

*'...those who hope in the LORD will renew their strength.
They will soar on wings like eagles; they will run and not grow weary,
they will walk and not be faint.'* Isaiah 40:31



connect | nurture | aspire | learn | excel | hope

SCHEME OF DELEGATION

made between

THE DIOCESE OF CANTERBURY ACADEMIES TRUST

and

The Local Governing Body of

All Souls Church of England Primary School

EFFECTIVE DATE:

7th May 2019

Aquila, the Diocese of Canterbury Multi Academies Trust, is a core initiative of the Diocesan Board of Education (CDBE). In establishing Aquila the CDBE affirmed its intention to respond proactively to the existing educational and political context, to shape ideas and through positive and innovative actions bring schools and academies into a deeper relationship with the diocese. Our Trust mission is summarised by the following vision statement;

We aim to promote distinctive, inclusive communities of learning that seek to be underpinned by Christian values sourced in the Gospel narrative, enriching the whole educational experience. We aspire to excellence; to secure the best possible outcomes for children and young people, enabling them to fulfil their potential and make a worthwhile contribution to our diverse, dynamic society.

We feel that our model offers key benefits which include

- Meaningful help and assistance in achieving goals and improving school effectiveness
- Well planned, sustainable engagement
- Independence and interdependence
- A focus on vocation, well-being and ministry to and among children and young people

Although an organisation founded on Christian principles and traditions, we welcome any school that wishes to join our Trust.

The overarching governance arrangements within the MAT are different to those traditionally associated with a school. It is the Aquila Trust Board which holds ultimate responsibility for the continued and sustained success of all academies within its support. However, we believe that the best possible relationship with a Local Governing Body (LGB) and Academy leadership team, recognises strengths, capacity and vision, and evolves a level of responsibility and autonomy appropriate to each particular circumstances. The Trust has been established to enable flexibility and responsiveness to local context and needs and will, therefore, delegate responsibilities for decision making to each of its member academies wherever possible.

This Scheme of Delegation has been developed to clarify the responsibilities and powers of the Directors, their employees, Local Governing Bodies and local Academy staff. It considers key aspects of the management of the Trust and its Academies and is in place to ensure compliance with legal requirements. It is intended to be read alongside the MAT's other financial control documents, policies and other associated literature.

For Community Schools and those without any foundation wishing to join the Trust, we will respect and uphold their pre-conversion status, reflecting this in the Local Governing Body representation and the individual Mission Statement within their Scheme of Delegation. We feel passionately that as part of a family of schools we can learn and develop approaches suited to the needs of our learners which can enable them to thrive regardless of social or religious context.

THIS SCHEME OF DELEGATION (which in this document is referred to as the "**Scheme**") is made on **7th MAY 2019** between:

(1) THE DIOCESE OF CANTERBURY ACADEMIES TRUST, a company limited by guarantee and registered in England and Wales under company number 9035788 (the "Company"); and

(2) THE LOCAL GOVERNING BODY OF ALL SOULS CHURCH OF ENGLAND PRIMARY SCHOOL (the "LGB").

1. DEFINITIONS AND INTERPRETATION

1.1 In this Scheme:

"**Academy**" has the meaning ascribed to it in clause 2.1;

"**Academies Financial Handbook**" means the DfE's financial handbook for Academies in force from time to time;

"**Articles**" means the Articles of Association of the Company;

"**Budget**" means the annual budget set by the Directors for the Academy in accordance with the Master Funding Agreement and/or the Relevant Funding Agreement;

"**DBE**" means the Diocesan Board of Education for the diocese within which the Academy is situated;

" **Directors**" means the Directors of the Company. References in this scheme to any numbered 'Article' or 'Articles' shall mean those specific provisions of the Articles;

"**Effective Date**" means **7th May 2019**

"**Incumbent**" means in relation to the ecclesiastical parish in which the Academy is situated

- (a) the incumbent of the benefice of which the parish forms part; or
- (b) the minister licensed as priest-in-charge of that benefice or of the relevant parish within the benefice in which rights of presentation are suspended; or
- (c) the vicar in a team ministry whose duties in relation to that parish are assigned to him/her by a pastoral scheme or licence from the bishop

whichever is applicable. In case of vacancy or unwillingness of the Incumbent to act such person as may be appointed to act in their stead by the Archdeacon of **Ashford**.

