



The Island Learning Trust

Scheme of Delegation

September 2025

‘To be the best we can be’

Every child, irrespective of ability, background or starting point fulfils their potential: to become the best learner, the best friend, the best citizen of the local and global community.

The Island Learning Trust has total commitment to improving the life chances, aspirations of pupils: we hold the highest expectations, maintain a relentless focus on pupil progress and attainment so that no child is left behind.

We put the needs of our children at the forefront of every decision. We are unwavering about the main things: quality, care, standards and integrity.

We expect staff to maintain the highest professional standards and to be motivated to embark on their own learning journey ‘to be the best we can be’ to ensure our children experience the very best education, challenging perceptions of what can be achieved, preparing them for the future and improving life chances for all.



Overview

Roles and responsibilities The Trust will manage its affairs in accordance with the high standards detailed in 'Guidance on Codes of Practice for Board Members of Public Bodies' and in line with the seven principles of public life –

Selflessness

Holders of public office should take decisions solely in terms of the public interest.

The Nolan Principles

The 7 Principles of Public Life

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in their performance or their official duties

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merits.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interests clearly demands

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

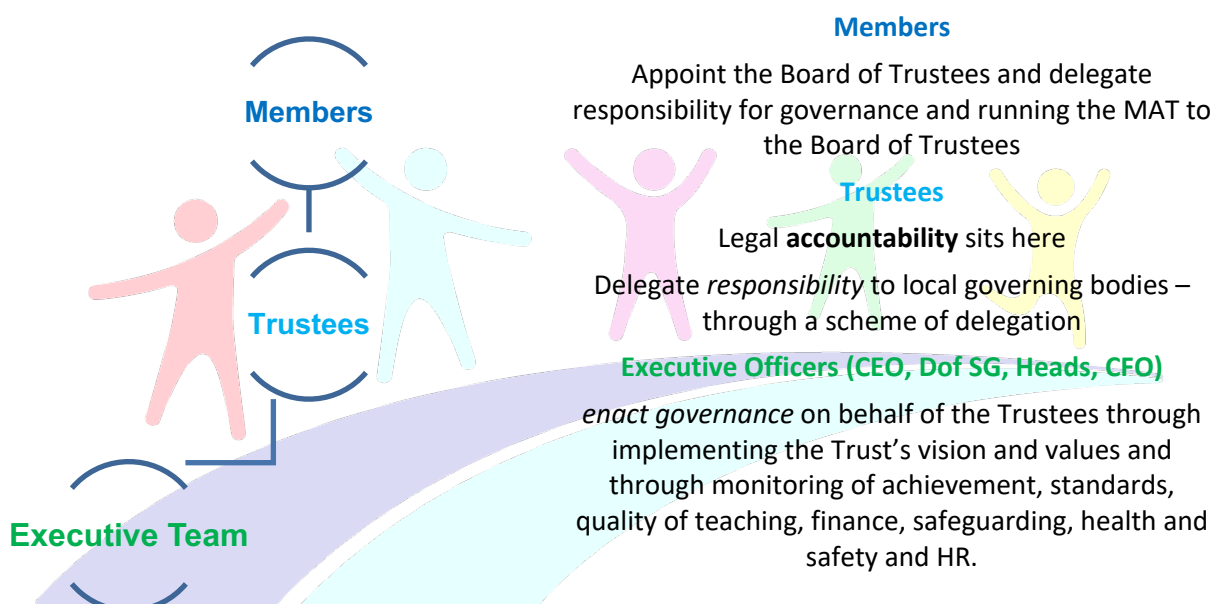
Holders of public office should promote and support these principles by leadership and example



How we govern

Trusts perform an important role in advancing education, promoting pupil welfare and keeping trusts' estates safe and well-maintained. Trustees and management must have the skills, knowledge and experience to run the academy trust. (Academy Trust Handbook 2023)

Governance Structure



Role of the Members

The Island Learning Trust is a charitable company (a company limited by guarantee and an exempt charity) which exists for the provision of education. It has four members who have an overview of the governance arrangements of the trust and have the power to appoint trustees and remove these trustees. Members **must not** be employees of the trust.

The Members, acting corporately and by majority vote, appoint members of the Board of Trustees (and may remove any trustees appointed by them) and receive the Trust's Annual Report, including its annual accounts.

In addition, in accordance with the requirements of the Companies Act 2006, Sections 489 and 490, the Members ensure the Trust has legally appointed auditors.

The powers of the company are set out in its Articles of Association (a document which outlines the governance structure and how the Trust will operate) – agreed with the Secretary of State. They can be varied by a special resolution of the Members – which requires a 75% majority in favour of the proposed change.

The Articles of Association describe how Members are recruited and replaced.

The Role of the Trustees

The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

The Academy Trust Board provides:

- **Strategic leadership of the academy trust:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- **Accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained
- **Engagement:** the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

The trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. Trusts should consider the features of high quality governance as described in the [Trust Quality Descriptions](#)

Trustees set the vision and strategic direction for the Trust and work with the executive team, senior leaders, and representatives to ensure all academies within the Trust are working in line with the Trust's agreed values and ethos. The Trustees will triangulate all information available from internal processes, internal reports, external reports and the subcommittees to ensure the Trust is operating effectively.

