
Chapel Street Community Schools Trust

Terms of Reference and Schedule of Delegation for School Local Academy Boards

Atherton Community School (“the School”)

Background

Chapel Street Community Schools Trust (the “Trust”) is a company limited by guarantee and an exempt charity. It is governed by a Board of Trustees (“the Directors” or “the Trustees”) who are responsible for and oversee the management and administration of the Trust and the schools run by the Trust.

The Trust Board has three core functions:

- (i) Ensuring clarity of vision, ethos and strategic direction;**
- (ii) Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and**
- (iii) Overseeing the financial performance of the organisation and making sure its money is well spent.**

The Trustees are accountable to the Secretary of State for Education and the Charity Commission (in both respects through the Education Funding Agency or a successor organisation) for the quality of education it provides, compliance with the Funding Agreements and adherence to charity law. Further information about the powers and responsibilities of the Trustees appears as Appendix 1.

Within the Trust, in order to discharge some of these responsibilities, the Trustees have elected to appoint a Local Governing Body (“LAB”) for each academy or school within the Trust. The Trustees appoint to those LABs people who are more locally based to ensure community involvement at that school.

This Scheme of Delegation explains the ways in which the Trustees fulfill their responsibilities for leadership and management of the School, the respective roles and responsibilities of the Trustees and the members of the School’s LAB and their commitments to each other to ensure the success of the School.

This Scheme of Delegation had been put in place by the Trustees from February 2017 in accordance with the provisions of the Trust’s Articles of Association (the “Articles”). It should be read in conjunction with those Articles and subsequent variations to those Articles. The relevant extracts from the Articles appear as Appendix 2.

This Model Scheme of Delegation is standard for each school. The Trustees reserve the right to vary each school’s Scheme of Delegation according to local circumstances and needs.

SCHEDULE OF DELEGATION TO THE SCHOOL

The LAB of the School is a committee with delegated powers from the Board of Chapel Street Community Schools Trust. The LAB is responsible to the Board of Trustees in all matters. The Board is empowered to intervene in the local decisions if necessary.

The LAB may also establish sub-committees in line with the list shown below. Variations to the name and remit of any sub-Committees will be by agreement with the Trustees.

Delegation to the School Head Teacher

Day-to-day management of the School is delegated to the Head Teacher and his or her school staff teams. This includes implementation of approved budgets and Trust policies; monitoring of the impact of ethos; and delivery of curriculum plans, development of project based learning, mentoring programmes and the application of developmental asset programmes

Delegations to the School's Local Governing Body

Constitution of the LGB

1 Membership

- 1.1 The LAB will be formed by the Trustees under the terms of the Trust Articles.
- 1.2 Members of the LAB, including the Chair, will be appointed by the Board of Trustees, except in the case of two parent governors who will be elected by a ballot of parents whose children are currently attending the School
- 1.3 Regulations for the running of ballots under (1.2) shall be laid down by the Trustees
- 1.4 The term of office of members shall usually be four years but, at the discretion of the Trustees, some members may be appointed for shorter periods to allow for planned succession
- 1.5 The resignation, removal and disqualification of LAB members will be in accordance with the directions of the Trustees
- 1.6 Conflicts of Interest will be declared at each meeting and a register maintained.

2 Meetings

- 2.1 Ordinary Meetings of the LAB will be held not less than once per term
- 2.2 Minutes will be kept by a Clerk and agreed by the Chair and the LAB
- 2.3 All minutes of the LAB shall be copied to the Clerk to the Trustees, for review by the Trustees as appropriate
- 2.4 All LAB meeting papers shall be made available to the Trustees upon request

3 Responsibilities delegated by the Trustees to the LAB

To the extent set out below, the following core functions of the Trust Board referred to above shall be delegated by the Trustees to the LAB:

- (i) Ensuring clarity of vision, ethos and strategic direction;**
- (ii) Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff;**

In this context, the following detailed functions shall be delegated to the LAB by the Trustees:

- 3.1 Overall governance of the school, including educational standards and pupils' progress
- 3.2 The development and maintenance of ethos, in accordance with the Chapel Street ethos and mission statement. See Appendix 3
- 3.3 Acting as a guardian of the School's ethos, vision and values as expressed within its local context
- 3.4 Review of the School's self-evaluation reports and data
- 3.5 The development of collaborative relationships with people and organisations in the School's local community
- 3.6 Monitoring the progress of the School against its Development Plan
- 3.7 Offering support and challenge to the School primarily through the Principal and Senior Leadership Team
- 3.8 Engagement with local stakeholders and businesses, including fund-raising for appropriate initiatives
- 3.9 Promotion of the School locally to support the work of the Head teacher and staff and to ensure that the success of the School is not a well-kept secret
- 3.10 Pupil recruitment: with the support of Chapel Street, taking all necessary steps to ensure that the School always has a full complement of pupils, by reference to its capacity
- 3.11 Ensuring that all admissions processes are adhered to within the regulatory framework and processes set up by the Trust Board, including establishing an independent appeals process
- 3.12 Encouraging parental engagement with the School
- 3.13 Use of the School's premises for the benefit of pupils and the local community
- 3.14 Assisting the Head Teacher in the Recruitment of staff
- 3.15 Visits to the School within the framework of Trust policy

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- 3.16 Involvement in wider school life, attending events when possible and getting to know staff and pupils
 - 3.17 Reporting on all matters above to the Trustees as necessary
 - 3.18 Ensuring all school based finance functions operate seamlessly and efficiently at both a strategic and operational level, with the central Trust finance functions to ensure schools deliver value for money.