"**LGB**" means the local governing body of the Academy constituted by clause 5.4 of this Scheme and pursuant to Articles 100 - 104;

"**Master Funding Agreement**" means the Master Funding Agreement entered into by the Company and the Secretary of State on 26th August 2014;

"**Head Teacher**" means the principal, head teacher, executive head teacher or head of school of the Academy;

"**Relevant Funding Agreement**" means the Supplemental Funding Agreement entered into by the Company and the Secretary of State in respect of the Academy on 26th August 2014;

"**Secretary of State**" means the Secretary of State for Education and his successors;

"**Trustees**" means those Trustees holding the schools' sites and providing them to the Academy Trust for use and occupation by the Academies;

- 1.2 Except as expressly provided in this Scheme, words and expressions not defined in this Scheme shall have the same meaning accorded to them in the Articles and the Relevant Funding Agreement entered into by the Company.
- 1.3 Reference in this Scheme to clauses, paragraphs and appendices shall, unless otherwise stated, be to clauses, paragraphs and appendices to this Scheme.
- 1.4 In the event of conflict or ambiguity between any provision of this Scheme and the Articles, the provisions of the Articles shall prevail.

2. INTRODUCTION

- 2.1 As a charity and company limited by guarantee, the Company is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. All Souls Church of England Primary School (the "**Academy**") is one of the academies.
- 2.2 The Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Company and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. As the Academy is a Church of England academy, designated as such, the Directors are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure 1991, and to the Trustees to ensure that the Academy is conducted as a Church of England school.
- 2.3 In order to discharge these responsibilities, the Directors may appoint people with appropriate skills and knowledge to serve on the LGB which has been established to

assist with the good governance of the Academy in accordance with clause 5.4 of this Scheme and Articles 100 - 104.

2.4 This Scheme explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Directors and the members of the LGB and the commitments to each other to ensure the success of the Academy.

2.5 This Scheme has been put in place by the Directors from the Effective Date in accordance with the provisions of the Articles and it should be read in conjunction with those Articles as well as with:

- (i) the Directors' strategic plans and policies for the Academy;
- (ii) any budget set for the Academy; and
- (iii) any directions given or rules and regulations set by the Directors.

3. ACADEMIES WITH A RELIGIOUS CHARACTER, ETHOS AND MISSION STATEMENT

3.1 Recognising its historic foundation, Academies will preserve and develop their religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level.

3.2 The Academy aims to serve its community by providing an education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to all its pupils.

3.3 Consistent with the values and mission statement of the Company, the Academy aims to promote a distinctive, inclusive community of learning that seeks to be underpinned by Christian values sourced in the Gospel narrative, enriching the whole educational experience. It aspires to excellence; to secure the best possible outcomes for children and young people, enabling them to fulfil their potential and make a worthwhile contribution to our diverse, dynamic society.

4. ACADEMIES WITHOUT A RELIGIOUS CHARACTER, ETHOS AND MISSION STATEMENT

4.1 Recognising the academies historic foundation, the Academy will persevere and develop its character by being truly reflective of its community and the context to which they offer their service.

4.2 The Academy will serve its community by providing an education of the highest quality offering pupils a unique and varied experience which enables them to experience life in

all its fullness. The academy will offer curricular and extra-curricular programmes that are appropriate to the needs of each child, enabling them to reach their full potential.

- 4.3 The school will develop values and its mission with an aspirational view ensuring the highest expectations of every member of the school community.

5. **DIRECTORS' POWERS AND RESPONSIBILITIES**

- 5.1 The Directors have overall responsibility and ultimate decision-making authority for all the work of the Company, including the establishing and running of schools and in particular the Academy. This is both exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct change where required.

- 5.2 The Directors have a duty:

5.2.1 to comply with any lawful directions issued to the Company by any person having power to issue such directions;

5.2.2 to act in the fulfilment of the Company's objects; and

5.2.3 to have regard to the advice of the DBE generally and in particular in respect of upholding the Company's objects.

- 5.3 The Directors will have regard to the interests of the other academies for which the Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.

- 5.4 Articles 100 and 101 provide for the appointment by the Directors of committees to whom the Directors may delegate certain of the functions of the Directors. In further recognition of the Directors' power to delegate under Articles 102 and 105, and from the date of this Scheme, responsibility for the running of the Academy from the Effective Date will be delegated to the committee established by this Scheme and which shall be known as the LGB of the Academy.

- 5.5 The constitution, membership and proceedings of the LGB are determined by the Directors and this Scheme expresses such matters as well as acknowledging any authority delegated to the LGB in order to enable the LGB to assist with the running of the Academy and fulfil the Academy's mission.