As an organisation, the Trust has a range of responsibilities under current legislation and statutory guidance. Trusts' responsibilities include such matters as safeguarding, health and safety and estates management. Ensuring strong governance in these areas will be a key priority for the board.

There will be three sub-committees of the Trust Board:



The Finance, Audit & Risk Committee will hold the CEO and CFO to account for all issues relating to finance, audit and risk. This will include Health and Safety.



The Quality of Education Committee will hold the executives to account for the quality of education and outcomes within all of the schools of the Trust.



HR Pay and Appraisal Committee (who meet as required)

The Trust Board is permitted to exercise all the powers of the academy trust. The Trust Board will delegate to the Chief Executive responsibility for the day-to-day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

The Role of Trust Committees

The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. In order to support the effective operation of the Trust and the Academies, the Board has established two committees to which it has delegated certain of its powers and functions.

The Trust Board will review these Terms of References together with the membership of the Committees at least once every twelve months. **These Terms of Reference may only be amended by the Trust Board.** The functions, duties and proceedings of Committees set out in these Terms of Reference shall also be subject to any regulations made by the Trust Board from time to time.

Membership – Trust Board Committees



Each Trust Board Committee shall have a minimum of three members and maximum of seven members. The majority of Trust Board Committee members must be Trustees.



The Trust Board will appoint and remove all Committee members.



The Trust Board will ensure that Trust Board Committee members have the necessary skills, background and experience to properly fulfil the relevant Trust Board Committee functions.



The current Trust Board Committee members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in **Appendix 2.**



The Trustees recognise the overriding principles of the Academy Trust Handbook published by the DfE (the ATH) and that the Finance Audit & Risk Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Finance, Audit and Risk Committee the Trust Board will adhere to the principles of the ATH, no staff employed by the Trust will be members of the Committee, but may attend meetings to provide information and participate in discussions. The Trust's Accounting Officer (CEO) and other relevant senior staff (CFO) will routinely attend committee meetings in the capacity set out above

Chairs of Committees



The term Chair refers to the person appointed under this paragraph as Chair of the relevant Trust Board Committee.



Each Trust Board Committee shall at the first meeting of each academic year elect a member to act as Chair of the committee. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent.



No person may act as Chair of a Trust Board Committee unless they are also a Trustee.

Authority, remit and responsibilities of the Committees



Each Committee shall be responsible for the matters as set out in **Appendix 4.**



Each Committee is authorised by the Trust Board to: carry out any activity authorised by these Terms of Reference; and seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to co-operate with any request made.



Save with the consent of the Trust Board, the Committees may not establish sub-committees

Proceedings of Committee meetings



The Committees meet as often as is necessary to fulfil their responsibilities but at least three times a year.



Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.



The quorum for the transaction of the business of a Board Committee shall be a 3 Committee members and no vote on any matter shall be taken at a meeting of the Committee unless 3 members of the Committee present are Trustees.



The CEO shall ensure that a Clerk is provided to take minutes at meetings of the Trust Board Committees.



Every matter to be decided at a meeting of a Committee must be determined by a majority of the votes of the members present and voting on the matter.



Each Committee member present in person shall be entitled to one vote.



Where there is an equal division of votes the Chair shall have a casting vote.



A register of attendance shall be kept for each Committee meeting and published annually.



Committees may invite attendance at meetings from persons who are not Committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.



References in to the “Chair” shall in the absence of the Chair be deemed to be references to the Chair of the relevant Committee meeting.

Delegation of functions

A multi academy Trust's (MAT) Board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the Trust Board is required to make all the decisions. While the Trust Board cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision-making. Many decisions are delegated to the CEO, heads of school and to Trust Board committees, where they exist. A chart showing the governance structure is at **Appendix 4**. This scheme sets out how that delegation is put into place, so that within the legal structure within which we operate, so that it is clear that the CEO, heads of school and other senior executive officers have the power that they need to act on the Trustees' behalf.

This document is complimented by a written scheme of delegation of financial powers meeting the requirements of the Academy Trust Handbook. As schools join the Trust, or if circumstances within an existing school dictate closer scrutiny is required, additional meetings might be required to monitor more closely the improvement journey of a school.

Factors which may influence the Trustees decision about the level of monitoring and oversight required includes:



School performance



A recent Ofsted report



Financial and administrative performance



Leadership capacity and capability



Safeguarding and wellbeing concerns



Health and safety issues

Scheme of Delegation Grid

The schedule attached to this scheme as **Appendix 3** demonstrates the typical approach to delegation – with the expected arrangement for all The Island Learning Trust academies.

The Role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies. This means that the CEO will report to the Trust Board on the performance of the Trust including on the performance of the Trust's schools, although this may be supplemented by monitoring reports from, external advisors or the Ex HT.

