
Appoint / remove LGB members		A	C	C	R
Appoint / remove Clerks		A	R	C	C
Role descriptors for Trustees / Committees / Chairs / LGBs		A	C	I	I
Appoint / remove CEO	C	A		I	I
Appoint / remove CFOO		A	R	I	I
Appoint / remove Executive Leader		A	R	I	I
Appoint / remove Headteacher		A	R		C
Appoint / remove SLT		C	C	A	I
Appoint / remove Staff				A	I
Annual pay policy		A	R	I	I
CEO appraisal and pay award		A			
CFOO appraisal and pay award		A			
Executive Leader appraisal and pay award		A			
Headteachers pay appraisal and pay award		A (Remco)			
SLT pay appraisal and pay award		I	C	A	C
Staff pay appraisal and pay award		I	C	A	C

A = Approve
R = Recommend
C = Consulted
I = Inform