- 5.6 It is an expectation of the Directors that all Academies, for which the company is responsible, will collaborate with each other as a family of Academies which exist to serve and help each other.

6. CONSTITUTION OF THE LGB

6.1 Members of the LGB

- 6.1.1 The minimum number of people who shall sit on the LGB shall be 5, and unless otherwise determined by the Directors, shall be subject to a maximum of 12 including co-opted members.
- 6.1.2 The LGB shall have the following members:
- 6.1.2.1 Up to 6 Members, appointed under clause 6.2.1;
- 6.1.2.2 1 Staff Member, appointed under clause 6.2.3;
- 6.1.2.3 2 Parent Members elected or appointed under clause 6.2.6; and
- 6.1.2.4 The Head Teacher.
- 6.1.3 The LGB may also have co-opted members appointed under clause 6.3.
- 6.1.4 The Directors (all or any of them) shall also be entitled to serve on the LGB attending and speaking at any meetings. Any Director attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.
- 6.1.5 All persons appointed or elected to the LGB shall give a written undertaking to the Directors to uphold the object of the Company.

6.2 Appointment of members of the LGB

General members

- 6.2.1 The Directors may appoint up to 6 persons to serve on the LGB, one of whom must be the Incumbent.
- 6.2.2 When appointing members to Director appointed positions, the trust will consider the schools original foundation and follow the guidance of the Diocese to ensure appropriate representation of the founding body.

Staff members

- 6.2.3 The Directors shall appoint 1 person in addition to the Head Teacher who is employed at the Academy to serve on the LGB through such process as they may determine, provided that the total number of such persons (including the Head Teacher) does not exceed one third of the total number of persons on the LGB. The positions held by those employed at the Academy (e.g. teaching and non teaching) may be taken into account when considering appointments.

6.2.4 In appointing persons to serve on the LGB who are employed at the Academy the Directors may invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Head Teacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Directors.

Ex officio members

6.2.5 The Head Teacher and the Incumbent in the case of an academy with a religious foundation (if so appointed as a member by the Directors under clause 6.2.1) shall both be treated for all purposes as being ex officio members of the LGB.

Parent members

6.2.6 The Parent Members of the LGB shall be elected by parents and legal guardians of registered pupils at the Academy and he or she must be a parent or legal guardian of a registered pupil at the Academy at the time when he or she is elected.

6.2.7 The Directors shall make all necessary arrangements for, and determine all other matters relating to, an election of the Parent Members of the LGB, including any question of whether a person is a parent and/or legal guardian of a registered pupil at the Academy. Any election of persons who are to be the parent members of the LGB which is contested shall be held by secret ballot.

6.2.8 The arrangements made for the election of the Parent Members of the LGB shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having the ballot paper returned to the Academy by a registered pupil at the Academy.

6.2.9 Where a vacancy for a parent member of the LGB is required to be filled by election, the LGB shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent and/or legal guardian of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

6.2.10 The number of Parent Members of the LGB required shall be made up by persons appointed by the Directors if the number of parents standing for election is less than the number of vacancies.

6.3 **Co-opted members of the LGB**

6.3.1 The LGB with the approval of the Directors may co-opt up to 2 persons to the LGB on such terms, with or without voting rights. A person who shall be “co-opted” to the LGB means a person who is to serve on the LGB without having been otherwise appointed or elected to serve on the LGB. The Directors may not co-opt a person who is employed at the Academy if thereby the number of persons employed at the Academy serving on the LGB would exceed one third of the total number of persons serving on the LGB (including the Head Teacher).

6.4 **Term of office**

6.4.1 The term of office for any person serving on the LGB shall be 4 years, save that this time limit shall not apply to:

(i) the Head Teacher who shall be treated for all purposes as being an ex officio member of the LGB;

(ii) the Incumbent (if so appointed as a member by the Directors under clause 6.2.1) who shall be treated for all purposes as being an ex officio member of the LGB; or

(iii) Co-opted members of the LGB shall serve for not more than 2 years.

Subject to remaining eligible to be a particular type of member on the LGB, any person may be re-appointed or re-elected (including being “co-opted” again) to the LGB.

6.5 **Resignation and removal**

6.5.1 A person serving on the LGB shall cease to hold office if they resign from office by notice to the LGB (but only if at least three persons appointed under clause 6.2.1 will remain in office when the notice of resignation is to take effect).