The CEO leads the Executive Leadership Team (ELT) of the academy trust, which includes all head of schools and the Chief Finance Officer (CFO). The CEO will delegate executive leadership functions to the ELT and is accountable to the Trust Board for the performance of the ELT. The ELT will contribute to key educational policy-making decisions, establish collaborative projects, offer, and receive mutual support and challenge.

The CEO is also the Accounting Officer for the Trust, and as such has a range of legal responsibilities in particular for



financial transparency and probity in the use and management of public money



achieving value for money



ensuring feasibility of plans and decisions



annual financial reporting

along with a range of other duties, including those relating to the Prevent duty and safeguarding more widely.

The Accounting Officer has, in law, a direct personal responsibility to Parliament for the discharge of these responsibilities. The Accounting Officer's annual statement on regularity, propriety and compliance must be included in the Trust's annual report. This is a formal declaration by the Trust's Accounting Officer that their personal responsibilities to Parliament for the resources under their control during the year have been met. In this role the CEO will have the power to challenge decisions made by local governing bodies and may seek reconsideration of those decisions.

Mrs Debbie Rousell is the CEO of The Island Learning Trust in addition Mrs Rousell is the Accounting Officer.

The Role of the Academy Head of School

The academy head of school is responsible for the day-to-day leadership and management of the academy and may have responsibilities delegated to them by the ELT/TB. The academy head of school remains the lead professional in the academy and reports to the ELT/TB on matters that have been delegated.

This scheme delegates responsibility for the annual appraisal of the academy head of school to the TB, to be undertaken in accordance with Trust policy and with the involvement of the CEO.

Head of schools of individual schools will be line managed professionally by the CEO who will support the head of school's annual appraisal, as well as interim monitoring, and determine salary progression in the light of it. The CEO, or a person acting on their behalf, will ensure professional support and challenge on issues associated with standards and pupil performance.

Head of schools should see the TBs as important 'scrutiny and challenge' boards. The TBs' role is not to direct head of schools on what specific course of action to follow on any particular issue, but to question, challenge and as far as possible assure themselves that appropriate action is being taken to identify and address areas for improvement, and to flag a concern to the Trust Board if it is unsure. It is then for the CEO, acting on behalf of the Trust Board, to work with the head of school to ensure the issue is appropriately resolved. If necessary and in extreme circumstances the CEO, as line manager, may use powers of direction to ensure a serious issue is acted upon.

Financial Accountability

Annual budget share is allocated to each school by the DfE, this is then pooled to a central Trust budget.

It is the responsibility of the CFO, head of schools in each school, working with the Trust's Finance Manager and CEO to agree a detailed budget for the year in question, using the Trust's budget planning format. The draft budget is then submitted to the Trust CFO for combining and approval in principle. The Finance Audit and Risk Committee scrutinise the Trust budget in detail and recommend the budget for TB approval. Once approved, monthly management accounts are prepared to monitor the budget, these are reviewed by the Finance Audit and Risk Committee. If any variances are proposed to the budget, these must be agreed between the Trust CFO & Finance Audit and Risk Committee within specified amounts (Finance Policy). The Trust CFO is accountable to the Trust Board via the Trust Finance Audit and Risk Committee for the overall financial outturns at the end of the year.

Where an individual school believes that its allocated budget share is unreasonable or unfair, and the disagreement cannot be resolved at local level within the Trust, the AFH provides a line of appeal from the head of school of that school to the EFA directly, which may, if it cannot be resolved by the EFA, be referred to the Secretary of State for adjudication, which is then binding on the Trust.

Trust and school policies

All statutory policies in the Trust are ultimately the responsibility of the Trust Board. To enable it to discharge this responsibility appropriately and in collaboration with the constituent schools, the Trust Board will:

1. Set a full Trust wide policy
2. Set a 'policy principles' document (a framework within which schools develop a full and appropriately customised policy)
3. Delegate to schools the power to develop their own policy.

Policy Responsibilities

Trust policies are maintained on the following basis:

Trust with Personalisation	Trust Policies	School Policies
Admissions (CEO)	All Finance Policies (CFO)	Accessibility Plan (HT)
Attendance (D of SG)	All HR Policies inc Appraisal (CEO)	Anti-Bullying (HT)

Behaviour (core principles) (CEO)	Acceptable Use (D of SG)	Charging and Remissions (CFO)
Business Continuity Plan (EM)	Complaints (CEO)	Curriculum (HT)
Educational Visits (D of SG)	Data protection (DPO)	Equality Plan (HT)
Privacy Notices (DPO)	Employee Health and Safety (EM)	EYFS (HT)
Pupils with medical conditions (CEO)	Exclusions (CEO)	Fire and Fire Procedures (HT)
Relationship & Sex Education (HT)	Freedom of Information (DPO)	Home School Agreement (HT)
Special Educational Needs (CEO)	Gifts and Hospitality (CFO)	Home Learning (HT)
Safeguarding (D of SG)	Governance Code of Conduct (CEO)	Pupil Premium (HT)
Whistleblowing (CEO)	Health and Safety (EM)	PHSCE (HT)
	Pay Policy (CEO)	Teaching and Learning (HT)
	Staff Conduct (CEO)	RE and religious ethos (HT)
	Blueprints for Best Practice (CEO)	Worship (HT)