Responsibility for function (iii) referred to above, overseeing the financial performance of the organisation and making sure its money is well spent, shall be reserved to the Trustees.

4 School Subcommittee structure

With the consent of the Trustees, the LAB may establish one or more subcommittees to carry out detailed work relating to its core functions. For example:

Curriculum and Standards

- 4.1 moderating the appraisal process for teaching and school standards
- 4.2 decisions on additional activities and co-curricular activities
- 4.3 review of complaints
- 4.4 review of equality issues
- 4.5 monitoring the impact of the Pupil Premium (by reference to information provided by the Head and Chapel Street Head Office)
- 4.6 agreeing and monitoring a curriculum policy
- 4.7 detailed review and scrutiny of School self-evaluation reports and data
- 4.8 ensuring academic targets are being met
- 4.9 monitoring the success of the School's behaviour policy
- 4.10 review of exclusions over 15 days; permanent exclusions require two LAB members.
- 4.11 the adoption and review of home-school agreements
- 4.12 monitoring of SEN provision
- 4.13 monitoring of the appropriation of school ethos within curriculum

Communications and Ethos

- 4.14 monitoring of the development of the ethos
- 4.15 the nomination of named Family and Community LAB members
- 4.15 detailed family and community development reporting

Finance and Resources

- 4.16 ensuring (by the monitoring of spend) the school will deliver a balanced budget, as set by the school on the basis of the allocated fund by the Trust.
- 4.17 discussing spend against budget / providing critical challenge to the leadership of the school to ensure value for money is achieved.
- 4.18 forward planning and discussion with the Trust – on matters of finance and growth
- 4.19 management / monitoring of specific funding as being in line with statutory expectations and delivering at least good outcomes; Pupil Premium / Sports Premium
- 4.20 ensuring all school based finance procedures operate effectively and efficiently alongside the work of the Trust central finance team.

Other relevant matters

- 4.21 reviews of real estate matters, reporting to Chapel Street Head Office
- 4.22 Compliance with health and safety regulations – and safeguarding and security
- 4.23 Marketing / recruitment and parent liaison.

Trustees' Powers and Responsibilities

The Trustees have overall responsibility and ultimate decision making authority for all Trust matters, including the establishment and running of the academies within the Trust. This responsibility is exercised through strategic planning and the setting of policy. The Trustees have the power to direct change where required.

The responsibilities of the Trustees include, but are not limited to:

Ensuring clarity of vision, ethos and strategic direction

- Educational Vision, Strategy and Ethos
- Setting aims and objectives for the Trust and the Chapel Street family of schools and individual schools within the Chapel Street family
- Monitoring and measuring the impact of the educational objectives and ethos across the family of schools
- Establishment and setting terms of reference for all committees
- Overall policy-setting and their consistent application across the group

Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff

- Educational standards, in terms of overall progress and target setting sign-off and general approach, including SEN provision
- Health and Safety
- Employment responsibilities – including DBS registration and checks (delegating operational aspects to the Local Governing Bodies and school staff)
- Employment pay and conditions (including establishing a Remuneration Committee)
- Appointment of Head Teachers and senior staff, the establishment of key performance indicators and the development of career progression
- Ensuring compliance with the Trust's charitable objects as set out in the Articles of Association

Overseeing the financial performance of the organisation and making sure its money is well spent

- Financial accountability, including the establishment of financial measurement, control and reporting procedures and setting appropriate accounting policies
- Approval of budgets
- Central procurement and resourcing as appropriate
- Asset and overall property management
- Insurance

**Extracts from the Articles of Association of
Chapel Street Community Schools Trust**

COMMITTEES

100. Subject to these Articles, the Directors:

- a) may appoint separate committees to be known as Local Governing Bodies for each Academy; and
- b) may establish any other committee.

101. Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution and membership of any committee of the Directors shall be reviewed at least once in every twelve months. The membership of any committee of the Directors may include persons who are not Directors, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Directors. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.

102. Not used.

103. Not used.

104. The functions and proceedings of the Local Governing Bodies shall be subject to regulations made by the Directors from time to time.

DELEGATION

105. The Directors may delegate to any Director, committee (including any Local Governing Body), the Chief Executive Officer 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 shall be made subject to any conditions the Directors may impose, and may be revoked or altered.

106. Where any power or function of the Directors has been exercised by any committee (including any Local Governing Body), any Director, the Chief Executive Officer or any other holder of an executive office, that person or committee shall report to the Directors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Directors immediately following the taking of the action or the making of the decision.

CHIEF EXECUTIVE OFFICER AND PRINCIPALS

107. The Directors shall appoint the Chief Executive Officer and the Principals of the Academies. The Directors may delegate such powers and functions as they consider are required by the Chief Executive Officer and the Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).

Ethos and Mission Statement

Chapel St schools share a broad, generous and inclusive Christian ethos. We welcome children and families from all faiths and none, inviting everyone to work together towards the good of the whole community.

Chapel St schools are founded on the principles of grace, love and fellowship. We create inclusive learning communities where each individual is respected and valued.

Our schools will aim for the highest standards and aspiration amongst the staff and pupils and families in our community, Our schools are places where students are encouraged to be curious and explore the world around them. We want to help create well-rounded, confident and kind young people, who care about their community. To that end we engage our young people in community projects throughout their school career.