6.5.2 A person serving on the LGB shall cease to hold office if they are removed by the person or persons who appointed them. This clause does not apply in respect of a person who is serving as a parent member on the LGB, who may be removed by the Directors.

6.5.3 If any person who serves on the LGB in their capacity as an employee at the Academy ceases to work at the Academy then they shall be deemed to have resigned and shall cease to serve on the LGB automatically on termination of his employment at the Academy.

6.5.4 Where a person who serves on the LGB resigns from office or is removed from office, that person or, where they are removed from office, those removing them, shall give written notice to the Chair of the Board.

6.6 **Disqualification of members of the LGB**

6.6.1 No person shall be qualified to serve on the LGB unless they are aged 18 or over at the date of election or appointment. No current pupil or student of the Academy shall be entitled to serve on the LGB.

6.6.2 A person serving on the LGB shall cease to hold office if they become incapable by reason of illness or injury of managing or administering their own affairs.

6.6.3 A person serving on the LGB shall cease to hold office if they are absent without the permission of the Chair of the LGB from all the meetings of the LGB held within a period of six months and the LGB resolves that his office be vacated.

6.6.4 A person shall be disqualified from serving on the LGB and shall cease to hold office if already serving on the LGB if:

6.6.4.1 their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or

6.6.4.2 they are subject of a bankruptcy restrictions order or an interim order.

6.6.5 A person shall be disqualified from serving on the LGB at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

6.6.6 A person serving on the LGB shall cease to hold office if they would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

6.6.7 A person shall be disqualified from serving on the LGB if they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which they were responsible or to which they were privy, or which by their conduct contributed to or facilitated.

- 6.6.8 A person shall be disqualified from serving on the LGB where they have, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 (persons disqualified from being charity trustees or trustees of a charity) of the Charities Act 2011.
- 6.6.9 After the Academy has opened, a person shall be disqualified from serving on the LGB if they have not provided to the Directors a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the chair of the Board of Directors or the Head Teacher confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
- 6.6.10 Where, by virtue of this Scheme, a person becomes disqualified from serving on the LGB, and he was, or was proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the Chair of the Board of Directors.
- 6.6.11 This clause 5.6 and paragraph 2 of Appendix One shall also apply to any member of any committee of the LGB who is not otherwise a member of the LGB.

7. DELEGATED POWERS

7.1 General Provisions

- 7.1.1 Subject to the provisions of:
- (a) the Companies Act 2006;
 - (b) the Articles;
 - (c) the strategic plan and policies of the Directors of the Company;
 - (d) any Budget set by the Directors for the Academy; and
 - (e) any directions given or rules and regulations set by the Directors of the Company,

the management of the business of the Academy shall otherwise be delegated by the Directors to the LGB who may exercise all the powers of the Company in so far as they relate to the Academy and have been relayed to them, in accordance with the terms of this Scheme.

- 7.1.2 No alteration of the Articles and no such direction shall invalidate any prior act of the LGB which would have been valid if that alteration had not been made or that direction had not been given.
- 7.1.3 Except as provided for in this Scheme, the powers given by this Scheme shall not be limited by any special power given to the Directors by the Articles or to the LGB by this Scheme and a meeting of the LGB at which a quorum is present may exercise all the powers so delegated.
- 7.1.4 The Appendices to this Scheme set out the general principles and levels of delegation of responsibilities from the Directors to the LGB and from there to individuals. The Appendices will be reviewed by the Directors on such basis as they shall determine from time to time.
- 7.1.5 Except as provided for in this Scheme and its Appendices, in addition to all powers hereby expressly conferred upon the LGB and without detracting from the generality of the powers delegated, the LGB shall have the following powers to expend funds as permitted by clause 7.3.2
- 7.1.6 In the exercise of its powers and functions, the LGB shall consider any advice given by the Head Teacher and any other executive officer as well as the Directors.
- 7.1.7 Any bank account in which any money of the Company in so far as it relates to the Academy is deposited shall be operated by the LGB in the name of the Company. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the LGB and the Directors.

7.2 **Ethos and Values**

- 7.2.1 Whilst the LGB shall be responsible for ensuring that the Academy is conducted in accordance with its religious character (where applicable), ethos and values referred to in clause 3, it may also determine a unique mission or values statement reflecting its local context and relationships.
- 7.2.2 At all times, the Directors and the LGB shall ensure that the Academy is conducted in accordance with the objects of the Company, the terms of any trust governing the use of the land which is used for the purposes of the

Academy, and the relevant funding agreement entered into with the Secretary of State for the funding of the Academy.