CEO- Chief Executive Officer

CFO- Chief Finance Officer

D of SG- Director of Safeguarding

EM- Estates Manager

HT- Head teacher

Learning Trust

Appendix 1

	Summary of Remit	Reports to:	Monitors reports from:
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MEMBERS	- Appoints Trustees & removes Trustees from the Board - Ambassadors of the Trust - Monitors overall effectiveness of the Trust - Approves changes to the Articles of Association - Receives and checks annual accounts of the Trust - Appoints auditors		Trustees & Auditors
TRUSTEES	- Strategic oversight - Set vision and policies - Hold CEO to account for educational & financial outcomes - Ensure quality of governance - Ensure compliance - Ensure effective use of funds - Set targets - Promote the success of the Trust	Members	Board Committees CEO/CFO
TRUST COMMITTEES	- Oversight of finance and risk - Oversight of business interests and operations - Report to the Trust Board - Make recommendations to the Trust Board - Oversight of the running of each Academy (Quality of Education, pastoral wellbeing, safeguarding) - Holding Academy leaders to account for quality of provision	Trust Board	CEO D of SG Trustees
CEO	- Leading the development and delivery of the Trust strategy - Accounting Officer for the Trust - Responsible for day-to-day leadership decisions - Responsible for the implementation of the Trust plan - Line management of Ex HT, central team and the CFO	Trustees Sub-Committees	HOS CFO
Ex HT	- Accountable for school performance - Line management of HOS & Central Ed Team - Professional leadership of schools - Coach & mentor for HOS	CEO Trustees Sub-Committees	HOS Central Ed Team

HOS	 Professional leadership of schools  Provision of Education  Leadership of Academy staff  Contribution to the achievement of Trust Strategy	CEO Trustees D of SG	School Leadership team Yr leaders CTs FLO SENCO
CFO	 Oversees the delivery of the Trust's financial performance  Leadership of the Trust's finance and business team  Reporting on and maintaining the Trust's Risk and Asset registers	CEO Trustees	Business team Ex HT

Committee Structure and Membership

Appendix 2

Members (5)					
Matthew Cheesbrough	Raymond Rousell	Stacey Budds	Vic Goddard	Paul Hill	
Trustees (13)					
Chair Howard Fisher	Vice Chair Aaron Janes	Jill Palmer	Alex Jackson	Anna Pattenden	
Tom Reveley	Jenny Reveley	John Jones	Mark Gillyon		
Finance and Resource Committee					
• CEO, CFO and Trustees will attend					
Chair of F & R Alex Jackson	Aaron Janes	John Jones			
Quality of Education Team					
• CEO, Trustees will attend					
Chair Aaron Janes	Jill Palmer	Anna Pattenden	Jenny Reveley (HHPS)	Mark Gillyon (SB)	Tom Reveley (MIS)
Executive Team					
CEO Debbie Wheeler	CFO Phil Reynolds	Director of Safeguarding Jemma Tate			
TILT Heads of School					
Minster Primary School	Halfway Houses Primary School	Sunny Bank Primary School			
Michelle Jeffery Lynne Lewis	Jack Allen	Nicole Hyett			
Link Trustee	Link Trustee	Link Trustee			
Tom Reveley	Jenny Reveley	Mark Gillyon			
Safeguarding Trustee	SEND Trustee	PPG Trustee			
Aaron Janes	Jill Palmer	Anna Pattenden			

TILT Central Support Team		
Finance Manager Paula Cruickshank	HR Manager Hayley Chambers	Estates Manager Dave Cooper
TILT Central Hub Admin Team		
HR Assistant Stacey Huish	Finance Assistant Claire Beavington	

Schedule of delegation

Appendix 3

This delegation is based upon the quality of governance and management and an establishment's performance being at an acceptable level. Where this performance is judged to be insufficient, then the Board of Trustees will revoke powers from establishments.

The Board of Trustees can delegate identified functions to subgroups as indicated below.

Where decisions have been delegated, they must be reported back to the Board of Trustees at the next meeting. Where there is a specific need for a decision to be taken, and a time imperative precludes awaiting the next Trustee meeting, action may be agreed with the Board of Trustees' Chair. This must be reported to the Board of Trustees at the next meeting.

It is essential that Headteachers have sufficient powers to manage effectively on a day-to-day basis. The Board of Trustees delegates general responsibility to manage financial commitments and expenditure in accordance with the approved budget plan and financial regulations.

Where there is a shared responsibility for decision making between the Trust and its schools, the Trust has the ultimate responsibility.

This framework uses the following letters to denote roles with regard to key functions:

R	RECOMMEND: make recommendation for approval to appropriate body
C	CONSULT: asks for views that will be taken into account in decision making
A	APPROVE: authorisation to decide with or without modification to any recommendations
S	SUPPORT: support the appropriate person to act
I	IMPLEMENT: put into practice according to agreed policies etc



The Island Learning Trust

Framework for Decision Making									
Governance	Members	TB	FA&R	Q of Ed	CEO	CFO	Ex HT	HoS	
Members: Appoint/Remove	A								
Articles of association: agree and review	A	R							
Trustees: Appoint/Remove: Members up to 11 trustees, Board can co-opt up to 3 trustees	A	A R			C				
Role descriptions for Trustees/chair/ specific roles/committee members: agree		A			R				
Governance structure (committees) for the Trust: establish/review annually		A	I	I	R	I	I		
Scheme of Delegation and terms of reference for Board & committees: complete annually		A	I	I	R	I	I	I	
Committee chairs: appoint and remove			A	A					
Annual schedule of business for Trust board: agree		A			R				
Annual self-review of Trust board and committee & trustee performance: annually		I	C	C	R				
Chair's performance: carry out 360 review: complete annually		I							
Trust governance details on Trust and academies' websites: ensure		A				I			
Register of interests, business, pecuniary, for members/TB/: establish and publish		A				R			
Annual report of Trust performance: submit to members & publish		A			R	R			
Annual report and accounts, governance statement demonstrating value for money		A				R			
Level of delegation for each academy		A			R				
New academies joining the trust		A			R	C			
Clerk to board: appoint and remove		A			R				
Academy governance details on academy website: ensure							R	I	
Vision & Strategy	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS	
Trust's vision/strategy, agreeing key priorities and KPIs to measure progress		A			R	R	I	I	
Schools vision and strategy, agreeing key priorities and KPIs to measure progress					S		S	R	
Monitoring, reviewing and evaluating progress of the SIP		A		I	S		I	I	
Preparing the Self-Evaluation Form (SEF)					S		S	A	
Holding the HOS to account for the day to day running of the school: standards, behaviour				A	S		A		
Approving Significant Changes as defined by DfE guidance		A			R	C	S	I	
Determine Trust wide policies that reflect the Trust's ethos and values: see list.		A			R			R	
Determine school level policies that reflect the school's ethos and values: see list.				A			S	R	

Approving a Risk Management Framework & Policy		A	R		R	R		
Management of risk: establish register, review and monitor		A	C	C	R	R		
Budget plan to support delivery of school key priorities: agree		A	R		R	R	S	I
School Performance, Curriculum & Teaching	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Approving Trust School Improvement Framework		A		R	R		S	
Implementing the Trust School Improvement Framework		A			R		I	I
Undertaking quality assurance of teaching and outcomes				A	A		R	I
Commissioning external quality assurance					A	S		
Implementing recommendations from the Trust Quality Assurance Programme		A		C	R		I	I
Curriculum	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Approving framework for school curriculum policy		A		R	C		S	
Developing curriculum policy and plan				A	S		S	R
Implementing curriculum policy				A	S		S	I
Maintaining standards of teaching		A		A	A		S	I
Responsibility for the quality of education		A		A	A		S	I
Providing sex education within curriculum policy		A			S		R	I
Monitoring/evaluating (SMSC), Community Cohesion and anti-extremism programmes		A		A	C		R	I
Approving policy for discharging duties in respect of pupils with special needs		A		R	R		S	I
Implementing policy for discharging duties for pupils with SEND		A		A	C			I
Professional development of leaders and succession planning strategy		A		R	A		R	I
RE Collective Worship	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS
Approving religious education and collective worship policies		A					A	I
Ensuring provision of religious education in line with policy							A	I
Making arrangements for collective worship: School Standards and Framework Act 1998 Section 70							A	I
Target Setting	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS
Setting and publishing targets for pupil achievement		A			A		A	R
Monitoring progress against the achievement of these targets				A	A		A	A

Monitoring, by exception, failure to meet key targets, ensuring management actions to address		A		A	A		A	I
Discipline/Exclusions	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS
Approving a Behaviour Policy in line with statutory requirements		A		R	C		S	I
Implementing Behaviour Policy, including ensuring correct responsibilities for determining exclusions		A			S		S	I
Safeguarding	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS
Approving Safeguarding Policy				A	C		R	I
Monitoring Safeguarding issues within a school				A	S		R	I
Ensuring effective Safeguarding procedures				A	I		I	I
Academy Policies & Procedures	Members	T.B.	FA&R	Q of Ed	CEO	CFO	Ex HT	HOS
Academy times, terms and holidays		A		A	R			I
Extension of Academy Provision (Nursery)				A	R			R
Extended service on site				A	R	R		I
Expansion and reduction of Academy PAN (if permanent will require ESFA approval))		A			R			I
Extension of age range (requires ESFA Approval)		A			R			I
Pupil Premium Plan				A			R	I
Academy prospectus and website				A			R	I
Academy logo, branding & uniform		A						I
Non-Statutory Trust Financial (and Pensions) Policies		A	A		R	R		I
Statutory Finance and Audit policies & Financial Policy Manual		A	R		R	R		
Statutory Educational Policies		A		A	S		R	I
Non statutory Educational Policies					A		R	I
Scheme of Financial Delegations		A	R		R	R		I
People Appointments, Pay, Terms & Conditions	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Changes to Employee Terms and Conditions or Collective Agreements		A	R	R	R	I		
Adoption of transferring policies and collective agreements		A				R		
CEO appointment and pay Accounting Officer appointment		A						
Appoint Head teachers (as per Articles)		A			R			