7.3 Powers

Contracts

7.3.1 The LGB shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy but the LGB shall first obtain the written consent of the Directors to any such contracts or expenditure if the value exceeds the amount outlined within Appendix 2 and the limits within the MAT Finance Policy.

Finance

7.3.2 The Directors delegate to the LGB the responsibility to plan, manage and expend such of the monies received under the Relevant Funding Agreement or otherwise for the purposes of the Academy as may be determined each year by the Directors in accordance with the Budget.

7.3.3 The accounts of the Company shall be the responsibility of the Directors but the LGB shall provide such information about the finances of the Academy as often and in such format as the Directors shall require. Without prejudice to the above, the LGB shall provide monthly management accounts to the Directors.

7.3.4 The LGB shall ensure that proper procedures are put in place for the safeguarding of funds responsibility for which is delegated to them and that the requirements of the Academies Financial Handbook as per clauses 1.15 and 4.6 to 4.8 of the Master Funding Agreement are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State.

7.3.5 The LGB shall promptly inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.

7.3.6 The LGB shall develop and maintain a risk register keeping this under close review by identifying and developing risk management strategies.

7.3.7 The LGB shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy and are responsibilities delegated to them pursuant to this Scheme, all in consultation with and having the approval of the Directors.

7.4 Premises

- 7.4.1 Subject to and without prejudice to clauses 7.3.4 and 7.4.5, the use of monies apportioned in the Budget for the routine maintenance of the buildings and facilities used in respect of the Academy will be the responsibility of the LGB, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.
- 7.4.2 The Directors may have regard to, but not be bound by, the views of the LGB in developing any mid to long term estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard.
- 7.4.3 The responsibility for any disposals or acquisitions of land owned by the Company will be that of the Directors in consultation with the Members and Site Trustees.
- 7.4.4 Insuring the land and buildings used by the Academy will be the responsibility of the Directors who may recover the cost from the budget delegated to the LGB.

7.5 Human Resources

7.5.1 Head Teacher

The Directors shall appoint the Head Teacher in accordance with the Articles. The Directors and the LGB may delegate such powers and functions as they consider are required by the Head Teacher for the internal organisation, management and control of the Academy (including the implementation of all policies set by the Directors for the direction of the teaching and curriculum at the Academy).

7.5.2 Other Staff

7.5.2.1 The Directors shall be responsible for the appointment and contractual management and compliance of all other staff (to include teaching and non-teaching staff) to be employed by the Academy, but may delegate all or any of these powers to the LGB as it may see fit.

7.5.2.2 In so far as there is delegation of powers to the LGB pursuant to clause 7.5.2.1 above, the LGB shall:

- 7.5.2.2.1 comply with all policies dealing with staff issued by the Directors from time to time;
- 7.5.2.2.2 take account of any pay terms set by the Directors;
- 7.5.2.2.3 adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors; and
- 7.5.2.2.4 manage any claims and disputes with staff members having regard to any advice and recommendations given by the Directors.

7.5.2.3 The Directors will require the LGB to carry out the performance management of all staff (including the Head Teacher) and shall follow all trust procedures for the proper professional and personal development of staff.

7.6 Curriculum and Standards

- 7.6.1 In recognition of the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum, the Directors shall be responsible for approving the curriculum set by the academy.
- 7.6.2 The Directors shall be accountable for the standards achieved by the Academy and the pupils attending the Academy but may have regard to, but not be bound by, the advice and recommendations of the LGB.
- 7.6.3 Subject to the provisions of any statutory admissions code, the LGB shall be responsible for the review from time to time of the Academy's admissions policy in accordance with the Company's published principles or model policy for Admissions. The Directors shall be ultimately responsible for the approval of the admissions policy and no change will be made to the admissions criteria without the written consent of the Directors.
- 7.6.4 Any decision to expand the Academy shall be that of the Directors (with the written consent of the Members and DBE) who shall have regard to, but not be bound by, the views of the LGB.

7.7 Extended School and Business Activities

Whilst the undertaking of any activities which would be described as part of the Academy's "extended schools agenda" or any activities designed to generate business income, shall be the responsibility of the LGB, this shall only be undertaken in a manner consistent with any policy set by the Directors provided that:

(i) such policy is consistent with the trusts and ethos of the Academy; and

(ii) that the LGB shall have regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the Company's charitable objects and any threat to funding provided by the Secretary of State.