Pay Policy - annual pay awards						A				R			
Appeals relating to performance pay						A				C	A		R
Staffing complement, structure and grades										A	R		I
Appointment of executive and central team staff (including CFO)						A				R			
Central/executive/Head teacher requests for flexible working										A			
Requests for early retirement										A			
Pay Policy (Budget implications)												R	
Pay progression for CEO, Leadership, central teams, academy teaching & Professional Services staff										A	R		
Individual Head teachers Performance Pay Awards										A	R		
Pay Policy- annual pay awards											R	R	
Performance Review of assistant headteacher and academy staff						A						S	A
Academy staff requests for flexible working												S	A
Individual pay progression for academy staff													A
Response to request for early retirement											A		
People Management	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS					
Performance management of the Chief Executive Officer: undertake		A											
Performance management of the Deputy Chief Executive Officer: undertake		A				R							
Performance management of academy principal : undertake					A	A	C	A					
Trust's staffing structure: agree		A				R	C						
School staffing structure: agree						A	R						C
Sanctions/disciplinary/capability or dismissal of: Executive, HOS, AHT and other senior leaders.		A				R							
Suspensions and return to duty													
Sanctions or dismissal of central staff - suspensions and return to duty						A							
Appeals of Academy Teaching and Professional Services Staff against sanctions or dismissal						A							
Appeals relating to sanctions/disciplinary and capability or dismissal of Executive, DHT, AHT, SLT		A											
Appeals relating to sanctions HOS		A											
Appeal of central staff against dismissal		A											
Auditing & reporting arrangements for compliance (eg safeguarding, H&S, employment): agree		A	A			R	R	R					

Sanctions or dismissal of central staff - suspensions and return to duty					A	A		
Suspension of teaching and professional services staff in academies					S			A
Chief financial officer for delivery of Trusts detailed accounting processes: appoint		A	C		R			
Premises & Assets	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Procuring buildings	A	R			C	R		
Approving the Capital Buildings Strategy/Asset Management Plan		A	R		C	C		
Delivering an approved Capital Buildings Strategy/Asset Management Plan			A		C	R		
Delivering a routine maintenance and refresh plan in line with Trust guidelines		A			C	R		
Putting in place full insurance cover			A		C	R		
Approving a Health and Safety Framework and Policy		A	R		C	C		
Implementing the Health and Safety Framework and Policy in the school			A		C	C	I	I
Ensuring Health and Safety regulations are followed			A		R	R	I	I
Approve a suite of health and safety KPIs and ensure performance is regularly reported on			A		S	R		
IT	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Approving an ICT Strategy		A	R		S	R	S	
Developing an approved provider and product framework for ICT purchasing			A		S	R	C	
Delivering an ICT update & refresh programme using Trust's approved provider and product			A		C	R	C	
Central Support Services	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Organising Central Team to deliver a regulatory function and Core Service for all schools		A			R		S	
Overseeing services provided by the Central Team		A			R	S	C	
Commissioning non-core services outside the Central Team			A		S	R	C	
Admissions	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Approving for statutory consultation Admission policies for Trust schools		A	R		R		S	I
Determining Admission policies for Trust schools		A			R		S	I
Dealing with LA on policy issues and the School Adjudicator/ESFA on admission related issues					R		C	
Implementing admission arrangements in accordance with Trust and LA schemes					R		C	A
Securing an independent admission appeals panel					A		S	

Communication	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Preparing and publishing the Trust website (including social media)				A	I			
Preparing and publishing the school website (including social media)					C		R	I
Developing the Trust home-school agreement				A	S		R	
Implementing home-school agreements					S		R	A
Developing partnerships with stakeholders for the benefit of the Trust					A	R	I	I
Developing partnerships with stakeholders for the benefit of the school					R		I	I
Extended Services	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Determining the Extended Services Framework				A	R	C	C	
Delivering the additional extended services							R	I
Ceasing to provide extended school provision					R		C	
Ensuring provision of free school meals to those pupils meeting the criteria					S		R	I
Finance	Members	T.B.	FA&R	Q of Ed	CEO	CFO	ExHT	HOS
Approving a Balanced Budget for the Trust		A	R		R	R		
Ensuring financial sustainability		A	C		A	R		
Approving Financial Allocation to establishments		A	C		R	A		
Approving individual establishment budgets		A	C		R	A		
Challenge pupil number estimates that underpin revenue projections on a termly basis			A		R	A		
Approving ESFA Financial Returns		A	A		S	R		
Sharing regular Management Accounts with Trustees					A	R		
Monitoring monthly income and expenditure			A			A		
Trust's scheme of financial delegation: establish and review		A	C		R	R		
Approving the Trust's Finance Policy and procedures		A	A		S	R		
Approving the Central Procurement Framework		A	A		S	R		
Approving the Trust's Charging and Remissions policy		A	A		S	R		S
Preparation of Trust Financial Statements in accordance with the accounting framework		A	A		S	R		
Approving Trust Financial Statements	A	R	S			C		

Approving the intended use of surplus school balances

Appoint External Auditor to the Trust

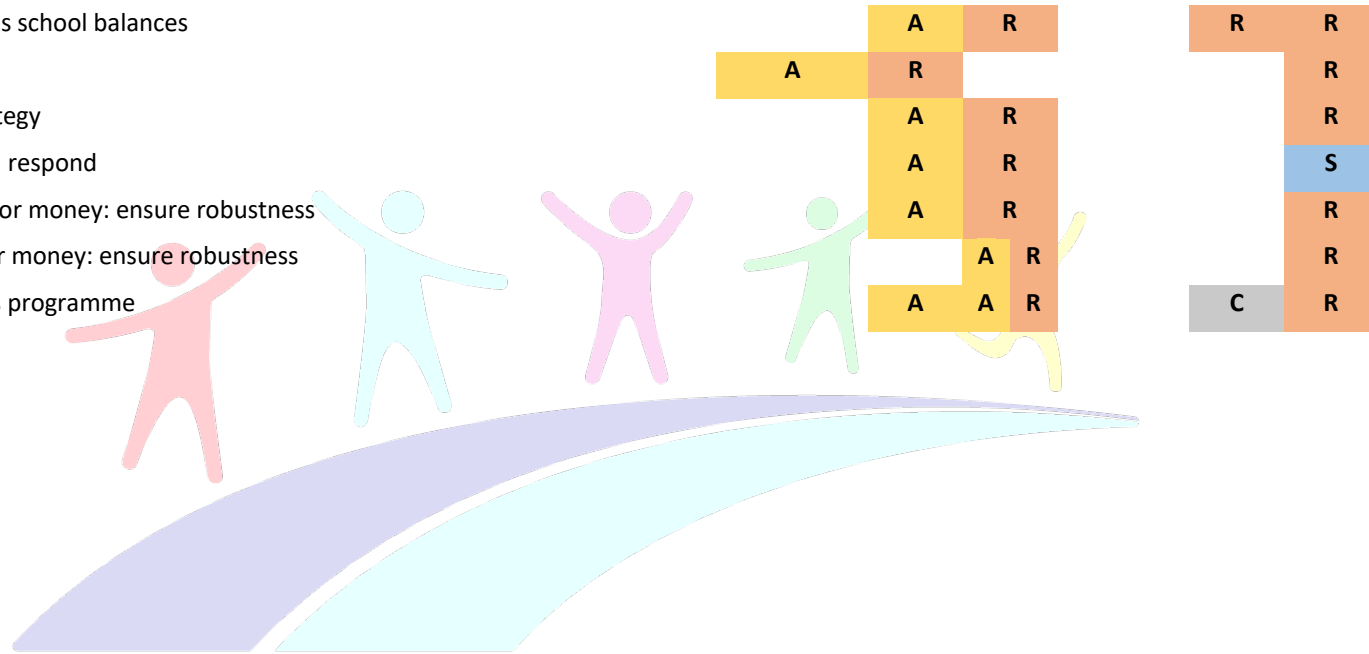
Approve the Internal Audit Plan/Strategy

External auditors' report: receive and respond

Benchmarking and Trust wide value for money: ensure robustness

Benchmarking and academy value for money: ensure robustness

Develop Trust wide efficiency savings programme



The Island Learning Trust

Remit and Responsibilities of the Finance Audit & Risk Committee

The powers and functions delegated by the Board to the Finance, Audit & Risk Committee are as set out below.

Funding



To consider each of the Academies indicative funding, notified annually by the DfE/ESFA and to assess its implications for the relevant Academy. This will be in consultation with the CFO together with the CEO, in advance of the financial year, **drawing any matters of significance or concern to the attention of the Board.**



To consider and recommend acceptance or non-acceptance of the Trust budget each financial year, **drawing any matters of concern to the attention of the Board.**

Expenditure



To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the financial regulations of the Trust, **drawing any matters of concern to the attention of the Board.**

Financial Procedures



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 arrangements and where appropriate make recommendations for improvement, **drawing any matters of concern to the attention of the Board.**



To prepare the financial statement to form part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the AFH)

Budgeting



To contribute to the formulation of the Trust strategic plans, through the consideration of financial priorities and proposals, in consultation with the CEO & CFO and with the stated and agreed aims and objectives of the Trust, **drawing any matters of concern to the attention of the Board.**



To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the Trust plan, **drawing any matters of concern to the attention of the Board.**



To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.



To consider the spending plans of other committees and report back and advise the Board.



To delegate the day-to-day management of the school curriculum budget to relevant the Head Teacher, within agreed authorisation limits.



To consider requests for supplementary expenditure and make appropriate recommendations to the Board.



To consider and act upon matters not covered by other sub-committees.