7.8 **Regulatory Matters**

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

8. **OPERATIONAL MATTERS**

8.1 The LGB shall comply with the obligations set out in Appendix 2 which deals with the day-to-day operation of, and delegation of responsibilities to, the LGB.

8.2 The LGB will adopt and comply with all policies and decisions of the Directors communicated to the LGB from time to time.

8.3 Both the Directors and all members of the LGB have a duty to act with integrity, objectivity and honesty in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

8.4 The LGB will review its policies and practices on a regular basis, having regard to recommendations made by the Directors from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.

8.5 The LGB shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require from time to time.

8.6 The LGB shall submit to any inspections by the Directors, and any inspections pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican and Methodist Schools).

8.7 The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the LGB under this Scheme in such circumstances.

8.8 Specific Commitments

- 8.8.1 The LGB shall have a duty to ensure that the Academy's policy, practice, improvement planning and self-evaluation reflects its religious character, ethos and values referred to in clause 3, including any areas for development identified through a denominational inspection.
- 8.8.2 The LGB shall commit to the principle of a professional, collegiate relationship with the other academies run by the Company in addition to the wider group of church schools and academies within the Diocese of Canterbury, using this network as a source of strength for improving outcomes.
- 8.8.3 The LGB will strive towards ambitious and challenging goals, determining provision that stems from Christian principles: serving children and young people in ways that relate to their humanity in all its fullness; acknowledging and confronting their responsibility to safeguard the vulnerable and reach those marginalised by society; to model healthy, holistic relationships and engage in partnerships that operate for the benefit of the whole community; appointing and equipping high quality staff and nurturing teachers and school leaders, mindful of their vocation and well-being; encouraging the dissemination of good practice, collaborative pedagogical projects, action research and professional development.

9. **BRANDING**

- 9.1 The LGB must comply with the Company's Communications Policy in relation to all marketing, branding and product identity designed and developed by the Company, to ensure that marketing does not conflict with the image of the Company.

10. **ANNUAL REVIEW AND TERMINATION**

- 10.1 This Scheme shall operate from the Effective Date in respect of the named Academy.
- 10.2 This Scheme may be terminated by the Directors at any time by giving notice in writing to the LGB.
- 10.3 Notwithstanding this being the first Scheme to apply in respect of the Academy, the Directors will have the absolute discretion to review this Scheme at least on an annual basis and to alter any provisions of it.
- 10.4 In considering any material changes to this Scheme or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the LGB and the Diocese.

This Scheme of Delegation was executed as a Deed on

7th May 2019

Executed on behalf of the Company by:

Either

.....
Director

In the presence of:

Witness.....

Address.....

Occupation.....

Executed on behalf of the LGB by:

.....
Chair of LGB

In the presence of:

Witness.....

Address.....

Occupation.....

APPENDIX ONE

FUNCTIONING OF THE LGB

1. CHAIR, VICE-CHAIR AND CLERK OF THE LGB

- 1.1 The chair (or chairs where a shared arrangement is to be implemented) of each LGB shall be appointed by the Directors, following consultation with the LGB.
- 1.2 The clerk of each LGB shall be appointed by the LGB, following consultation with the Directors.
- 1.3 The members of the LGB may, for each school year, at their last meeting in that year, elect a vice-chair from among their number to serve until a successor is elected or a vacancy occurs as envisaged in paragraph 1.5. Neither a person who is employed by the Company (whether or not at the Academy) nor a person who is at the time of election already a Director of the Company (except where such person is a Director by virtue of being the incumbent chair) shall be eligible for election as vice-chair.
- 1.4 Subject to paragraph 1.5, the chair or vice-chair shall hold office as such until their successor has been appointed or elected (respectively) in accordance with Paragraph 1.
- 1.5 The chair or vice-chair may at any time resign their office by giving notice in writing to the Directors. The chair or vice-chair shall cease to hold office if:
 - 1.5.1 they cease to serve on the LGB;
 - 1.5.2 they are employed by the Company whether or not at the Academy;
 - 1.5.3 they are removed from office in accordance with this Scheme; or
 - 1.5.4 in the case of the vice-chair, they are appointed in accordance with this Scheme to fill a vacancy in the office of chair.
- 1.6 Where by reason of any of the matters referred to in paragraph 1.5, a vacancy arises in the office of chair, the Directors shall appoint a new chair.
- 1.7 Where by reason of any of the matters referred to in paragraph 1.5 a vacancy arises in the office of vice-chair, the members of the LGB shall at its next meeting elect one of their number to fill that vacancy.