To review financial policy including consideration of long-term planning and resourcing in accordance with each of the Trust's development plans.

External Audit



To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.



To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.



To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the Members of the Trust to consider at any general meeting where the accounts are laid before Members.



To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.



To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.



To review the performance of the external auditor on an annual basis.



To recommend to the Member Board the appointment/re-appointment of the external auditor.



To review and consider the circumstances surrounding any resignation or dismissal of the external auditor, **drawing any matters of concern to the attention of the Board.**

Internal Audit



To review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust, **drawing any matters of concern to the attention of the Board.**



To review the reports and recommendations of the internal audit, together with the appropriateness of management's response, drawing **any matters of concern to the attention of the Board.**



To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits, **drawing any matters of concern to the attention of the Board.**

Financial Management & Policies



To keep under review the Trust's financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Member Board, paying particular attention to:

-  critical accounting policies and practices, and any changes in them decisions requiring a major element of judgement
-  the extent to which financial statements are affected by any unusual or complex transactions in the year and how they are disclosed
-  the clarity and transparency of disclosures
-  significant adjustments resulting from the audit
-  the going concern assumption
-  compliance with accounting standards
-  compliance with DfE and legal requirements.



To review the Trust's policy and procedures for handling allegations from whistle-blowers.



To review the Trust's policies and procedures for handling allegations of fraud, bribery and corruption.



To receive reports on the outcome of investigations of suspected or alleged impropriety.



To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.



To ensure that any significant losses are investigated and reported to the DfE/ESFA where required.



To review the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.



To review the adequacy and robustness of risk registers.



To keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (eg from the National Audit Office).



To review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.



To review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

General



To review or investigate any other matters referred to the Finance, Audit & Risk Committee by the Trust Board.



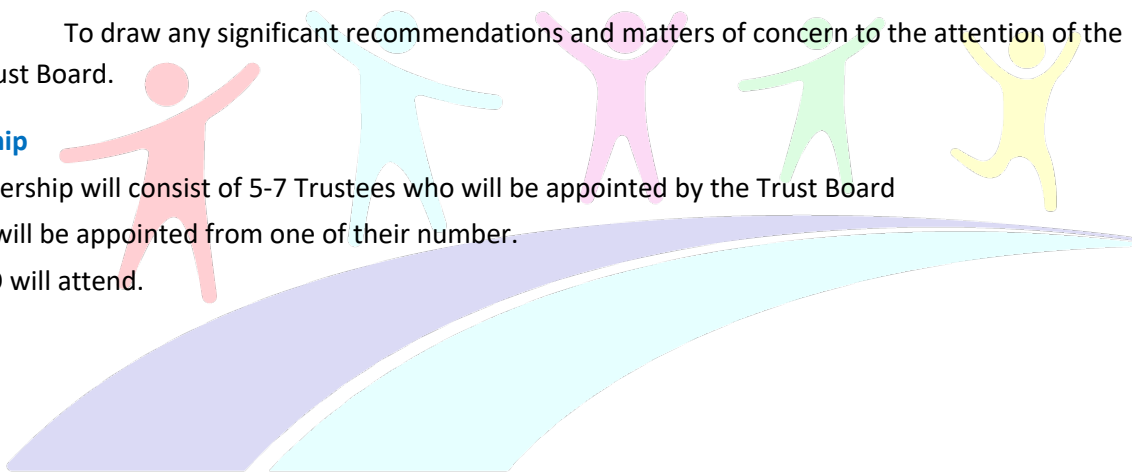
To draw any significant recommendations and matters of concern to the attention of the Trust Board.

Membership

The membership will consist of 5-7 Trustees who will be appointed by the Trust Board

The Chair will be appointed from one of their number.

CEO & CFO will attend.



The Island Learning Trust

Remit and Responsibilities of the Quality of Education Committee

The powers and functions delegated by the Board to the Committee are as set out below.

Learning, Standards & Quality of Care and Provision.



To hold Trust leaders to account for the performance and improvement of individual academies, **drawing any matters of concern to the attention of the Board.**



To hold the HOS to account for academic performance, quality of care and provision, by monitoring CEO reports, HOS reports, Trustee monitoring visit reports, conversations with the link Trustee.



To advise the Trust Board with respect to targets for student achievement across the Academy Trust.



To review Key Performance Indicators (KPIs) for identification of any areas of concern for referral to the Trustees



To receive a termly report from the Executive Team regarding standards and performance of the Academy Trust against key performance indicators. (RAGG Rating)



To identify any areas of concern in respect of standards and performance, safeguarding and attendance and to implement an action plan with the Executive Team.



To ensure that effective processes are in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy Trust.



To review, on a regular basis, its own performance and terms of reference to ensure it is operating at maximum effectiveness.

General



To review or investigate any other matters referred to the Q of Ed committee by the Trust Board.



To draw any significant recommendations and matters of concern to the attention of the Trust Board.



To ensure there is effective communication between the Trustees and the schools.

Membership

The membership will consist of 5-9 Trustees appointed by the Trust Board.

CEO and Ex HT will attend this committee.