- 1.8 Where the chair is absent from any meeting or there is at the time a vacancy in the office of the chair, the vice-chair shall act as the chair for the purposes of the meeting.
- 1.9 Where in the circumstances referred to in paragraph 1.8 the vice-chair is also absent from the meeting or there is at the time a vacancy in the office of vice-chair, the members of the LGB shall elect one of their number to act as a chair for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Company whether or not at the Academy nor a Director.
- 1.10 Any election of the vice-chair which is contested shall be held by secret ballot.
- 1.11 The chair may be removed from office by the Directors at any time,
- 1.12 The vice-chair may be removed by the Directors if a resolution to remove is passed by the LGB in accordance with this Scheme.
- 1.13 A resolution to remove the vice-chair from office which is passed at a meeting of the LGB shall not have effect unless:
- 1.13.1 it is confirmed by a resolution passed at a second meeting of the LGB held not less than fourteen days after the first meeting; and
- 1.13.2 the matter of the vice-chair's removal from office is specified as an item of business on the agenda for each of those meetings.
- 1.14 Before a resolution is passed by the LGB at the relevant meeting as to whether to confirm the previous resolution to remove the vice-chair from office, the person or persons proposing the removal shall at that meeting state their reasons for doing so and the vice-chair shall be given an opportunity to make a statement in response.

2. CONFLICTS OF INTEREST

- 2.1 Any member of the LGB who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as that phrase is defined in paragraph 2.2 below)) which conflicts or may conflict with their duties as a member of the LGB shall disclose that fact to the LGB as soon as they becomes aware of it. A person must absent themselves from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or

personal interest (including but not limited to any Personal Financial Interest).

- 2.2 For the purpose of paragraph 2.1, a person has a Personal Financial Interest if he is in the employment of the Company or is in receipt of remuneration or the provision of any other benefit directly from the Company or in some other way is linked to the Company or the Academy.

3. THE MINUTES

- 3.1 The minutes of the proceedings of a meeting of the LGB shall be drawn up and recorded by the person authorised to keep the minutes of the LGB, and shall be signed (subject to the approval of the members of the LGB) at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:

3.1.1 all appointments of members and/or officers made by the LGB and/or the Directors; and

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

- 3.2 The chair shall ensure that copies of minutes of all meetings of the LGB (and such of the subcommittees as the Directors shall from time to time notify) shall be provided in draft form to the Directors within 10 days of the meeting, then as soon as reasonably practicable after those minutes are approved by the members of the LGB.

4. COMMITTEES

- 4.1 The LGB may establish subcommittees as it sees fit. Such subcommittees may have delegated powers or responsibilities or may bring recommendations to a full LGB meeting for ratification. Subcommittees may include individuals who are not members of the LGB, provided that such individuals are in a minority.

5. DELEGATION

- 5.1 Provided such power or function has been delegated to the LGB, the LGB may further delegate to any person serving on the LGB, subcommittee, the Head Teacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the

LGB may impose and may be revoked or altered and must be recorded in terms of reference reflective of this Scheme.

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

6. **MEETINGS OF THE LGB**

- 6.1 Subject to the provisions contained in this Scheme, the LGB may regulate its proceedings as the members of the LGB think fit.

- 6.2 The LGB shall meet at least three times in every school year. Meetings of the LGB shall be convened by the clerk to the LGB. In exercising their functions under this Scheme the clerk shall comply with any direction:

6.2.1 given by the Directors or the LGB; or

6.2.2 given by the Chair of the LGB or, in their absence or where there is a vacancy in the office of chair, the vice-chair of the LGB, so far as such direction is not inconsistent with any direction given as mentioned in 6.2.1 above.

- 6.3 Any three members of the LGB may, by notice in writing given to the clerk, requisition a meeting of the LGB; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.

- 6.4 Each member of the LGB shall be given at least seven clear days before the date of a meeting:

6.4.1 notice in writing thereof, sent by the clerk, and to each member of the LGB using the contact details provided by each member from time to time; and

6.4.2 a copy of the agenda for the meeting,

provided that where the chair or, in their absence or where there is a vacancy in the office of chair, the vice-chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written

notice of a meeting, and the copy of the agenda thereof are given within such shorter period as they direct.

- 6.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- 6.6 A resolution to rescind or vary a resolution carried at a previous meeting of the LGB shall not be proposed at a meeting of the LGB unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- 6.7 A meeting of the LGB shall be terminated or adjourned forthwith if:
- 6.7.1 the members of the LGB so resolve; or
 - 6.7.2 the number of members present fails or ceases to constitute a quorum for a meeting of the LGB in accordance with paragraph 6.10, subject to paragraph 6.12.
- 6.8 Where in accordance with paragraph 6.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- 6.9 Where the LGB resolves in accordance with paragraph 6.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the LGB shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the clerk to convene a meeting accordingly.
- 6.10 Subject to paragraph 6.12, the quorum for a meeting of the LGB, and any vote on any matter thereat, shall be any three of the members of the LGB or any one half (rounded up to a whole number) of the total number of members of the LGB at the date of the meeting, whichever is the greater. If the Directors have appointed any additional members of the LGB pursuant to clause 4.1.2.5 of this Scheme then the quorum must include all such persons.

- 6.11 The LGB may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- 6.12 The quorum for the purposes of:
- 6.12.1 any vote on the appointment of a parent member in accordance with clause 4.2.9 of the Scheme;
 - 6.12.2 any vote on the removal of a person in accordance with this Scheme;
 - 6.12.3 any vote on the removal of the Chair of the LGB;
- shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- 6.13 Subject to this Scheme, every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the LGB shall have one vote.
- 6.14 Subject to paragraphs 6.10 – 6.12, where there is an equal division of votes, the chair of the meeting shall have a casting vote in addition to any other vote he may have.
- 6.15 The proceedings of the LGB shall not be invalidated by
- 6.15.1 any vacancy on the board; or
 - 6.15.2 any defect in the election, appointment or nomination of any person serving on the LGB.
- 6.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the LGB or of a subcommittee of the LGB, shall be valid and effective as if it had been passed at a meeting of the LGB or (as the case may be) a subcommittee of the LGB duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the LGB and may include an electronic communication by or on behalf of the LGB indicating his or her agreement to the form of resolution providing that the member has previously notified the LGB in writing of the email address or addresses which the member will

use.

- 6.17 Subject to paragraph 6.18, the LGB shall ensure that a copy of:
- 6.17.1 the agenda for every meeting of the LGB;
 - 6.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as chair of that meeting;
 - 6.17.3 the signed minutes of every such meeting; and
 - 6.17.4 any report, document or other paper considered at any such meeting,
- are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.
- 6.18 There may be excluded from any item required to be made available in pursuance of paragraph 6.17, any material relating to:
- 6.18.1 a named teacher or other person employed, or proposed to be employed, at the Academy;
 - 6.18.2 a named pupil at, or candidate for admission to, the Academy; and
 - 6.18.3 any matter which, by reason of its nature, the LGB is satisfied should remain confidential.
- 6.19 Any member of the LGB shall be able to participate in, and be counted as present at for the purposes of the quorum, meetings of the LGB by telephone or video conference provided that:
- 6.19.1 they have given notice of their intention to do so detailing the telephone number on which they can be reached and/or appropriate details of the video conference suite from which they shall be taking part at the time of the meeting at least 48 hours before the meeting; and
 - 6.19.2 the LGB has access to the appropriate equipment and has agreed a protocol for the use of such facilities,
 - 6.19.3 provided that, if after all reasonable efforts it does not prove possible for that person to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise

quorate.

7. NOTICES

- 7.1 Any notice to be given to or by any person pursuant to this Scheme (other than a notice calling a meeting of the LGB) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme, "Address" in relation to electronic communications, includes a number or address used for the purposes of such communications.
- 7.2 A notice may be given by the LGB to its members either personally or by sending it by post in a prepaid envelope addressed to the member at their registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the LGB by the member. A member whose registered address is not within the United Kingdom and who gives to the LGB an address within the United Kingdom at which notices may be given to him, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him at that address, but otherwise no such member shall be entitled to receive any notice from the LGB.
- 7.3 A member of the LGB present, either in person or in accordance with paragraph 6.19, at any meeting of the LGB shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.
- 7.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

8. INDEMNITY

- 8.1 Subject to the provisions of the Companies Act 2006 every member of the LGB or other officer or auditor of the Company acting in relation to the Academy shall be indemnified out of the assets of the Company against any

liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.